

LANE COUNTY, OR Eugene



Lane County is located in western Oregon along the Pacific coastline. The county itself has a total area of 4,620 square miles. Apart from the major urban areas of Eugene and Springfield, almost 90% of the county is comprised of forestland. Eugene is the county seat and second largest city in Oregon. Lane County had been known for manufacturing of lumber and wood products. In recent times, it has developed a health food industry and rebranded itself as a "silicon forest." The University of Oregon is located in Eugene and enrolls close to 20,000 students. As required by State law, Eugene has Urban Growth Boundaries which focuses development on sustainability and has restricted market expansion. Lane is a home-rule charter county and works well with local governments through a council of governments. The County defers to the business community for workforce development and works side-by-side with state agencies on economic development.

LEHIGH COUNTY, PA Allentown



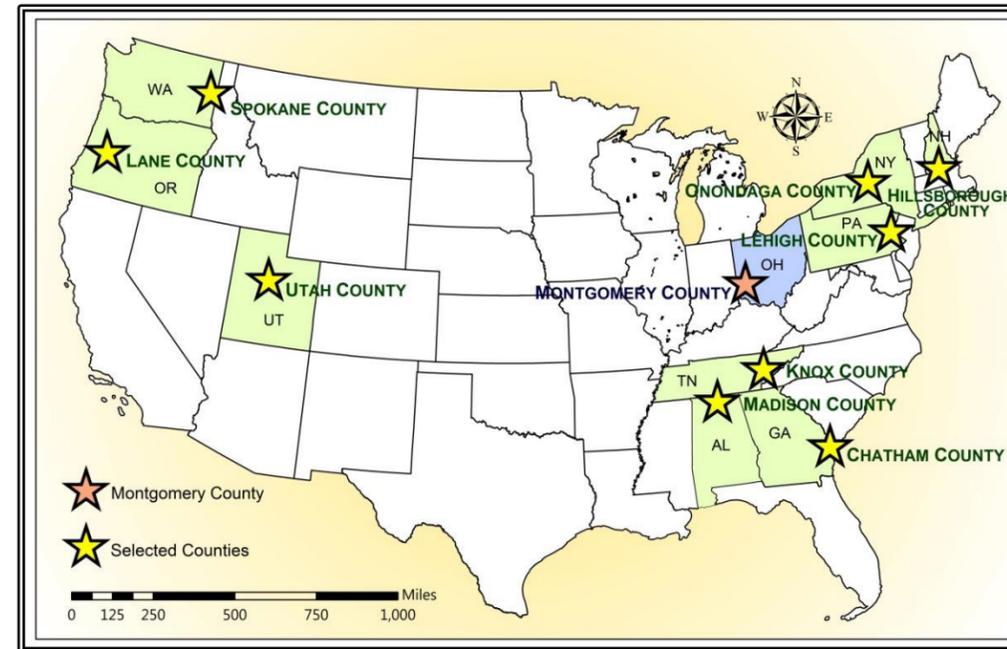
Lehigh County is located in eastern Pennsylvania within one hour drive of Philadelphia and two hour drive of New York City. The county seat is Allentown. The "Lehigh Valley" region spans two counties, including Northampton County and the Cities of Bethlehem and Easton. Once a steel manufacturing center, the region has developed a more diverse economy based on small businesses. Local governments took a proactive approach toward industry clusters of healthcare, diversified manufacturing, business and financial services, information & communication, and energy services. Allentown is home to two Fortune 500 companies and several higher education institutions. Regionalism is strong in Lehigh County and the business community is a driving force. The Lehigh Valley Economic Development Corporation and Congress of Governments formulate development strategies and encourage private-public collaboration and local government cooperation.

MADISON COUNTY, AL Huntsville



Madison County is located in northern Alabama, and includes the City of **Huntsville** as its county seat. The county directly borders Tennessee to the north, as well as the Tennessee River to the south. Huntsville's nickname is "Rocket City" due to its connections with NASA and Space Camp. Madison County has critical economic assets, including Redstone Arsenal (home to Marshall Space Flight Center and the US Army Aviation and Missile Command); Cummings Research Park (the second largest research park in the country). Cummings Research Park integrates well with Redstone Arsenal and the University of Alabama in Huntsville (the anchor for the park). These assets have attracted a well-educated workforce into the County. Local governments work well together. Business leads, supported by local governments and higher education. Local governments are very cooperative, and there is very good coordination between federal facilities and the region.

Formulas for Success: Counties Similar to Us



The project team identified nine counties that grew and developed wealth during the last decade at a higher than expected rate (given their starting circumstances) than other mid-sized central counties. The project team first identified counties with populations ranging from 250,000 to 1,000,000 in 2010. Next, suburban counties and state capital counties were deleted from the list. The team used regression analysis to predict expected performance on four criterion: **population growth** (attractiveness), **unemployment rate** (economic performance), **medium home value** (wealth), and **poverty** (equity). Counties that did far better than expected were examined for their similarity to Montgomery County on a variety of measures to select the final 9 counties.

ONONDAGA COUNTY, NY Syracuse



Onondaga County, a home rule county, is located in central New York State and includes Syracuse as its county seat. Once a major hub of manufacturing activity, the Syracuse region is now recognized by the New York State Department of Labor "as one of the most diversified metropolitan economies in the State." While manufacturing remains significant to the local market, the service industry is experiencing record growth, including call centers, finance, education services, and retail trade. The CenterState Corporation for Economic Opportunity is a business leadership and economic development organization that provides services to a twelve county region, including Onondaga. Agreements are in place to prevent some "poaching" between cities and counties. The university and private sector are very strong forces in the region. Creative and innovative state and local leadership in combination with business and universities have forged a renewed sense of possibility to the region.

SPOKANE COUNTY, WA Spokane



Spokane County borders Idaho in eastern Washington. The City of Spokane is the county seat and largest city. The site for the 1974 World's Fair, today it serves as the heart of retail, arts and culture, educational, and government for the Inland Northwest. Previously limited to a few industrial sectors, including aluminum production and railroad transportation, Spokane County's economy has since diversified to cover a variety of sectors. Fairchild Air Force Base provides jobs in military and defense. Several large universities are also in the area, including Washington State and Eastern Washington. Interviewees mentioned that a more competitive atmosphere exists between Spokane and neighboring communities in Idaho than between individual communities in Spokane County. Greater Spokane Incorporated (GSI) serves as a combined Chamber and economic development council for the entire Spokane County region.

UTAH COUNTY, UT Provo



Utah County is located in central Utah, just south of the Salt Lake City region. The county seat and largest city is Provo. Once a region heavily reliant on large manufacturers, such as Geneva Steel, Utah County has since transformed itself into a technology and software innovation center based in small to large companies. The area has gained a reputation as the nation's second "Silicon Valley," attracting companies such as Microsoft and Adobe. Interviewees consistently mentioned local entrepreneurial spirit as a key factor in the region's success. Institutions such as Brigham Young University and Utah Valley University provide higher education to over 60,000 students, with the latter playing an active role in regard to workforce development. Leadership is a cumulative effort of city, county, and state governments working behind the scenes. Cities are independent and compete for retail sales taxes, though they do convene informally on a monthly basis to collaborate on regional matters.

CHATHAM COUNTY, GA Savannah



Chatham County, home rule county, is located in eastern Georgia on the Atlantic coast. Savannah, the county seat, is an historic, port city known as the first "planned city" in America. Savannah and Chatham County boast an economy centered on tourism, healthcare, and manufacturing industries. Top employers in the area include Gulfstream Aerospace (business aircraft manufacturer), Fort Stewart/ Hunter Army Airfield, and Mitsubishi Power Systems (gas turbines). There are two major hospital networks in the County. The Port of Savannah acts as an economic growth engine, with the Savannah Economic Development Authority (SEDA) responsible for recruiting new international companies to the region. In addition, Chatham County is home to multiple higher education institutions including the Savannah College of Art and Design and Armstrong Atlantic State University. Workforce training programs such as Georgia Quick Start also encourage economic growth in the region.

HILLSBOROUGH COUNTY, NH Manchester/Nashua



Hillsborough County is located in southern New Hampshire, about an hour's drive from Boston. Manchester and Nashua serve as the County's two major urban centers, with Manchester being the largest. The rest of the County is divided into *towns*, which are all separate units of government. Interviewees reported that most cities work independently from one another, and tend not to share services across municipal boundaries. The culture of the county was described by area leaders as more "Libertarian," promoting small, independent, and limited government. In addition, the economy of New Hampshire was noted as being driven by small businesses since the closure of large textile mills that began in the 1930s. The region has reinvented itself, focusing on the service and information sector. Population growth is explained by the region's proximity to Boston, as well as substantial immigration trends.

KNOX COUNTY, TN Knoxville



Knox County, home rule county, is located in eastern Tennessee within an hour's drive of the Great Smoky Mountains National Park. Knoxville, the county seat, was the host of the 1982 World's Fair which has had a lasting impact on the city. The region has important assets, the most significant of which are Oak Ridge National Laboratory (the Department of Energy's largest research lab), the Tennessee Valley Authority (TVA), and the University of Tennessee's main campus in Knoxville. The presence of these assets in Knox County attracts research-based companies and provides steady employment. A mix of voices speaks for the region, public and private. Innovation Valley, backed by private investors, serves as a recruiting arm for new businesses. Counties and cities have adopted a "no-poaching" agreement when recruiting new business.

COUNTY	PERFORMANCE INDICATORS				FORMULAS FOR SUCCESS				
	Population Growth	Unemployment	Median Home Value	Poverty	Educational Attainment	Economic Diversity	Attitudes/Natural Advantages	Coordination, Collaboration and Cooperation	Tax Climate
Montgomery County	-4.3%	2000: 4.0% 2011: 9.4%	-5.1%	2000: 11.3% 2010: 17.8%	32.7% / 24.3% (Assoc. and Higher/BA and Higher)				
Chatham (Savannah, GA)	2000: 232,048 +14.1% 2010: 265,128	2000: 3.5% 2011: 9.2%	2000: \$120,298 +43.9% 2010: \$173,100	2000: 15.6% 2010: 19.3%	36.5% / 28.9% Associate's Degree: 7.6% Bachelor's Degree: 18.8% Graduate Degree: 10.1%	Education drives historic redevelopment in Savannah, while business organizations drive economic growth. Migration increases wealth, population and education attainment. Primary clusters: Transportation equip., transp. logistics, aerospace, arts & entertainment	Deep Water Port Historic District (Tourism Industry) Moderate Climate Hunter Army Airfield Lead and support (parade metaphor) Affordable cost of living	State provides workforce development advantage- One-stop economic development through SEDA County and City cooperate Universities help with historic redevelopment	Moderate corporate and property tax
Hillsborough (Manchester, NH)	2000: 380,843 +5.2% 2010: 400,721	2000: 2.6% 2011: 5.5%	2000: \$176,141 +45.9% 2010: \$257,100	2000: 6.3% 2010: 7.1%	44.0% / 34.6% Associate's Degree: 9.4% Bachelor's Degree: 22.5% Graduate Degree: 12.1%	Individualism dominates. Innovative private sector, e.g. DEKA Corp. Migration from the coast and with it higher education attainment. Primary clusters: Computer & elect manuf., electrical equip., advanced materials, primary metals, IT & telecom., fabricated metals, apparel, aerospace.	Proximity to Boston Vacation Destination Individual responsibility and small and weak government	State maintains fiscal control over County County is very weak Cities/towns act independently of each other and the county Chambers work to improve workforce development and universities seek to do their part	Individual Income Tax: 5% (interest and dividend income only) Corporate Income Tax: 8.5% Sales Tax: None
Knox (Knoxville, TN)	2000: 382,033 +13.1% 2010: 432,226	2000: 3.2% 2011: 6.9%	2000: \$124,730 +22.9% 2010: \$153,400	2000: 12.4% 2010: 13.7%	41.1% / 33.8% Associate's Degree: 7.3% Bachelor's Degree: 21.5% Graduate Degree: 12.3%	Migration of retirees and individuals with higher education attainment to the area. Attract new product lines and small firm development from federal lab research. Primary clusters: (Weakly) Health, biomedical/biotech, transportation and printing	Oak Ridge National Laboratory Tennessee Valley Authority (TVA) Moderate Climate Affordable Cost of Living Scenic Landscape/Smoky Mountains	Diverse leadership—business, university and public No council of governments but agreement on no poaching Business informally mentors new leaders	Low property tax and no personal income tax on wages Also favorable business taxes
Lane (Eugene, OR)	2000: 322,959 +8.9% 2010: 351,715	2000: 5.4% 2011: 9.5%	2000: \$178,547 +28.5% 2010: \$229,400	2000: 14.4% 2010: 19.3%	36.3% / 27.7% Associate's Degree: 8.6% Bachelor's Degree: 16.7% Graduate Degree: 11.0%	Largest employers are public and health. Forestry products scaling back and economy becoming more diverse. Primary clusters: Forest/wood products, agriculture/food processing, apparel & textiles, machinery manufacturing.	Sustainable development/quality of life. Migration from California and individuals with high education attainment. Moderate climate, scenic and coastal environment Affordable in comparison to California.	Coordination between state and local government. Local government collaborates with business—Summit 2009 set development priorities; and business leads workforce focus. Local governments meet in a council; one-stop for economic development and United Front for seeking federal/state support.	No sales tax and lower property tax create a favorable tax climate in comparison to other areas.
Lehigh (Allentown, PA)	2000: 312,090 +12% 2010: 349,497	2000: 3.7% 2011: 8.7%	2000: \$181,080 +15.4% 2010: \$208,900	2000: 9.3% 2010: 13.7%	35.4% / 27.1% Associate's Degree: 8.3% Bachelor's Degree: 16.3% Graduate Degree: 10.8%	Focus on retaining businesses. Growth from Hispanic population and migration from east coast population centers. Moderate taxes and quality of life draw businesses and people. Primary clusters: Electrical equip., biomed/biotech, health, chemicals, transportation.	Proximity to Philadelphia and NYC Natural Environment/Scenic Landscape Foreign Trade Zone Affordable living compared to the East Coast Compete and collaborate	Many competitive local governments but learning to cooperate via Congress of Governments Private sector collaborates with public sector through the Lehigh Valley Economic Development Corporation (LVEDC) and schools through the Lehigh Valley Business-Education Partnership (LVP)	Moderate taxes in comparison to East Coast, e.g. individual income tax and sales tax
Madison (Huntsville, AL)	2000: 276,952 +20.9% 2010: 334,811	2000: 3.1% 2011: 7.6%	2000: \$130,808 +28.6% 2010: \$168,200	2000: 10.5% 2010: 12.7%	44.1% / 37.4% Associate's Degree: 6.7% Bachelor's Degree: 23.9% Graduate Degree: 13.5%	Growth from two BRAC rounds and federal research facilities. Diversified economy to make it more recession/federal budget proof. Primary clusters: computer/electronic manuf., Aerospace, Transmission equip, information tech., glass/ceramics, energy, advanced materials, business/finance	Affordable Cost of Living Redstone Arsenal Army Base Marshall Space Flight Center US Space & Rocket Center Cummings Research Park Moderate Climate	Huntsville Regional Economic Growth Initiative- investing in new (diversified) businesses Top of Alabama Regional Council of Governments (TARCOG) Cummings Research Park-commercializing new technology	Low property taxes and moderate corporate and income tax
Onondaga (Syracuse, NY)	2000: 458,336 +1.9% 2010: 467,026	2000: 3.5% 2011: 7.7%	2000: \$108,141 +24.6% 2010: \$134,700	2000: 12.2% 2010: 14.2%	43.3% / 32.1% Associate's Degree: 11.2% Bachelor's Degree: 18.3% Graduate Degree: 13.8%	Education and healthcare dominate, but business community, Syracuse University, County and City forging new economy based on invention and entrepreneurialism. Primary clusters: computer/electronic manuf., education, electrical equipment, advanced materials, machinery Manuf.	Central location in the state with large cities hundreds of miles away Natural Environment/Scenic Landscape World-Class Health Care and Universities	CenterState CEO (12-County Chamber of Commerce) Central Upstate Regional Alliance Public and private strategic plans match Connected Corridor draws together university-business and public sector	Only moderate if compared to New York City or Montreal
Spokane (Spokane, WA)	2000: 417,939 +12.7% 2010: 471,221	2000: 5.2% 2011: 9.4%	2000: \$143,344 +30.5% 2010: \$187,000	2000: 12.3% 2010: 14.3%	39.6% / 27.9% Associate's Degree: 11.7% Bachelor's Degree: 17.8% Graduate Degree: 10.1%	Steady population growth since 1970. Stable employment via government (military) and education. Major employer (Kaiser Aluminum) scaled back; now more diverse (product and market). Primary clusters: primary metals, mining, education, and health.	Affordable Cost of Living Natural Environment/Scenic Landscape Lasting Effects of 1974 World's Fair Fairchild Air Force Base	Greater Spokane Incorporated (Regional Chamber of Commerce) provides strong leadership and coordinates with city and county Council of Governments-no compete agreements	No individual income tax
Utah (Provo, UT)	2000: 368,540 +40.2% 2010: 516,564	2000: 2.9% 2011: 7.9%	2000: \$198,048 +13.2% 2010: \$224,200	2000: 12% 2010: 14.6%	46.6% / 35.5% Associate's Degree: 11.1% Bachelor's Degree: 24.6% Graduate Degree: 10.9%	Multilingual, global, and entrepreneurial. Government supports and business and universities do the rest. Primary clusters: Education, glass/ceramics, IT & Com., printing & publishing, computer & electronics, business/fin, primary metals	Entrepreneurial Spirit/Culture Affordable Cost of Living Natural Environment/Scenic Landscape Proximity to Salt Lake City	Diverse Leadership Independent Local governments Competition for Retail Sales Tax Universities play an active role in workforce development and entrepreneurial assistance.	Low property and corporate tax