

# C<sup>3</sup>E

## The Carolina Center for Competitive Economies



Helping regions and  
their businesses make  
**strategic decisions**  
and **lasting investments**



**UNC**  
KENAN-FLAGLER  
BUSINESS SCHOOL



# The Carolina Center for Competitive Economies

The Carolina Center for Competitive Economies (C<sup>3</sup>E) is a University-based center for applied research, policy analysis, evaluation, and thought leadership helping business and community leaders address the challenges of competitiveness in the 21<sup>st</sup> century.

Today's global economy requires businesses, governments, and non-profits to be more proactive in constructing policy initiatives to remain competitive. C<sup>3</sup>E and its principals have been developing and implementing new and innovative economic development plans for over 25 years. While many economic development trends have come and gone, our core expertise has remained helping regional stakeholders make strategic investments in competitiveness.

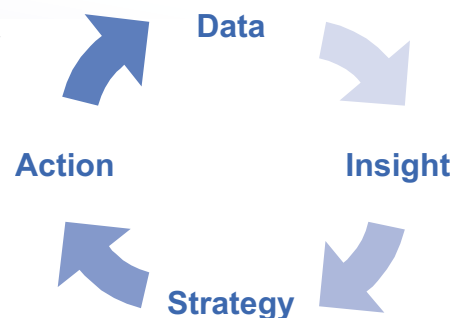
## Core Areas of Expertise

- **Identifying Opportunities:** Strategic planning and investment for competitiveness
- **Creating Rural Competitiveness:** Closing the economic disparity gap
- **Mobilizing Knowledge Resources:** Real estate approaches including research parks and incubators
- **Aligning Incentives & Investments:** Competitive finance to achieve strategic goals
- **Bridging Sustainability & Economic Development:** New policies to attain economic development in a high quality environment

C<sup>3</sup>E accomplishes its work by leveraging the world-renowned resources of the University of North Carolina at Chapel Hill's Kenan-Flagler Business School.

## Our Approach

- **Generate insight** based on a thorough analysis of existing and original data
- Work with leaders in an inclusive process to formulate **innovative strategy/policy initiatives**
- **Build a feasibility plan** for the initiative that is actionable and achievable
- Provide ongoing **evaluation** and **benchmarking**



*The success of C<sup>3</sup>E's approach relies on its strength in comprehensive analysis, its ability to employ unique and diverse strategies for growth, and its breadth of expertise.*

## Comprehensive Analysis

By conducting a comprehensive analysis that goes beyond the traditional cluster-based analysis of existing industries, we identify unique regional strengths and opportunities. Our analysis and forecasting process creates a complete view of the economic system and a depth of insight that is required for long-term strategic planning and investment. The model typically includes measures of:

- **Economic prosperity:** Household income, employment/unemployment, education, aging, and per capita income
- **Business climate:** Infrastructure, incentives, workforce, education, commuting patterns, innovation, existing companies and networks of industries (clusters), and emerging clusters
- **Innovation assets:** University, federal labs, and corporate R&D strengths, technology transfer, and commercialization
- **Global readiness:** Imports, exports, and foreign direct investment
- **Investment and finance of strategic initiatives:** Historical and potential local, state, federal, foundation, and private sector investment in economic development of the region
- **Leadership:** Regionalization, multi-jurisdictional cooperation, and regional partners across sectors

C<sup>3</sup>E also conducts benchmarking and evaluations of similar communities, comparable approaches, and leading-edge policies to identify lessons to avoid and best practices to emulate.

## Diverse Strategies

C<sup>3</sup>E employs diverse strategies rather than relying on one model or approach and replicating it across the country or globe. We help communities find unique, achievable strategies to increase their competitiveness. These strategies can include:

- **Strengthening** existing industry by increasing their competitiveness
- **Encouraging** and growing new industry
- **Attracting** new strategic industries
- **Retaining** more local dollars
- **Increasing** sources of external capital

## Contact Us

C<sup>3</sup>E works with businesses, governments, economic development professionals, and community leaders to identify unique assets and solutions for strategic planning and investment. Contact us for a consultation or more information.

### Center for Competitive Economies (C<sup>3</sup>E)

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## Core Areas of Expertise

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### Identifying Opportunities

#### Strategic planning and investment for competitiveness

Today's global economy requires businesses, governments, and non-profits to be more proactive in constructing policy initiatives to remain competitive.

C<sup>3</sup>E works with leaders in an inclusive process to formulate innovative strategy/policy initiatives. C<sup>3</sup>E generates insight based on a thorough analysis of existing and original data, builds feasibility plans that are actionable and achievable, and provides ongoing evaluation and benchmarking.

A core focus is on identifying existing and emerging clusters that could be a focus for new policy initiatives including:

- Businesses in industries that are underrepresented in the region
- Businesses that pay above-average wages and are adding employment
- Businesses that will likely leverage technology strengths of the region

### Creating Rural Competitiveness

#### Closing the economic disparity gap

There are persistent problems that affect regions with a relatively healthy core and a less-vibrant periphery. The core-periphery differences show up in many measures of economic performance and have several undesirable effects, creating a gap between have and have-not regions that public policy has difficulty overcoming. The problem is compounded by a lack of coordinated effort among the peripheral counties.

To address this disparity C<sup>3</sup>E has conducted feasibility studies and subsequent implementation plans that help to identify:

- Likely locations to create a hub or resources and activities in rural locations based on an analysis of economic data, population growth, employment, industrial base, and commuting patterns
- Opportunities for inter-county collaboration
- Examples of best practices in locations across the U.S.
- Industry/cluster opportunities as well as enhancements and incentives, leadership, financial requirements, and policy changes to achieve success

## Mobilizing Knowledge Resources

### Real estate approaches such as Research Parks and incubators

Much has changed in the U.S. economy since Research Parks became popular policy initiatives over 40 years ago—not only the kinds of industries that are prominent, but also the organization and structure of the global economy. Those changes have had significant implications for regions and their policy and planning processes.

C<sup>3</sup>E performed some of the original research on this topic in 1991 and recently completed a follow-up to that study that examined research parks, their partners, and their impact on economic development. Based on this expertise, C<sup>3</sup>E has had the opportunity to work with many regions on their efforts to stimulate economic development by mobilizing knowledge resources in the form of higher education, R&D, commercialization, and entrepreneurship.

## Assessing Competitive Finance

### Aligning incentives and investments to achieve strategic goals

Despite recent improvements in the U.S. economy, states continue to struggle with tight budgets. Modest increases in revenues are being offset by deferred commitments from even worse budget years and higher mandatory spending on programs such as Medicaid. In light of these continuing challenges, it is incumbent upon states' legislatures to scrutinize every direct and tax expenditure program and to seek alternative sources of revenue.

C<sup>3</sup>E has been retained by several states to perform ongoing, annual evaluations of public investments (e.g., in R&D) and tax incentives programs (for business attraction). C<sup>3</sup>E performs multiple types of analysis for these issues, including global indicators, recipients' survey, and case studies, to provide an approach that is richer than a recipient survey-based evaluation on its own and tends to more accurately state the social benefits of these types of programs.

## Bridging Sustainability & Economic Development

### New policies for a changing world

Many parts of the United States will be affected by projected climate changes as a consequence of their geographic location, natural and built features, and economic base. At stake are the protection of ecosystems' and citizens' health and the ability to sustain economic prosperity in the long run. These issues require coordinated policies at the community, state, regional, national, and global level.

C<sup>3</sup>E formulates creative and feasible solutions to these problems that create opportunities for economic development. Using sustainable business practices, economic development theory, public policy analysis, and advanced scientific modeling, C<sup>3</sup>E and its partners help communities:

- Estimate costs and benefits of climate change scenarios
- Identify impact on their major economic sectors
- Define best practices and technologies for a more sustainable economy
- Develop policy options that are proactive
- Evaluate traditional economic development incentives, transportation, land use, and environmental protection policies using the climate-change lens
- Educate legislators, regulators, businesses, and the general public

The following lists identify C3E projects as they fall into our core areas of expertise. Visit our Web site at [www.c3e.unc.edu](http://www.c3e.unc.edu) for more detail on these projects including reports, awards, and press coverage.

### Identifying Opportunities

- Identifying “Targets of Opportunity” Competitive Clusters for RTRP and its Sub-regions
- Northeast N.C. Regional Economic Development Plan
- Economic Impacts and Opportunities for Marine Science Research and Education in Carteret County, NC
- Opportunities for Job Creation and Economic Growth in Cleveland County, NC
- Five-Year Vision Plan for the Economy of the AdvantageWest Region
- Greater Fayetteville Futures Project Action Plan for Economic Development
- The Promise of Entrepreneurship for the Chattanooga Region
- Regional Technology Assets and Opportunities: The Geographic Clustering of High-Tech Industry, Science and Innovation in Appalachia
- Economic Impact of the North Carolina Speedway: Opportunities for Richmond County

### Creating Rural Competitiveness

- The Feasibility of Mini-Hub Development in the Research Triangle Regional Partnership Region
- Implementation Plan for a Mini-Hub in the Kerr-Tar Region
- Cross-Borders Economic Opportunities, E-NC Authority

### Mobilizing Knowledge Resources

- University Research Parks Economic Impact, EDA
- Salisbury-Rowan Business Incubator Feasibility Study
- The Feasibility of a Small Business Incubator at UNC-CH

## Assessing Competitive Finance

- Evaluation of Maine's Public Investment in Research & Development
- 2001–2003 Assessment of the Economic Effects of the William S. Lee Tax Act. N.C. Department of Commerce
- The Economic Impact of Proposed Reductions in Medicaid Spending in North Carolina
- The Economic Impact of the UNC System on the State of North Carolina
- The Cost/Benefits of UNC-CH to the Town of Chapel Hill: Implications for Public Finance

## Bridging Sustainability and Economic Development

- Sustainability North Carolina

## Other Topics

### Clusters

- Best Practices in the Implementation of Cluster-Focused Strategy

### Tech-based Economic Development

- Best Practices in Science and Technology-Based Economic Development Policy: US and Global
- North Carolina's Regions: Transitioning to the Knowledge Economy
- Knowledge-Based Economic Development: A Coordinated Approach
- North Carolina Innovation Index 2000
- High-Tech Clusters in North Carolina
- At the Crossroads: North Carolina's Place in the Knowledge Economy of the Twenty-First Century

### Other

- Assessment of Indian Economic Development in North Carolina
- Improving North Carolina's Economic Development Delivery System
- Identifying Technology Infrastructure Needs in America's Distressed Communities
- Understanding the Dimensions of Tobacco Dependency at the Community Level in North Carolina
- Economic Development Evaluation and Monitoring System for North Carolina
- Economic Restructuring Plan for Cherokee County
- Technology Assessment for Cherokee County
- The Hidden Problem of Worker Dislocation in North Carolina
- Displaced Workers in North Carolina: Anatomy of the Problem and Analysis of the Policy Approaches



The Center works with state, local, regional, and national government agencies, non-governmental organizations and private enterprises to identify opportunities for creating jobs and wealth and helping craft and implement innovative strategies that respond to those opportunities. Our partners have included (select list):

## North Carolina

Advantage Carolina	N.C. Department of Commerce
AdvantageWest Regional Partnership	N.C. Department of Health & Human Services
Carteret County	N.C. Department of Transportation
Charlotte Regional Partnership	N.C. Indian Economic Development Initiative
City of Salisbury	N.C. Workforce Investment Board
E-NC	Northeast Regional Partnership,
Kerr-Tar Council of Governments	Research Triangle Regional Partnership
N.C. Alliance for Competitive Technologies	Town of Carrboro
N.C. Board of Science and Technology	

## U.S.

Aspen Institute	NOAA
Business Development Board of Palm Beach County	U.S. Department of Commerce, Economic Development Administration
Kauffman Foundation	U.S. Department of HUD, via N.C. Division of Community Assistance
National Center for Economic Alternatives	U.S. Environmental Protection Agency
New York Life International	Maine Science and Technology Foundation
New York City	
Urban Institute	

## International

Asian Development Bank  
Auckland Regional Council  
RTI International  
USAID  
World Bank

