

## Department of City and Regional Planning

### PLAN 770 Economic Development Policy

Spring 2016  
Time: T/TH 11-12:15pm  
Room: Dey Hall 210  
Office hours: by appointment  
Teaching assistant: Peter Gorman <pgorman@live.unc.edu>

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#### COURSE DESCRIPTION

This course will introduce students to the field of local economic development policy and planning and to commonly-used economic development strategies, from industrial recruitment and stadium building to small business assistance and university-led innovation. Course readings and related class discussions will provide a general overview of specific strategies and expose students to emergent and established debates about their use and implementation. Case study analysis will enable students to also consider the particular local context in which these strategies are implemented, thus helping students recognize the role local contextual factors can play in shaping or hindering conditions for successful strategy use and adaptation. Combined, these class activities will help students understand important differences in how communities go about developing and implementing economic development strategies and what these differences might imply for long-term policy reach and impact. The ultimate goal of this course is to enable students to think critically about both merits and limits of individual economic development strategies, yet also understand the particular conditions under which certain communities and community actors can guide and coordinate strategy use in innovative and more equitable ways.

#### COURSE FORMAT

The course operates in a structured seminar format. The first half of the course will briefly introduce students to the field of economic development and its intellectual roots and traditions. This course, however, is not designed to provide an in-depth review of foundational economic development theories. Students are therefore encouraged to take a dedicated economic development theory course, such as PLAN 773 Regional Development Seminar, in order to round out their understanding of underlying theoretical influences in this field.

The second half of this course, which covers a set of economic development strategies commonly pursued in the field, will combine guided classroom discussion of assigned readings, in-class activities and in-depth student presentations of case study material. Case studies will enable students to consider the particular context, as well as specific challenges, to strategy implementation. In addition, this case study component will be structured to encourage students to hone their skills in case study research design, writing and analysis.

A maximum level of active participation by students is *required*. Please read the assigned material and come prepared to contribute to class discussion.

#### READING

Readings for the course consist of a set of required readings from a wide range of books, journals, newspaper articles and professional reports. The readings for each class are provided in the course calendar below. All required readings that do not have listed URL links are posted on Sakai.

## **FEEDBACK PARTNER**

I will assign you a feedback partner for the entire semester who will be a resource for early feedback on case study development. You will not be graded on your use of this partnership, though quality feedback from a partner is likely to reflect in your final case study grade. You should view this as a resource and relationship that you can tap for this class and possibly others throughout your academic career. You should schedule time to meet with or interact (by email or phone) with this person outside of normal class hours. Also be prepared to share a copy of your case study frame and outline with your partner, as well as an early case study draft.

In addition to peer feedback, I would strongly encourage you to take advantage of the resources provided by the UNC writing center. This is not just for ESL or undergraduate students, but offers resources for native English speaking graduate students as well! Information on the UNC writing center services is available at: <http://writingcenter.unc.edu/>

## **ASSIGNMENTS AND GRADING**

**SUBMIT ALL WRITTEN ASSIGNMENTS IN ELECTRONIC, MS WORD  
FORMAT TO NLOWE@EMAIL.UNC.EDU AND PGORMAN@LIVE.UNC.EDU**

### **Class Participation (20 percent total: 5 percent attendance + 15 percent in-class participation)**

Each session is more effective as a dialogue rather than lecture. Please complete all assigned readings before class and be prepared to contribute! I will reduce attendance grades for students that miss class without notifying me in advance,

**Analytical case study: (80 percent total; see breakdown below):** Most of your time this semester will be spent researching, writing and editing an explanatory/analytical case study of an applied strategy or economic development challenge. The end result will be a polished 15-18 page (double spaced) case study due at the end of the semester (due at start of class on Thursday April 21st). [co-authored reports should be 25-28 pages]. I will work with you to identify an appropriate case study topic. Ideally, each case study should be an example of a strategy or challenge reviewed in class that has been adopted/targeted by a city, county or state/quasi-state economic development agency or partnership. The case study is meant to illustrate and illuminate local challenges to strategy implementation, and the steps taken by actors or organizations involved to resolve or mitigate these challenges. This is not meant to be a structured program evaluation, but rather is meant to draw out what is innovative, unique or challenging to strategy implementation within a specific context or institutional setting. You may also consider writing a case study that looks closely at a failed attempt at strategy implementation; or a missed opportunity for strategic intervention. In this case, the goal would be to identify the factors that have undermined strategy success or intervention in that particular institutional setting.

To facilitate and guide case study development, we will review key aspects of case study writing over the course of the semester, and also look at several examples of existing explanatory/analytical cases studies that pertain to economic development policy. You will also be given time to present your working case study material in class in order to get feedback on how you are framing or analyzing the case and to determine if the evidence you provide is sufficiently detailed.

To help with case study writing, you are expected to complete the following tasks over the course

of the semester:

**Weekly interview commitment:** In addition to reviewing secondary data sources (i.e., newspaper articles, reports, promotional materials, etc), you are required to interview at least **7** individuals for your case study during the course of the semester. Starting the week of **Feb. 8th**, I will send out a weekly check sheet to monitor your interview progress. Do not procrastinate! It takes considerable time to set up and complete interviews—prepare for delays and last minute cancelations. Also, some of your interviewees will have suggestions for others to speak with. Getting started early in the semester will give you greater options for identifying the best interviewees for the case. Failure to complete 7 interviews will reflect in your final case study grade.

**Interpreting the case through two interviews (10 percent): Due by Tuesday, March 1st.** For this assignment, you will take two of your case study interviews and write a 2-3 page double spaced paper. Start by briefly telling me who you interviewed and why they were chosen. The paper should focus on the most important thing you learned from these interviews. I don't want a laundry list of everything you learned or a point-by-point summary of each interview, but rather an in-depth reflection about how the information gathered from these two interviews has helped you analyze or interpret key aspects of your case study. Stylistically I find it is better to write up your results thematically using 2 or 3 cross-cutting themes and talk about how the interviews, in combination, informed or influenced your thinking about each theme. This is preferred to a style where you simply present one interview and its core themes in its entirety followed by the other.

**Case study frame and outline (15 percent):** You are expected to send a detailed 2-3 page outline of your case study to me by **Tuesday, March 22<sup>nd</sup>**, for comment. As part of this outline, I want you to take an initial stab at framing your case study. In 3-4 paragraphs tell us what this is a case of: why it is important, what we will learn and what conventional wisdom or understandings this case will challenge or amend. Your outline should follow from that.

Please send a copy of your framing exercise and outline to your “feedback partner” for comments. **By March 31<sup>st</sup>** send me a paragraph or two outlining changes to your frame and outline you plan to make after receiving comments from your feedback partner in class on March 29<sup>th</sup> (in class).

**Presentation of case study material (15 percent):** You will be asked to give a 10-12 minute formal presentation on your case study (your time slot should allow time for questions and answers). You will share the class session with 3-4 other students, so use good time management. I expect you to be well-prepared (i.e., be sure to rehearse your talk! Perhaps do a practice run with your feedback partner!) and to give a polished presentation on the case study material you have gathered to date. Obviously, those presenting earlier in the semester will have significantly less material to share. In this case, use the presentation time as an opportunity to talk about what you know from secondary data sources or from exploratory interviews, begin framing the case and talking about the steps you are taking to build the case study and fill in gaps. All presenters are encouraged to include a section describing any difficulties encountered with case study development, be they related to research or to writing/framing activities. The goal is to both educate your classmates on an applied strategy, but also use this presentation to get detailed feedback and guidance for your case study design and write-up.

You do not need to use PowerPoint, though some kind of visual aid is required. If you do not use PowerPoint, then plan to provide a detailed handout on the case (one sheet, two sides if necessary).

I will use a presentation evaluation form, available on Sakai, to determine your grade and provide feedback.

**Final case study (40 percent):** Due by start of class on **Thursday April 21<sup>st</sup>**.

**POLICY FOR LATE ASSIGNMENTS:** Please note that I will downgrade assignments a half letter grade for each late day. Exceptions will be made in the case of a medical or family emergency.

## PLAN 770 COURSE TOPICS AND REQUIRED READING

### Course Overview (Jan 12)

### Defining Economic Growth and Development (Jan 14)

Malizia, E. E. 1994. "A redefinition of economic development." *Economic Development Review*, Spring, pp. 83-4.

Fitzgerald, Joan and Nancey Green Leigh. 2002. *Economic Revitalization: Cases and Strategies for City and Suburb*. Chapter 1: Redefining the Field of Local Economic Development. Page 26-33. Sage Publications.

### State and Local Economic Development: An Evolving Field (Jan 19)

Ross, Doug and Robert E. Friedman. 1990. "The Emerging Third Wave: New Economic Development Strategies in the '90s." *The Entrepreneurial Economy Review*. Vol. 9. No. 1. Pp. 3-10.

Glasmeyer, A. K. 2000. "Economic geography in practice: Local economic development policy." In *The Oxford Handbook of Economic Geography*, edited by G. L. Clark, M. P. Feldman, and M. S. Gertler, pp. 559-79. Oxford, UK: Oxford University Press.

Edward Blakely and Nancey Green Leigh. 2010. Planning Local Economic Development: Theory and Practice. Chapter 2: The Influence of National and State Policies on Local Economic Development. **(Read 56-65 only)**

### State and Local Economic Development: An Evolving Field Continued (& overview of federal ED programs) (Jan 21)

International Economic Development Council. Economic Development Reference Guide.  
[http://www.iedconline.org/clientuploads/Downloads/IEDC\\_ED\\_Reference\\_Guide.pdf](http://www.iedconline.org/clientuploads/Downloads/IEDC_ED_Reference_Guide.pdf)

Edward Blakely and Nancey Green Leigh. 2010. Planning Local Economic Development: Theory and Practice. Chapter 2: The Influence of National and State Policies on Local Economic Development. **(Read pages 31-56, plus conclusion: look at table of federal agencies)**

(optional: Ann Markusen and Amy Glasmeier. 2008. Overhauling and Revitalizing Federal Economic Development Programs. *Economic Development Quarterly* 2008; 22; 83)

## **North Carolina's Changing Economic Development Landscape: Allan Freyer (Jan 26)**

Carlisle, Rich. 2010. An Overview of Economic Development Policy in North Carolina: Transforming the State from Poverty to Prosperity.  
<https://iei.ncsu.edu/wp-content/uploads/2013/02/Carlisle-Economic-Development-Policy-edit.pdf>

Freyer, Allan. 2013. Getting it Right - Three accountability challenges in Gov. McCrory's proposal for partially privatizing the Department of Commerce  
<http://www.ncjustice.org/?q=budget-and-tax/btc-reports-getting-it-right-three-accountability-challenges-gov-mccrorys-proposal>

Lester, T. William and Nichola Lowe. 2015. Rebuilding the Bridge to the Future: An Analysis of What Works for North Carolina's Economy. ThinkNCFirst.  
<http://www.thinkncfirst.org/research/rebuilding-the-bridge-to-the-future-an-analysis-of-what-works-for-north-carolinas-economy>

## **Reimagining the State (Jan 28)**

Block, Fred. 2008. Swimming Against the Current: The Rise of a Hidden Developmental State in the United States. Politics and Society.

Mazzucato, Mariana. 2015. Building the entrepreneurial state: A new framework for envisioning and evaluating a mission-oriented public sector. Working Paper, Levy Economics Institute, No. 824.  
<http://www.econstor.eu/bitstream/10419/109993/1/815376626.pdf>

Mazzucato, Mariana. 2014. Chapter 1: From Crisis Ideology to the Division of Innovative Labour. In, The Entrepreneurial State. London: Anthem Press.

Schrank, Andrew and Josh Whitford. 2009. Industrial Policy in the United States: A Neo-Polanyian Interpretation. Politics and Society.

Rodrik, D. (2013). Green Industrial Policy. Princeton University Working Paper. Read pages 19-29 (starting with: "better rules for industrial policy".)  
<https://www.sss.ias.edu/files/pdfs/Rodrik/Research/Green-growth-and-industrial-policy.pdf>

(Group 1 only, also read: <http://www.nytimes.com/2016/01/05/opinion/the-conservative-case-for-solar-subsidies.html>)

## **Guest Speaker: Michael Pittman, RTP 2.0 (Feb2)**

### **Interviewing Techniques (Feb 4): DCRP doctoral student panel discussion**

William Foote Whyte. 1984. Learning from the Field: A Guide from Experience. Chapter 6, Interviewing Strategy.

Piore, Michael. 2006. Qualitative Research: Does it Fit in Economics? In, A Handbook for Social Science Field Research.  
<http://economics.mit.edu/files/1125>

Gregory Andranovich and Gerry Riposa. 1993. Doing Urban Research. Page 74-85, Primary Data.

John Lofland and Lyn Lofland. 1995. Analyzing Social Settings: A Guide to Qualitative Observation and Analysis. Chapter 3, Getting In.

### **Business Recruitment (Feb 9)**

Markusen, Ann and Katherine Nesse. 2007. Institutional and Political Determinants of Incentive Competition. In, *Reining in the Competition for Capital*, edited by Ann Markusen. Kalamazoo: Upjohn Institute.

Bartik, Timothy J. 2005. "Solving the Problems of Economic Development Incentives." *Growth and Change* 36 (2) 139-166.

Dean, Amy. 2012. We Want Our Money Back. The American Prospect. March 7.  
<http://prospect.org/article/we-want-our-money-back>

### **Business Recruitment II (Feb 11)**

*In class activity: lessons from the case of North Carolina biosciences*

Lowe, Nichola. 2014. Beyond the Deal: Using Industrial Recruitment as a Strategic Tool for Manufacturing Development. *Economic Development Quarterly*.

Lowe, Nichola and Maryann Feldman. 2015. Breaking the Waves: Innovation at the Intersection of Economic Development Policy. Working Paper.

### **Entertaining for Dollars (Feb 16)**

Zimbalist, Andrew and Roger Noll. 1997. Sports, Jobs, & Taxes: Are New Stadiums Worth the Cost? Brookings Institute.  
<http://www.brookings.edu/research/articles/1997/06/summer-taxes-noll>

Mahler, Jonathan. 2011. Now that the Factories are Closed, It's Tee Time in Benton Harbor, Mich. New York Times.  
<http://www.nytimes.com/2011/12/18/magazine/benton-harbor.html?pagewanted=all>

Rosentraub, Mark. 2006. The Local Context of a Sports Strategy for Economic Development. *Economic Development Quarterly*. Vol. 20. No 3. Pp. 278-291

Peter Ross Range. L.A. Confidential: How Community Activists Are Making Big Developers Their Partners in Fighting Poverty. <http://www.laane.org/whats-new/2009/09/12/1-a-confidential/>

## **Preserving Industrial Land (Feb 18)**

Fitzgerald and Nancey Green Leigh. 2002. "Industrial Retention: Multiple Strategies for Keeping Manufacturing Strong."

Molina, Joshua. 2007. San Jose Wrestles with Rezoning of Industrial Land for Housing: Turning Industrial Land into Housing Can Hurt Tax Base.

Lester, T.W. and Kaza, N. and Kirk, S., Making Room for Manufacturing: Understanding Industrial Land Conversion in Cities – Journal of American Planning Association 79(4):295-313  
[http://sia.planning.unc.edu/uploads/publications/japa\\_all.pdf](http://sia.planning.unc.edu/uploads/publications/japa_all.pdf)

## **Inner-City Investment and Business Development: Lessons from Enterprise Zones (Feb 23)**

Porter, M. E. 1997. New strategies for inner-city economic development. *Economic Development Quarterly* 11: 11-27.

Harrison, Bennett and Amy Glasmeier. 1997. Response: Why Business Alone Won't Redevelop the inner-city: A friendly critique of Michael Porter's approach to urban revitalization. *Economic Development Quarterly* 11: 28.

MG Wilder, BM Rubin. 1996. Rhetoric versus Reality: A Review of Studies on State Enterprise Zone Programs. *Journal of the American Planning Association*

## **Guest Speaker (Feb 25)**

### **Manufacturing Extension and Small Business Upgrading (Mar 1)**

Shapira, P. 2001. US manufacturing extension partnerships: technology policy reinvented? *Research Policy*. Vol. 30. No. 6.

Matt Schuneman. 2012. Who Helps the Helpers? Examining the Challenging Environment for US Manufacturing Support Services via a Case Study of the Industrial Extension Service. EDP Case Study.

Atkinson, Rob. In Praise of Big Business, Part I. The Innovation Files.  
<http://www.innovationfiles.org/in-praise-of-big-business-part-1/>

(Optional: Tandler, Judith. Small Firms, the Informal Sector and the Devil's Deal.  
<http://www1.oecd.org/gov/regionaldevelopment/2489858.pdf>)

### **Case Study Structure and Writing (Mar 3)**

Wayne Booth, Gregory Colomb and Joseph Williams. 1995. The Craft of Research. Page 160-166; Page 234-249.



Alan Thomas and Giles Mohan. 2007. Research Skills for Policy and Development. Page 325-329.

### **Cluster Development (Mar 8)**

Porter, Michael. 2000. Location, Competition, and Economic Development: Local Clusters in a Global Economy. *Economic Development Quarterly*.

Feser, E. J., and M. I. Luger. 2003. "Cluster analysis as a mode of inquiry: Its use in science and technology policymaking in North Carolina." Vol. 11. *European Planning Studies*.

Barzelay, Michael. 1991. "Managing Local Development: Lessons from Spain." *Policy Sciences*. Vol. 24. Pp. 271-90.

Lowe, Nichola. 2009. Challenging Tradition: Unlocking New Paths to Regional Industrial Upgrading. *Environment and Planning A*. 41(1): 128-145

### **Student Presentations #1 (Mar 10) RTP case studies**

#### **Innovation: From Universities to Districts (Mar 22)**

Luger, M. I., and H. A. Goldstein. 1997. "What is the role of public universities in regional economic development?" In *Dilemmas of Urban Economic Development*, edited by R. D. Bingham and R. Mier, pp. 104-34. Thousand Oaks, CA: Sage. Also commentary, pp. 135-9.

Katz, Bruce and Julie Wagner. 2014. The Rise of Innovation Districts: A New Geography of Innovation in America. Brookings Institute.  
<http://www.brookings.edu/~media/Programs/metro/Images/Innovation/InnovationDistricts1.pdf>

Drucker, Joshua and Amanda Kass. 2015. Innovation Districts: Economic Development Innovation or Shiny New Bottle? Working Paper.

### **Student Presentations #2 (Mar 24) Innovation related cases**

#### **Case study frame exercise (Mar 29)**

#### **Guest Speaker (Mar 31): Entrepreneurship**

### **Student Presentations #3 (Apr 5)**

#### **Makers: A New Industrial Revolution? (Apr 7)**

Anderson, Chris. 2010. In the Next Industrial Revolution, Atoms Are the New Bits. *Wired Magazine*. January 25.  
[http://www.wired.com/magazine/2010/01/ff\\_newrevolution/all/](http://www.wired.com/magazine/2010/01/ff_newrevolution/all/)

Rotman, David. 2013. The Difference Between Makers and Manufacturers. Technology Review. January 2.  
<http://www.technologyreview.com/review/508821/the-difference-between-makers-and-manufacturers/>

Jakob, Doreen. 2012. Crafting your way out of the recession? New craft entrepreneurs and the global economic downturn. Cambridge Journal of Regions, Economy and Society.

Evgeny Morozov. 2014. Making it. New Yorker.  
<http://www.newyorker.com/magazine/2014/01/13/making-it-2>

### **Student Case Study Presentations #4 (Apr 12) Manufacturing/Maker**

### **Student Case Study Presentations 5 (Apr 14) Manufacturing/Maker**

### **Greening the Local Economy (Apr 19)**

Campbell, S. 1996. "Green Cities, Growth Cities, Just Cities? Urban Planning and the Contradictions of Sustainable Development." *Journal of the American Planning Association*. Vol. 62. No. 3. Pp. 296-312.

K Chapple, C Kroll, TW Lester and S. Montero. 2011. Innovation in the Green Economy: An extension of the regional innovation system model? *Economic Development Quarterly*. Vol 25. No 1. Pp. 5-25.

### **Local Foods Economy (April 21)**

Donald, Betsy. 2008. Food Systems Planning and Sustainable Cities and Regions: The Role of the Firm in Sustainable Food Capitalism. *Regional Studies*. Vol. 42.9 PP. 1251-1262.

Colloredo-Mansfield, Rudi, M. Tewari, J. Williams, D. Holland, A Steen. 2014. "Communities, Supermarkets, and Local Food: Mapping Connections and Obstacles in Food Systems Work in North Carolina." *Human Organization*, Vol 73, No. 3.

Rosenfeld, Stu. 2010. Sustainable Food Systems Cluster, Vermont Style. *European Planning Studies*. Vol. 18. No. 11.

Room for Debate: Making it Easier to Eat Local Foods. New York Times. April 2010.  
<http://roomfordebate.blogs.nytimes.com/2010/04/19/making-it-easier-to-eat-local-food/>

### **Course Wrap-Up and evaluation (Apr 26)**