Fostering and supporting Rural-Urban Partnerships

key aspects for consideration

Paolo Veneri
Regional Development Policy Division
GOV OECD

Bologna, 24 October 2013
Outline

• Why rural-urban partnerships are important
  Urban-rural interactions and their implications
  The benefits of rural-urban co-operation

• How to build effective rural-urban partnerships
  Tackling the appropriate scale
  Involving the relevant stakeholders
  Learning to be more effective
Urban and rural areas are increasingly integrated in self-organising spaces (functional regions). They have both growth potential and complementary assets. Integration between urban and rural areas is important for socio-economic performance.

Distance matters between ‘urban’ and ‘rural’
An analysis on OECD small rural regions show that:
- positive growth spillovers emerge from urban to rural regions
- rural regions grow more the smaller the distance to the closest urban place
- proximity matters also for rural-rural relationships

[Graph showing residual variance explained by distance to urban regions]
Rural-urban areas are interconnected through different functions:

- Economic structure
- Spatial structure
- Governance structure

Population, human capital, commuting
Investments and economic transactions
Service provision
Environmental goods and amenities
Governance interactions - partnerships
Physical distance

Urban areas
- Size
- Performance

Rural areas
- Size
- Performance
Rural-urban partnerships are driven by functional linkages

- Labour market flows are key, but there are also other crucial R-U interactions
- The spatial scale to consider depends on the purpose of partnership
- Flexibility in the spatial scale of co-operation are important
- Physical distance is important

Example: Nuremberg Metropolitan Region

- Polycentric region (network of cities)
- The partnership covers a geography that extends well beyond labour markets.
- Land-based economic complementarities, innovation, public transport network and common territorial identity are functional linkages underlying the partnership boundaries.
R-U partnership can help reach development objectives

Benefits of Rural-Urban partnerships

• Production of public goods
• Achieve higher economies of scale (e.g. in service provision)
• Capacity building
• Account for negative externalities
• Overcoming coordination failures

Potential risks and bad outcomes

• Transaction costs / additional burden
• Risks of unbalanced distribution of benefits among partners
• Risks of focusing on output rather than of outcome and actual needs of territories
When does R-U partnership work?

**Main enabling factors:**
- High awareness of urban-rural areas interdependence
- Clearly defined objectives
- Inclusive governance approach
- Leadership

**Main hindering factors:**
- Large capacity and resources gaps between urban and rural areas
- Regulatory and political barriers
- Lack of trust and social capital
- Lack of coordination between ‘urban’ and ‘rural’ policy
Building effective and sustainable rural-urban partnerships: a strategy

Matching
..the appropriate scale

1. Better understanding of R-U conditions and interactions

Including
..the relevant stakeholder

2. Addressing territorial challenges through a functional approach

Learning
..to be more effective

3. Working towards a common agenda for urban and rural policy

4. Building a enabling environment for R-U partnership

5. Clarifying the partnership objectives and related measures
Thank you!
G21 - GEELONG REGION ALLIANCE

OECD CONFERENCE

BOLOGNA

ELAINE CARBINES
CHIEF EXECUTIVE OFFICER

OCTOBER 2013
OVERVIEW

• Background on G21 Geelong Region Alliance
• G21 Structure
• Geelong Region Plan
• Why is G21 successful?
• Challenges to G21
• G21 Regional Growth Plan – an example of G21’s success
G21 is the formal alliance of government, business and community organisations working together to improve people’s lives in the Geelong region.

- A forum to discuss regional issues across interest groups and municipalities resulting in better coordinated research, consultation and planning
- Support the delivery of projects that benefit the region and cross municipal borders
- As the Regional Strategic Planning Committee, is a platform for the region to speak with one voice to all levels of government
WHERE IS THE G21 REGION?
• 5 Municipalities: Colac Otway, Greater Geelong, Golden Plains, Queenscliffe and Surf Coast
• 10,000 km² & 285,096 people (ABS March 2010)
• Population growing steadily 1.7% (2012)
• Diverse economy in constant transition
• Significant natural assets
G21 WORKING GROUPS (INCLUDING)

ICT Geelong
G21 Agribusiness Forum
G21 Regional Marketing Steering Committee
G21 Water Taskforce
Engineering Network Cluster
BioGeelong
Sports Technology Cluster
G21 Climate Change Taskforce
Environmental Leadership Working Group
Environmental Impacts Working Group
Natural Resources and Assets Working Group

G21 Affordable Housing Taskforce
Early Years Leadership Group
Regional Research & Information Centre
Social Connectedness Action Group
Freedom from Violence Action Group
Freedom from Discrimination Action Group
Service Coordination Working Group
Diabetes Clinical Network
G21 Public Transport Reference Group
Bicycle Infrastructure Group
G21 Roads Working Group
The Geelong Region Plan is a model for regional sustainable growth planning and project implementation.
IMPLEMENTING THE PLAN

• As experts in their fields, the G21 Pillars assess each Pillar Project against the Priority Project criteria, including:
  
  • Social, environmental, economic benefits
  
  • Strategic alignment with ‘The G21 Geelong Region Plan’ objectives
  
  • Funding potential
  
  • Projects are then recommended to the G21 Board for Priority status
WHY IS G21 SUCCESSFUL?

- Council initiative
- Funding MOU between G21 & 5 Councils
- G21 Administrative team
- Formal role with State & Federal Governments
- Government representatives on all Pillars
- Geelong Region Plan – 2050
- Agreed priorities for funding
G21’S CHALLENGES

• Retaining Council funding commitments

• Change in government at State or Federal level

• Change in government policy re regional development
G21 REGIONAL GROWTH PLAN

• 2013 G21 region = 285,000
• By 2050 = 500,000+
• G21 RGP identifies:
  • Where people will live and work
  • Infrastructure and services needed to ensure growth is sustainable
  • Assets to be protected
• G21 RGP Implementation Plan being developed
United States:
Lexington Metropolitan Region
Lexington, Kentucky
Introductions

- Gina Greathouse, Senior Vice President for Economic Development at Commerce Lexington Inc.

- Gina has been with Commerce Lexington for 19 years and in the economic development field for 25 years.
<table>
<thead>
<tr>
<th>Business Retention &amp; Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Support existing companies as they grow and prosper</td>
</tr>
<tr>
<td>❖ Encourage expansion opportunities by coordinating needs of business and industry</td>
</tr>
<tr>
<td>❖ Meet with over 150 companies per year to assist them with their expansion plans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Attraction</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Participate in recruitment trips with economic development partners to market our area’s attributes</td>
</tr>
<tr>
<td>❖ Travel to meet with high-level site selection consultants and targeted companies</td>
</tr>
<tr>
<td>❖ Recruit new industry and investment to the Bluegrass Region, focusing on key targets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Entrepreneurial Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Guide aspiring entrepreneurs through the process of starting a business</td>
</tr>
<tr>
<td>❖ Promote success through both web and print media</td>
</tr>
<tr>
<td>❖ Coordinate the Lexington Venture Club, Geeks Night Out, and IN2LEx to support Lexington’s start-up community</td>
</tr>
</tbody>
</table>
Lexington MSA Location

The Lexington MSA (consisting of 6 counties) is the 106\textsuperscript{th} largest of the 362 MSAs in the United States.

The 2011 population of the MSA was 472,099.
Regional Educated Workforce

41.1% of Lexington’s population has a Bachelor’s Degree of higher - #12 in the United States

17.9% of Lexington’s population has an Advanced Degree or higher - #6 in the United States

<table>
<thead>
<tr>
<th>Institution</th>
<th>2012-2013 Enrollment</th>
<th>2012 Graduates</th>
<th>Degrees Conferring</th>
<th>Distance from Lexington</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Kentucky</td>
<td>28,034</td>
<td>6,000</td>
<td>B, M, PhD</td>
<td>0 mi</td>
</tr>
<tr>
<td>Eastern Kentucky University</td>
<td>15,968</td>
<td>3,225</td>
<td>A, B, M</td>
<td>21 mi</td>
</tr>
<tr>
<td>Bluegrass Community &amp; Technical College</td>
<td>14,210</td>
<td>1,138</td>
<td>A</td>
<td>0 mi</td>
</tr>
<tr>
<td>Kentucky State University</td>
<td>2,746</td>
<td>328</td>
<td>A, B, M</td>
<td>22 mi</td>
</tr>
<tr>
<td>Georgetown College</td>
<td>1,818</td>
<td>505</td>
<td>B, M</td>
<td>12 mi</td>
</tr>
<tr>
<td>Asbury University</td>
<td>1,764</td>
<td>321</td>
<td>B, M</td>
<td>16 mi</td>
</tr>
<tr>
<td>Berea College</td>
<td>1,661</td>
<td>235</td>
<td>B</td>
<td>34 mi</td>
</tr>
<tr>
<td>Midway College</td>
<td>1,734</td>
<td>359</td>
<td>A, B</td>
<td>12 mi</td>
</tr>
<tr>
<td>Centre College</td>
<td>1,344</td>
<td>293</td>
<td>B</td>
<td>32 mi</td>
</tr>
<tr>
<td>Transylvania University</td>
<td>1,074</td>
<td>209</td>
<td>B</td>
<td>0 mi</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70,353</strong></td>
<td><strong>12,613</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Kentucky Council for Postsecondary Education
A Diverse Economy

Source: OnTheMap, 2010
Major Employers – Bluegrass Region

- Alltech
- EKU
- TOYOTA KENTUCKY
- HITACHI
- CMWA
- Johnson Controls
- OSRAM
- TOYOTA TSUSHO AMERICA, INC.
- montaplast
- Sherwin Williams
- EnerSys
Lexington’s urban service boundaries were introduced in 1958.
Regionalism and The Bluegrass Alliance

- Partnership of economic development professionals
- Promoting progress for the benefit of the region

- Economic development agencies and utility companies representing
- The counties of Bourbon, Clark, Fayette, Franklin, Jessamine, Madison, Scott, and Woodford
Bluegrass Alliance: Common Goals

- Cooperating on economic development projects
  - Non-governmental partnership
  - Common public policy agenda
- Job creation
Economic Imperative for Collaboration

Why was the Bluegrass Alliance formed?

- Job creation benefits the entire region
- Individual county identities
- Promoting regional cooperation
- Giving regional priorities a broad-based local support
Bluegrass Alliance Accomplishments

The successful locations of several companies into Bluegrass Alliance counties, including Amazon.com, Subzero, Toyota Motor Manufacturing Kentucky, and YS Precision Stamping.
Bluegrass Alliance Accomplishments

Central Kentucky Regional Public Policy

- Formation of the lobbying entity, the Central Kentucky Regional Public Policy Group
- Collectively develops a joint agenda for Frankfort, KY and Washington DC
- Allows for buy-in from public officials because agenda is developed together regionally
Marketing the Bluegrass Region

- Economic development website
- Bluegrass Insite property search tool
## Marketing the Bluegrass Region

<table>
<thead>
<tr>
<th>Event</th>
<th>Purpose</th>
<th>City</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Device &amp; Manufacturing Tradeshow</td>
<td>Tradeshow for medical device manufacturing companies – partner with LG&amp;E – KU</td>
<td>Anaheim, CA</td>
<td>February 11 – 13, 2014</td>
</tr>
<tr>
<td>KentuckyUnited Consultant Event</td>
<td>Site selection consultant luncheon</td>
<td>Boston, MA</td>
<td>March 6, 2013</td>
</tr>
<tr>
<td>PAX East</td>
<td>Convention and tradeshow for gaming companies. BBDP is participating with gamers from Lexington</td>
<td>Boston, MA</td>
<td>April 11 – 13, 2014</td>
</tr>
<tr>
<td>Industrial Asset Management Council (IAMC) – Spring Forum</td>
<td>Forum for corporations, real estate professionals and ED professionals</td>
<td>Pinehurst, NC</td>
<td>April 26 – 30, 2014</td>
</tr>
<tr>
<td>KentuckyUnited &amp; KY Association for Economic Development (KAED) Spring Conference</td>
<td>Conference for KAED ED professionals and site selection consultants</td>
<td>Frankfort, KY</td>
<td>April 2014</td>
</tr>
<tr>
<td>Area Development Consultants Forum</td>
<td>Marketing forum for ED practitioners and key site selection consultants</td>
<td>Columbus, OH</td>
<td>June 1 – 3, 2014</td>
</tr>
<tr>
<td>BIO International Convention</td>
<td>International biotechnology conference and tradeshow &amp; KY Governor’s Reception</td>
<td>Chicago, IL</td>
<td>June 23 – 26, 2014</td>
</tr>
<tr>
<td>International Manufacturing Technology Show (IMTS)</td>
<td>International tradeshow and program for manufacturing companies – partner with LG&amp;E – KU</td>
<td>Chicago, IL</td>
<td>September 8 – 13, 2014</td>
</tr>
<tr>
<td>Industrial Asset Management Council (IAMC) – Fall Forum</td>
<td>Forum for corporations, real estate professionals and ED professionals</td>
<td>Quebec City, Quebec</td>
<td>September 13 – 17, 2014</td>
</tr>
<tr>
<td>KentuckyUnited &amp; KY Association for Economic Development (KAED) Annual Conference</td>
<td>Conference for KAED ED professionals and site selection consultants</td>
<td>Covington, KY</td>
<td>November 2014</td>
</tr>
</tbody>
</table>

Commerce Lexington actively markets the Bluegrass Region at tradeshows and consulting visits
The Challenges

- Lack of cost-sharing agreements

- Difference in culture

- Difficulty in configuring the membership
The Next Steps

An increased willingness to use the unique landscape resources as a focal point for shared development

Greater economic integration among participating counties

Efforts to harmonize local public services, like mass transit, to make commuting easier between counties
Rankings and Accolades

#7 Best Mid-Sized City for Business  by Forbes, 2013

#1 Mid-Sized Community  by Fourth Economy, 2011

#2 Best Cities for Education  by Parenting Magazine, 2010

#9 Best Places to Retire  by Forbes, 2011

2013 Google eCity!

100 Best Communities for Young People  by America’s Promise Alliance, 2012

#25 America’s 50 Best Cities  by Bloomberg, 2012
Rankings and Accolades

National Geographic Place of a Lifetime  by National Geographic Traveler, 2001

#2 Best Cities for Relocating Families  by Primary Relocation, 2008

Top Ten College Town  by Relocate America, 2010

#5 Best Cities for Families  by Parenting Magazine, 2010

#1 Best Cities for Finding a Job  by Forbes, 2011

Top Ten Best Places to Live  by Relocate America, 2009
Forlì -Cesena
Case Study

Bologna 24 Ottobre 2013
Forlì - Cesena case study: Main features

- 24 of 30 Municipalities of Forlì-Cesena Province
- 2 medium size urban Municipalities: Forlì and Cesena
- 22 rural Municipalities with different level of development and specialization
Forlì - Cesena case study: Main features

- High **quality of life** and positive demographic flow due to immigration, not only in urban but also in rural areas (“hill country”)

- Significance of **agriculture** with a Value Added higher than the national average (3.3% in the Province versus 1.8% in Italy)

- **Agricultural production** linked to other economic activities in both manufacturing and service industry
Important history of comparatively high social capital facilitates economic relationships (both competitive and cooperative). Such confidence guides the cooperation processes among both private and public stakeholders.
Forlì - Cesena case study: main features

- Public institutions promote, facilitate and support the **collaborative process** in many ways.

- There is strong **dialogue and synergy** among diverse levels of government (Region, Provinces and Municipalities).

- **The Region** defines large-scale strategies; **the Province** has an important role in strategy implementation, each identified according to specific needs and challenges.
Forlì - Cesena case study: main features

The role of Province (NUTS 3)

The Provincial Government proves itself to be a key institution and as such to be able to bring together, coordinate, manage and assist the different collaboration processes. Provincial Government act as “intermediate institution” facilitating dialogue among different stakeholders.
The goal of the partnership is to increase research activities within the firms along the entire production chain, allowing the whole territory to be linked to the market.

It involves the complete system of production, different economic sectors (agriculture; R&D; manufacturing; advanced communication services) and different urban and rural areas within the integrated territory of Forlì-Cesena.

The province coordinate a “formal table” of discussion where all the most important stakeholders of the system can discuss and decide together.

The Region promotes this approach by financing intermediate subjects (Research centers) and by creating a process of sectorial and territorial integration (focused on the supply chain as a whole).
Example of Rurban partnerships

Tourism

- The goal of the partnership is to promote the supply of tourist services integrated into the territory and related with agriculture, landscape and cultural and historic heritage.

- Farmers have been incentivized to make their structures available for visits by tourists – such structures were previously used for production only – that allowed farmers to diversify their activities and helped strengthen territorial identity.

- Cultural and historical heritage has been restored and made accessible for tourists in both rural and urban areas.

- The Province coordinates the overall process involving private and public stakeholders.
Forlì Cesena case study: key words
Considerable number of partnerships “Urban-rural” and “urban-rural-remoterural” (mountainous areas) official partnerships and unofficial partnerships, each with different stakeholders.

Each partnership concerns a different functional area of interest relating to the purpose of the partnership, that in some case goes beyond Province or Region administrative jurisdiction.

To face the challenges with functional approach.

Critical mass guarantees service in rural-remote area.

Balance between different interest and be able to guarantee subsidiarity.

Attention about the risk of economic unsustainability (formal partnership).
Lesson learned and Challenges for the future

- The complexity of multitude of partnership may sometimes produce **overlap and waste of synergies**: the importance role of coordination/ the future of the province

- A stronger attention to rurban issues as a key drive for partnership working in order to foster **multiple objective strategy**

- Reinforce the **integration** among urban policy financed by ERDF and rural policy at national and regional level in order to increase synergies of diverse projects and partnerships developed at a local level
Lesson learned and Challenges for the future

- Share opportunities - needs analysis
- Improve knowledge and experience through monitoring and evaluation
- Identify few and clear markers in order to improve results
- Consider in progress implementation checks
THANK YOU FOR YOUR KIND ATTENTION
mara.valdinosi@provincia.fc.it

THANK TO
Antonella Bonaduce, Francesca Palmieri, Claudio Mura
(Ervet SPA)
Fostering and supporting rural-urban partnership

Jyväskylä and Saarijärvi -Viitasaari
Subregion in Central - Finland
CENTRAL FINLAND IN BRIEF

- Surface area 20 000 km², of which water 16 %
- Of land surface 80 % forest
- Population and density (people/ km²) 2013:
  - Central Finland 275 000 16,4
  - Capital Jyväskylä 133 000 112,8
  - Sub Region Jyväskylä 177 000 47,4
  - Saarijärvi-Viitasaari 32 000 5,2
Regional Profile

GDP/capita 2011 in Finland

Old-age dependency 2011

<table>
<thead>
<tr>
<th>Region</th>
<th>Old-age dependency ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saarijärvi-Viitasaari</td>
<td>45</td>
</tr>
<tr>
<td>Jyväskylä subregion</td>
<td>24</td>
</tr>
<tr>
<td>Central-Finland</td>
<td>30</td>
</tr>
<tr>
<td>Finland</td>
<td>29</td>
</tr>
</tbody>
</table>

KESKI-SUOMEN LIITTO
Regional Council of Central Finland
Multipartnerships RMC

Business division to develop regional competitiveness

Regional management committee
ERDF and ESF also national funding for regional development

Rural division

Assessment of the environmental and social impacts

Knowledge and labor force assessment

Formal partnership
Informal partnership
Distant services – urban rural partnership

• a way to guarantee sufficient service level in rural area
• Taxation advice, social security issues, legal aid etc.
• With video negotiation to the experts
• Service point located in municipal houses (7)
Build on BioEconomy

**BIO ECONOMY CAMPUS**

- Jyväskylä University of applied sciences
- BDC eENTRE
- VTT Research
- University of Jyväskylä
- POKE Northern Central Finlands vocational school
- Existing business
- Local business development companies
- Distric Heating Company of saarijärvi
- EU & Regional Council of Central Finland

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**Education**

**Research and Development**

**New business**

**Testing area for business**

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KESKI-SUOMEN LIITTO
Regional Council of Central Finland
Straight on the multi-purpose strategy

UNTIL NOW:
UP TO BOTTOM and CENTRALIZATION
Focus on one topic with experts.

NOW:
PARTICIPATION and MULTI-PURPOSE
No thematic groups, but joint discussion and seminars to foster new ideas

Integrated and participating process, with the open access to everybody (www-portal)