

# Fostering Inter-Municipal Cooperation for Strategic Commercial Location Development (CLD)

## Insights into the Alpine Space Project **COMUNIS**



### Forschungsmarkt regionsuisse & Tagung Regionalentwicklung

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Miriam L. Weiß

Institute for Regional Development and  
Location Management

Miriam.Weiss@eurac.edu

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- Project objectives
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- Analysis of the pilot regions – objectives
- Approach
- Balanced Score Card
- Challenges and opportunities in the pilot regions
- Expected results



- Commercial location development (CLD) only on the municipal level.
- No inter-municipal CLD considering Alpine-specific location conditions.
- No sustainable and synergetic use of resources and regional potentials.
- Over-supply of commercial areas without corresponding demand.
- Importance of commercial areas and decentralized work places for rural areas.



- Promotion of inter-municipal cooperation for CLD.
- Competitiveness of SMEs; preservation of decentralized work places.
- Overview of inter-municipal strategies for steering business settlement in the Alpine area.
- Test of strategies for transferability to other regions.
- Comparison of regions across borders.
- Measures for improving inter-municipal steering models and/or new inter-municipal approaches to business settlement in Alpine valleys.

# Pilot regions & project partnership



**Univ. of Applied Sciences Western Switzerland;  
Swiss Association for Services to Regions & Communes;  
Canton of Valais, Economic Development Office**

**Regionentwicklung Vorarlberg**

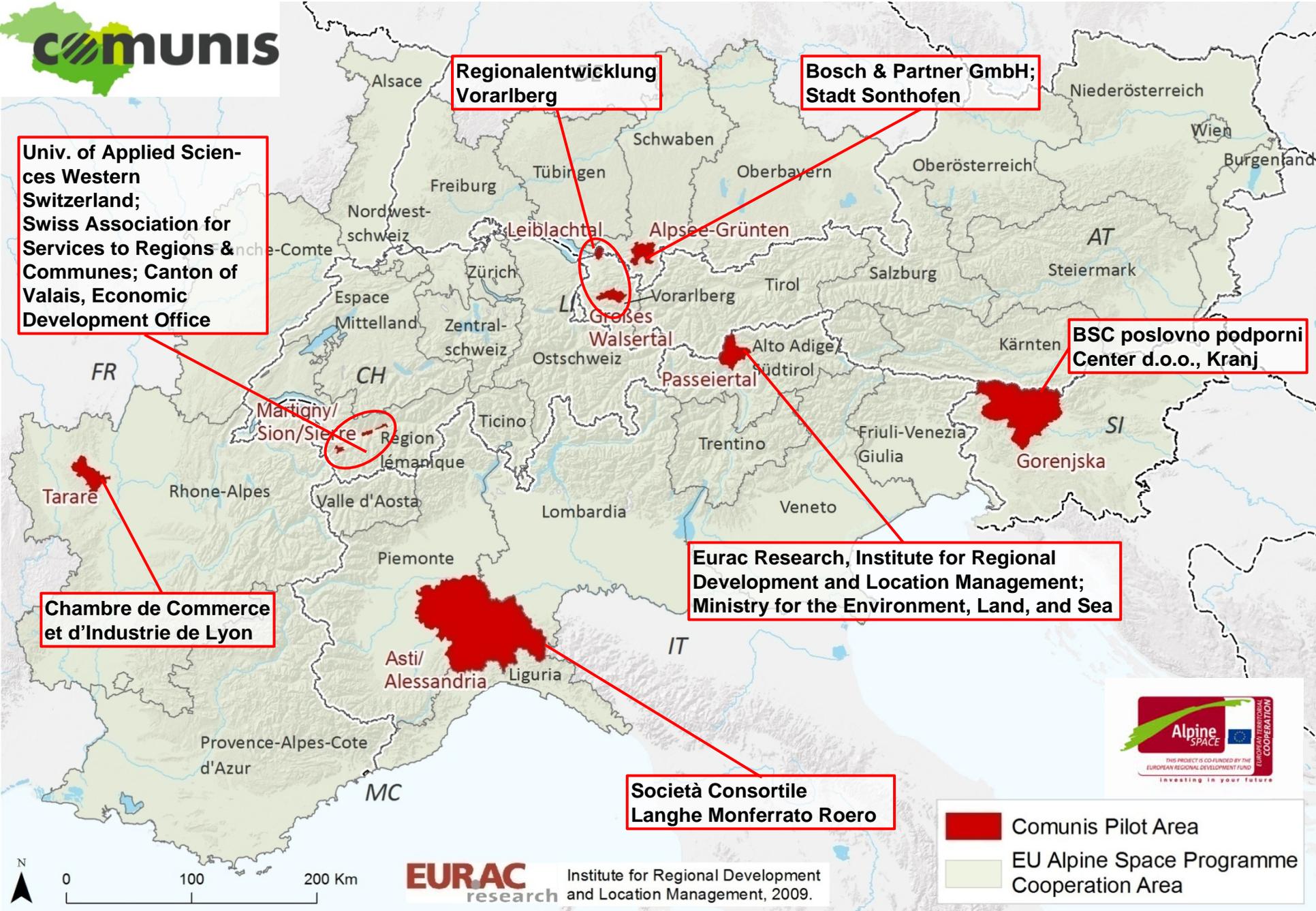
**Bosch & Partner GmbH;  
Stadt Sonthofen**

**BSC poslovno podporni Center d.o.o., Kranj**

**Eurac Research, Institute for Regional Development and Location Management;  
Ministry for the Environment, Land, and Sea**

**Chambre de Commerce et d'Industrie de Lyon**

**Società Consortile Langhe Monferrato Roero**



- Comunis Pilot Area
- EU Alpine Space Programme Cooperation Area



# Analysis of the pilot regions – objectives

## Analysis and evaluation of three axes

- Location profile
- Inter-municipal cooperation
- Commercial land use management
- To identify problem situations of and problem-solving mechanisms for inter-municipal CLD.



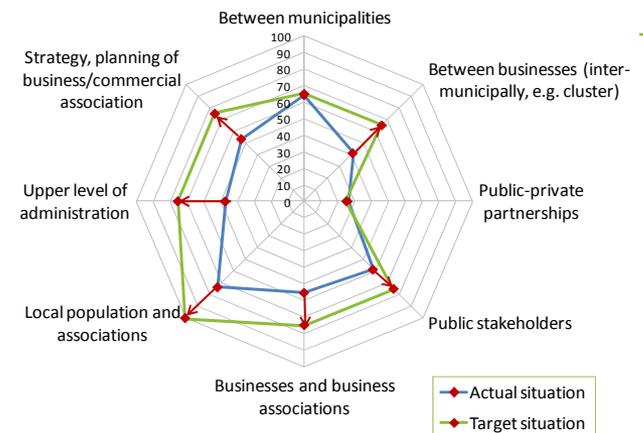
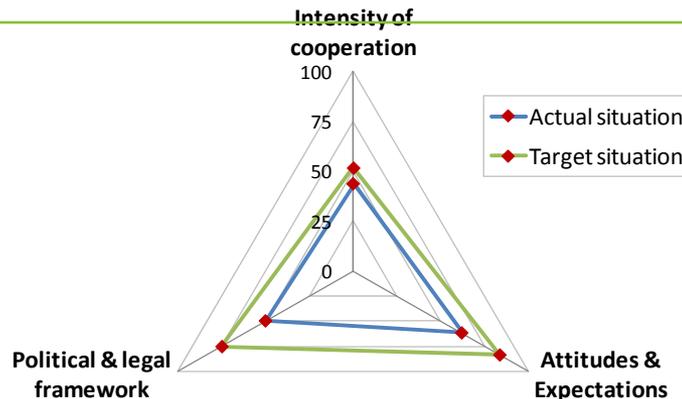
# Approach



- Definition of a set of indicators/criteria for three axes
- Interviews with regional stakeholders (mayors, etc.)
- Desk research and empirical studies
- Internal discussion
- Collaboration with competence centers for CLD
- Balanced Score Card (actual and target situations)
- SWOT-profile



Intensity of cooperation between businesses				
0	25	50	75	100
No cooperation at all.	Atomized businesses. Informal cooperation is existing within the area, but is not really widespread.	Existence of sectoral or local business associations that are able to finance themselves or with incentives. First fruits of a formal or even legally binding cooperation.	Businesses organized around associations, label and brand. Able to promote and create their events. They also organize a joint steering management of resources.	Businesses organized around clusters + centers of competitiveness for the exchange and management of resources (HR, machines, know-how). Able to promote own network + corporate events.



# Location profile

## Axis 1

Challenges	Opportunities
<ul style="list-style-type: none"><li>▪ How to hold the residents in the area?</li><li>▪ Traffic and residential areas for commuters.</li><li>▪ Collaboration of/exchange between municipalities/local stakeholders and R&amp;D institutions.</li><li>▪ Creation of high qualified job opportunities.</li><li>▪ Definition of regional economic competences (unique selling proposition).</li></ul>	<ul style="list-style-type: none"><li>▪ High regional identification of locals.</li><li>▪ High quality of life and vital communities/rural life.</li></ul>

Challenges	Opportunities
<ul style="list-style-type: none"><li>▪ Convince mayors of the long-term financial and personnel advantages of inter-municipal CLD.</li><li>▪ Promotion of cooperation between businesses.</li><li>▪ Engagement of various regional stakeholders and economic actors in inter-municipal and inter-business cooperation.</li></ul>	<ul style="list-style-type: none"><li>▪ Existing forms of cooperation in other fields.</li></ul>

# Commercial land use management

## Axis 3

Challenges	Opportunities
<ul style="list-style-type: none"><li>▪ How to avoid an over-supply of commercial areas?</li></ul>	<ul style="list-style-type: none"><li>▪ Make more efficient use of available (or new) land management tools, e.g. commercial zone database.</li></ul>



# Expected results



- Guidelines for strategies of inter-municipal CLD
- Good level of inter-municipal CLD in several pilot regions
- Feasibility of best practices in some pilot regions
- Cross-border tandems
- Knowledge management tool



# Contact details

## European Academy Bolzano (EURAC) Institute for Regional Development and Location Management

Miriam L. Weiß

[Miriam.Weiss@eurac.edu](mailto:Miriam.Weiss@eurac.edu)

+39 0471 055 326

[www.eurac.edu](http://www.eurac.edu)

[www.comunis.eu](http://www.comunis.eu)

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