

JOINT Urban Studies CENTER



REGIONALISM: A PRIMER

JOINT URBAN STUDIES CENTER

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The Joint Urban Studies Center

The Joint Urban Studies Center was established to provide essential research, analysis, and consultation to small and mid-size cities aiming for full participation in the new economy of the 21st century. The Center mobilizes the resources of regional institutions of higher education to engage communities in planning that is informed by research, energized by broad participation from stakeholders in the community, and validated by successful implementation. As the managing partner in the Center, Wilkes University is joined by King's College, College Misericordia, Luzerne County Community College, Penn State Wilkes-Barre, and the University of Scranton.

Note

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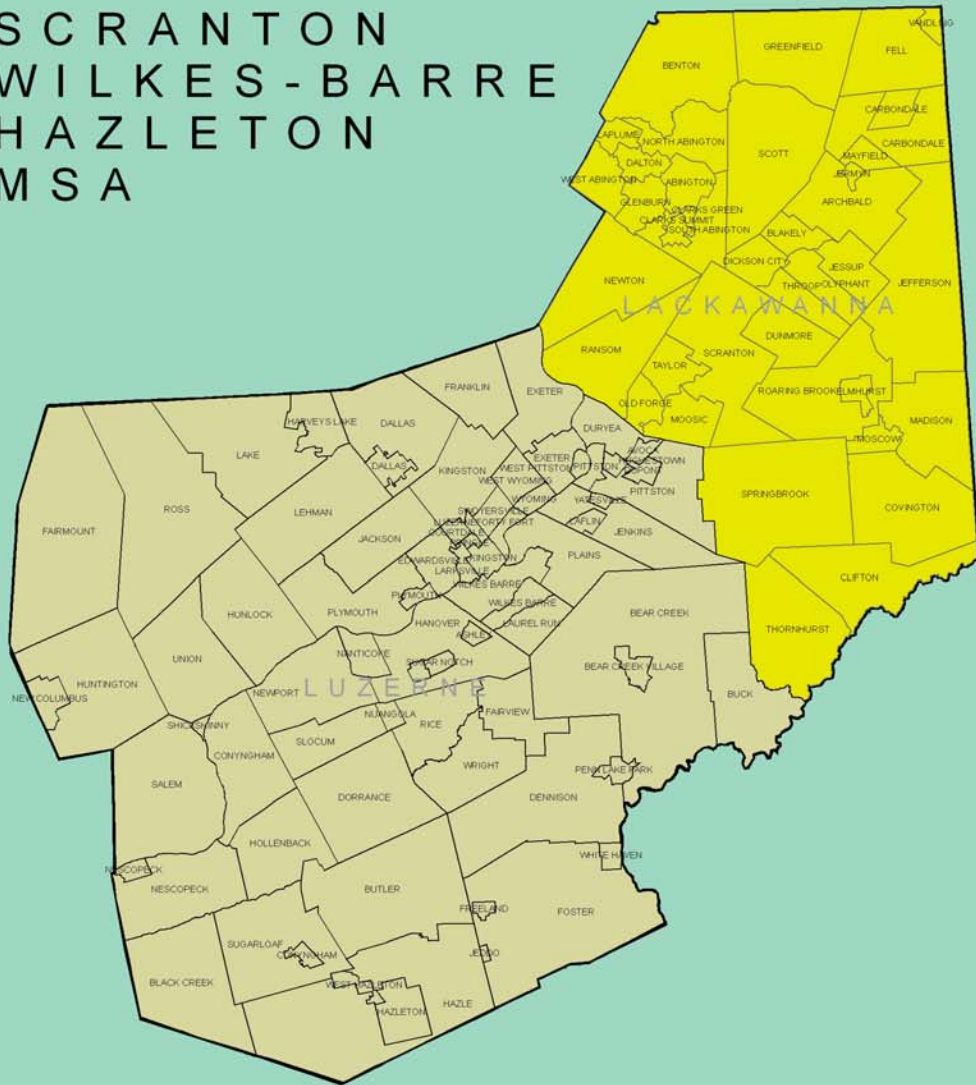
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Executive Summary

A region is a community of interests that may be as small as a single neighborhood or as large as several states or even nations. Thinking regionally means thinking beyond political boundaries to the boundaries of those sharing a common interest. It means understanding that planning within a region is not synonymous with regional planning. Thinking regionally means building coalitions that are often informal and tailored to specific projects focusing on job creation, tourism, transportation, land use, housing, and any combination of these, or any other issues with a regional impact.ⁱ

Regions are fluid. In other words, a geographic area may partner with another area on land use and transportation issues and partner with yet another area on economic development programs. Regions still compete yet they come together on common issues to solve problems, plan, or vision.

Critical economic advantages, such as skills, knowledge, and quality of life, are shaped at the regional level through education, ordinances, and public policy. Capitalizing on the talent, information sharing, and the economies of scale when collaborating usually lead to successful outcomes.

It is not uncommon for individuals to work, shop, play, and pray without regard to political borders. Rarely does a person live, work, and purchase all his/her goods and services in a particular community. Businesses do not buy all their goods and services, hire all their employees, and sell all their products in one community. Therefore, individuals and businesses operate within different regions. Sharing the same political boundaries of ward, city, township, county, and state as another does not mean you operate or live within the same region.ⁱⁱ

Many issues that political authorities must deal with cross jurisdictional boundaries. Airports, arenas, and art centers serve wide areas. Air, water, railways, and highways do not respect political boundaries. Regardless of political affiliation, all communities deal with public safety, essential services, and administrative duties.ⁱⁱⁱ



Regional cooperation is much more than inter-governmental cooperation. Regional cooperation pulls together players from government, private and nonprofit sectors, industry, retail, social service agencies, and civic organizations. A common interest exists in coming together to increase resources and find competitive niches, not necessarily in creating new organizations or layers of government. This practice is called civic leadership or regional stewardship. It exists when the various stakeholders develop a commitment to the long-term well-being of a place.

The Alliance for Regional Stewardship identified four key areas where regional leadership can focus:

- Developing the new economy: preparing people and places to succeed in the changing world and increasing an area's competitiveness.
- Livable communities: creating great places to live, work, and play.
- Social inclusion: ensuring that everyone is included.
- Governance reform: finding new ways to govern regionally as opposed to regional governments.

In this Joint Urban Studies Center (JUSC) report entitled "Regionalism," you will see what effect regionalism can have on a variety of issues. From shared municipal and education services, regionalism can play a vital role in furthering the development of a region. Case studies from across the country demonstrate how successful partnerships play a major role in energizing a region. Partnerships, collaborations, and consortia are all necessary components of creating regionalism.

This report highlights the following themes which are necessary to have a successful regional effort:

- communication and collaboration
- capacity
- marketing, public relations, and education

To help carry out these suggestions, JUSC has identified several mechanisms that are currently in place:

1. Existing Regional Collaborations
2. Joint Urban Studies Center
3. University/Community Partnerships

Through proper planning and communication, this region can adopt and use regionalism effectively. Our region contains many assets that could make our region successful: recreation and venues, transportation, major employers, and a higher education infrastructure. Utilizing this foundation to move forward, we can begin to capitalize on our assets. The research and recommendations throughout this report create a strong base for future regional development.

With cooperation and collaboration, this region can be viewed as an attractive location, for not only businesses looking to relocate, but also tourists and residents. Together, both Luzerne and Lackawanna counties can work together to make this region a 21st century economic entity.

I. What Is A Region & Regionalism?

“Until you start to think outside of the circle or whatever the configuration is, and start to think of a city and a county together as a metropolitan region, you are not thinking about a viable unit for strategic purposes.”^{iv}

-Lester Thurow, Professor of Economics and Management and Dean Emeritus (1987-1993), Sloan School of Management, Massachusetts Institute of Technology

Region is a term that is difficult to define. Regions are fluid and can change based on the nature of the opportunity or challenge. What is common throughout regions is that they are constructed under common policies. Regions require input from every part, of all levels of government, along with the assistance of private and nonprofit sectors.^v Regions are generally considered above local and below state and national levels of government, however, there are exceptions to that as well. While the actual term is hard to define, a region’s importance is clearly apparent. For example, Luzerne and Lackawanna counties are a region when it comes to economic interdependence. Wilkes-Barre, Kingston, West Pittston, and several other communities are a region when discussing flood issues.

JUSC’s most recent research proves that the economies of Lackawanna and Luzerne counties are economically interdependent upon one another. The finding is based on demographic, economic, and financial comparisons from 1950 forward. The Brookings Institution confirms this finding in its recent study, “Back to Prosperity: A Competitive Agenda for Renewing the Commonwealth of Pennsylvania.” With a shared past, common trends, and current problems, we see that Lackawanna and Luzerne counties share both the good and the bad. Therefore, shared solutions or regional solutions should be implemented. In an economy such as this, the success of one leads to the success of the other, while the failure of one, leads to the failure of the other.



On November 9, 1989, the Berlin Wall fell causing the demise of totalitarianism in Western Europe. This was yet another step toward creating a global economic platform. Sixteen years later, globalization is expanding more than ever — closing the gap between local and global economies. Regions are now viewed as the basic economic unit in the global market. In fact, the largest 10 regions in the United States out produce 31 states.^{vi}

The major development of globalization is just another footnote in the long history of regionalism. According to Bruce Katz of the Brookings Institution, regionalism has been around for more than 100 years, “ever since the union of Manhattan, Brooklyn, Queens, Staten Island, and the Bronx made New York City a regional metropolis.”^{vii} After 100 years, regionalism is still a major factor in the demise or resurgence of cities and communities across the world.

Now more than ever, regionalism is affecting the lives of every citizen on a daily basis. The newspapers you read and the news broadcasts you view represent regional happenings. Your daily trek to work across city, county, and even state borders engages you in regional behavior. The relaxing nights at the theatre, stadium, museum, or movies is done at the regional level. Regionalism is ever present but what exactly, is regionalism?

Regionalism involves cooperative networks of local public, private, and nonprofit bodies, which focus their economic development efforts to benefit the metropolitan region as a whole.^{viii} The idea of communities sharing one common goal – that is the bottom line of regionalism. Regionalism can be used to address several issues facing cities today, including transportation, tourism, jobs, local economy, and businesses.



Regionalism can take many forms. It can be a loose collaboration, a contractual arrangement, or a legal entity. Regionalism can include participants from the public and private sector combined (public-private partnership – the most successful version) or either one on its own depending on the nature of the effort.

The most important and extremely critical component of regionalism is educating the public. For example, citizens of one local community might object to using their municipality's tax money to help fund a project in an adjacent community. Carolyn Greer, managing editor of the Business First News, agrees.

Before her research, Greer believed that the concept of regionalism was unfair for the smaller communities, saying they were not reaping the benefits of their work and contributions. Now Greer sees the whole picture.

Greer was in the process of completing research on the former Indiana Army Ammunition Plant in Clark County, Kentucky. This 6,000-acre site was the possible location of a future plant. The problem was that \$150 million was needed to clean and redevelop the site. Local counties, such as Jefferson County, insisted the project needed to be done, going against Greer and most of the local taxpayers. Greer, along with residents from around the region, couldn't fathom the idea of developing this land that was not even in their county. That's when Greer decided to research regionalism.

After understanding the basic concepts and possibilities regionalism can bring to an area, Greer supported the clean up project. When describing how regionalism can work and how important this project could be for the future of the region, Greer told the people who doubted the project to consider this saying:

"A rising tide lifts all boats."^{ix}

Greer finally understood that developing this one particular land parcel could bring a highly successful and large company to the region – making the region more attractive to businesses looking to build or relocate.^x



But why should so much be done on a regional scale? The answer is cost and productivity. Cities today are burdened with identical problems. Issues such as transportation, education, and communication plague the livability of cities and communities across the U.S. One common problem in U.S. cities today is the need to attract new businesses to improve their economic base. This doesn't mean to imply that competition or parochialism is bad or gone. The point is that most communities in an economic region suffer from the same problems; therefore, the most effective solution is a regional solution.

A report, released by JUSC entitled "Why Aren't We Average?," Luzerne and Lackawanna counties ranked below state and national averages in several key economic indicators. These indicators include: educational attainment levels, per capita income, household income, housing, population, and high paying jobs. These below average figures represent an ongoing trend in Luzerne and Lackawanna counties.

These particular economic indicators are indicative of a below average region, but Luzerne and Lackawanna counties should be viewed as an above average region. This region sits nestled among the mountains, several streams, and the Susquehanna River. The region is home to rich history, full of memories from the coal mining era, and a strong higher education infrastructure. Still, this region is below the norm in several economic indicators and in need of turning its luck around.

Upon examination of bond issuances in the two communities, it should be noted that timing and uses are similar. But beyond that, both the major rating agencies – Standard & Poor's and Moody's – evaluate the regional economy, the community's position in it, and the regional workforce and employment base in determining the credit quality of the bond issuer. This alone should be reason enough to act regionally. Credit worthiness and cost of capital are integral to a local government and its future.

The economic troubles facing the region coincide with each other. For example, the significant population loss of 18-to-24-year-old residents is reflected in the lower "high education" attainment levels in the region. To solve the region's below average status, the region must come together and work as one. The region must identify its problems and establish one common goal — successful redevelopment. Successful redevelopment is possible through regionalism.

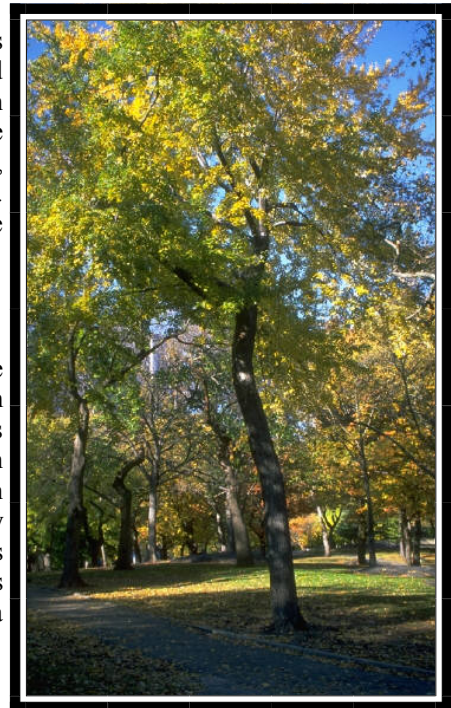
In the next few pages, we will identify local and state efforts being made toward regionalism, along with how to continue towards a successful future through regionalism.

II. Regional Governments or Regional Governance

Regional governance is vital to the success of regions. Governance is different than government. Regional government is imposed on people within a particular jurisdiction or a political unit and is a formal, governing body.^{xi} Governance combines the responsibility of both political and administrative functions. Through governance, regions combine economic, political, and administrative authorities to manage a region's affairs at all levels, and the private and nonprofit sectors are involved and active.^{xii}

The Portland Metro is a directly elected regional government that serves more than 1.3 million residents in Clackamas, Multnomah, and Washington counties, and the 25 cities in the Portland, Oregon Metropolitan Statistical Area (MSA). The metro carries out the protection of open space and parks, plans for land use and transportation, and manages garbage disposal and recycling for 1.3 million residents. The area consists of a regional president and six councilors, who are elected by the public.

Originally started as the Metropolitan Planning Commission in 1957, the modern day Metro was approved in May 1978 and went into operation January 1, 1979. Since its inception, the Metro has created numerous successful programs, including the Fish and Wildlife Habitat Protection Plan, Open Spaces Program, and Recycling and Waste Prevention Program. The Metro also identifies smart growth and user-friendly streets as important issues facing its region and addresses these issues through its Livable Streets Program and its 2040 Growth Concept. This region is divided into six districts. Each district is represented by a councilor, who serves a 4-year term.^{xiii}



The Metropolitan Council of Minnesota was formed in 1967 to coordinate planning and development within the Twin Cities MSA. The Council is made up of 16 district representatives and one chairman, who serves at large. The Metropolitan Council operates the regional transit system and wastewater treatment for a seven-county region. The Council has found success through its Livable Communities Program and its 2030 Regional Development Framework.

The Metropolitan Council of Minnesota is of equal importance and success as the Portland Metro. Both are examples of successful concrete regional governances, made up of district representatives. The one difference is that each Metropolitan Council of Minnesota representative is appointed by the Governor, while the Portland Metro councilors are all elected. Either way, both councils are successful and important because they are recognized as councils.^{xiv}

Examples of regional governance can come in the form of public-private partnerships as seen below.

PUBLIC-PRIVATE PARTNERSHIPS

“A Public-Private Partnership (PPP) is a contractual agreement between a public agency (federal, state, or local) and a for-profit corporation or nonprofit. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.”^{xv}

According to Rosabeth Moss Kanter, Professor of Business Administration at Harvard Business School, the belief in the virtues of the private sector versus the public sector began during the Reagan era. During that time, businesses began tackling urban issues—issues that had long been the concern of government. Fast forward to today, and finally government officials have recognized the significance of the private sector. The recent acknowledgement notes that public sectors are more often than not financially burdened. To raise the proper funds, the public sector is reaching out to the private sector. This move has been successful.^{xvi}

Public-private partnerships (PPP) are formed for the greater good of a community. The arrangement consists of a public agency and a private company combining all of its resources to provide greater efficiency. PPPs can be used on many levels of a community to deliver quality and efficient services. Services such as utilities, waste management, transportation, and redevelopment can be improved through PPPs. According to the National Council for Public-Private Partnerships, the average American city works with private partners to perform 23 out of 65 basic municipal services. One example is the Northeast Maryland Waste Disposal Authority (NMWDA).

NMWDA plans and develops waste management systems that meet the highest environmental standards, while providing the most efficient and reliable waste disposal services possible. NMWDA was created in 1980, to assist local governments, public institutions, and the business community in developing waste facilities on the regional level. According to NMWDA’s website, regionalism was the driving force behind the creation of the company.



Today, NMWDA offers continuing education and training programs to keep its region up-to-date on modern waste management practices. NMWDA has developed numerous regional recycling programs and several waste management facilities, including the Southwest Resource Recovery Facility and the Baltimore City Composting Facility. Through government, businesses, and the public, the Northeast Maryland Waste Disposal Authority has continued to provide its eight jurisdictions with services that weren’t possible before joining efforts.^{xvii}

Public-private partnerships are very common solutions to problems across the globe. Corporations, such as the Institute for Public-Private Partnerships, Inc. (IP3), provide training to national/state/local government, along with nonprofit and private businesses. IP3 believes that the intertwining of the private and public sectors can provide higher levels of quality services at lower costs to the consumer.^{xviii}

Sometimes public-private partnerships are formed for reasons besides monetary issues. Sometimes PPPs are formed to coordinate and arrange a particular region’s long-term goals. The Greater Austin-San Antonio Corridor

Council is one of them.

Formed in 1983, the Corridor Council is a private, nonprofit corporation, consisting of members of both local regional businesses and of the public sector. The Council was formed to serve two distinct entities:

1. Those aimed at the promotion of the region's economic development.
2. Those aimed at the long-range planning and coordination necessary to ensure that the process of growth provided the widest possible benefit and caused the least possible damage to the region's people, its institutions, and its environment.

Ongoing projects within the Corridor Council include development of a commuter rail and project State Highway 130 (SH130). The SH130 project focuses on relieving traffic congestion on state highway 130. The Council prides itself on coordinating and planning local development, and combining both the public and private sectors to reach its region's long-term goals.^{xix}

The Inland Empire Economic Council (IEEC) was formed by real estate brokers and land owners in the late 1980s to compete with Los Angeles for economic development projects in San Bernardino County. In the early 1990s, business members were frustrated by having to pay separate organizations to provide economic development services. They believed having one organization speaking for everyone would be more cost-effective, and there would be more influence and clout under one roof — politically and economically. The Council pushed for a merger between IEEC and the Economic Development Partnership (EDP) serving Riverside County. The private sector recognized these two counties as a geographic region.

The merged organization — Inland Empire Economic Partnership (IEEP) — ran into obstacles at first, but once relationships were developed and policies agreed upon, there was implementation. Numerous regional programs such as regional film permitting and scouting and regional tourism marketing were added to the roster of programs and services, as were small business development, business retention, and legislative advocacy. This roster created a well-rounded economic development program. By the mid-1990s, the private sector recognized that in order to be completely successful an effort needed to be made to have public sector involvement. IEPP led the way by encouraging the counties and major municipalities to participate. This capacity building effort was extended to nonprofits, chambers of commerce, transportation agencies, Metropolitan Planning Organizations (MPOs), and Councils of Governments (COGs).

This effort paved the way for the formation of a city manager association, joint board of supervisor meetings, and collaborative transportation initiatives among the MPO and the two COGs serving the region.

Moreover, the organization began a regional visioning and planning initiative involving more than 300 stakeholders from the two-county area which began developing long-term policy for this fast-growing region. In the first 10-year period of the merger (1993-2003) the organization created 10,000+ jobs and more than \$925



million in initial investment (not counting multipliers, follow-on year activity, and induced impacts).

What is especially important about this regional initiative is that it evolved over time to meet the needs of a changing economy. In 1999 and 2000, the organization added other programs to its repertoire to bring the county workforce development agency together to begin collaborating on regional workforce development research and programs. This organization also began to implement a high technology strategy focusing on technology transfer, increasing

federal Small Business Innovation Research/Small Business Technology Transfer) SBIR/STTR awards, and creating a local venture capital fund.

Education is another area that can be enhanced through public-private partnerships. In some cases, public-private partnerships are required. For example, in Florida, all schools must have school improvement teams consisting of teachers, administrators, parents, and business leaders. In fact, there are an estimated 200,000 business-public school partnerships in the United States today. States such as Kentucky, Maine, Maryland, and Ohio have all called on the private sector to help improve their educational systems. Under support of U.S. Senator and former Governor George Voinovich, Ohio created the Ohio's BEST (Building Excellent Schools for Today and the 21st Century). The organization represents individual companies, business associations, the state superintendent, the state board of education, higher education, teachers, principals, superintendents, school boards, social service agencies, religious, charitable and civil rights groups, the AFL-CIO, parents, and students.

The state of Ohio and Senator Voinovich believe strongly in the power of public-private partnerships. In fact, the Senator has said:

"As a result of our partnership with the CEOs of the Ohio Business Roundtable, we have made a measurable imprint on Ohio schools and improved the lives of millions of children in our state for generations to come. I have always said, show me a school district where the business community is involved, and I'll show you a district that's improving." ^{xx}

Volunteer programs designed to help educate the youth of America have prospered under the direction and input of the private sector. One particular program, Hoop Dreams, has made significant strides in the past five years by incorporating an idea of improving education, with the help of the private sector.

Hoop Dreams was founded in 1996 by Susie Kay, an American Government teacher at H.D. Woodson High School in Washington, D.C. The organization originally was created to raise scholarship money for Kay's students, through a one-day 3-on-3 basketball tournament. Since then, Hoop Dreams has grown by leaps and bounds. Today, Hoop Dreams provides inner city public high school students from four local Washington, D.C. schools with academic scholarships, connections to the regional business community, college preparation through mentoring, internships, service-learning activities, and SAT prep courses.



Hoop Dreams wouldn't be where it is today without the formation of a public-private partnership. In 1998, leaders from business, government, and nonprofit sectors joined Hoop Dreams in forming a mentoring program. The mentoring program pairs local professionals with 80 high school students. The mentoring program, which runs the length of the school year (September to June), allows the students and professionals to participate in a regimented program of monthly workshops and one-on-one meetings. Each workshop consists of inspirational speakers, targeted activities focused on the college application process, and important life-developing skills.

Local D.C. organizations provide more than just mentors to Hoop Dreams. They have helped Hoop Dreams conduct community service projects, such as volunteering at the D.C. Central Kitchen and creating a National Youth Service Day to clean up portions of the local Anacostia Riverbank. More importantly, the local D.C. organizations have provided the local high school students with opportunities. Organizations, such as US Airways, local Congressional offices, NASA, NBC 4, and the MCI Center, have offered internships to Hoop Dreams participants — to connect them to the business world and provide valuable experience.

Since its inception, Hoop Dreams has helped more than 700 students reach college by providing 900+ college scholarships totaling more than \$2.5 million. In 2003 alone, the students in the Hoop Dreams Mentoring Program had a college enrollment rate of 98%. The organization has recently been featured on ABC, CNN, and in the Washington Post.^{xxi}

To understand the importance of public-private partnerships, one must look to the National Council for Public-Private Partnerships (NCPPI). NCPPI was formed to advocate and facilitate the formation of public-private partnerships on the national, state, and the local level. Its goal is to raise awareness and help regions form public-private partnerships in the hopes of providing cost-effective services for the American public.

The National Council for Public-Private Partnerships has identified five vital components for a successful PPP.^{xxii} They include:

- **Political Leadership**

A successful partnership can result only if there is commitment from “The Top.” The most senior public officials must be willing to be actively involved in supporting the concept of PPPs and taking a leadership role in the development of any given partnership. A well-informed political leader can play a critical role in minimizing misperceptions about the value to the public of an effectively developed partnership. Equally important, there should be a statutory foundation for the implementation of each partnership.

- **Public Sector Involvement**

Once a partnership has been established, the public-sector must remain actively involved in the project or program. Ongoing monitoring of the performance of the partnership is important in ensuring its success.

- **A Well Thought-Out Plan**

A carefully developed plan (often done with the assistance of an outside expert in this field) will substantially increase the probability of the success of the partnership. This plan most often will take the form of an extensive, detailed contract, clearly describing the responsibilities of both the public and private partners.

- **Communication With Stakeholders**

More people will be affected by a partnership than just public officials and the private-sector partner. Employees, portions of the public receiving the services, the media, labor unions, and relevant interest groups will have opinions and misconceptions. Communication with these stakeholders will minimize potential resistance to establishing a partnership.



- **Selecting The Right Partner**

A candidate’s experience in the specific area of a partnership being considered is an important factor in identifying the right partner.

III. Northeastern Pennsylvania (NEPA) Regional Initiatives

As mentioned earlier, the Alliance for Regional Stewardship identified four key areas where regional leadership can focus:

- Developing the new economy: preparing people and places to succeed in the changing world and increasing an area's competitiveness.
- Livable communities: creating great places to live, work, and play.
- Social inclusion: ensuring that everyone is included.
- Governance reform: finding new ways to govern regionally as opposed to regional governments.

These four areas have particular relevance for northeastern Pennsylvania. As a region dealing with a slow growth economy with limited industry diversification and primarily blue collar in nature, the area needs to reinvent and rebuild itself.

While the area is rich in history, has great architecture, and multiple urban cores, we have fallen victim to urban sprawl. Strong land use and transportation planning to create urban villages and sustainable development will allow this region to have optimum land use with minimum congestion and good access.

A new factor in northeastern Pennsylvania is the increasingly diverse population. An ever increasing Latino population is growing in various communities throughout the region. In addition, we expect to see immigration from the coastal cities, which will cause continued gentrification in income levels. Developing strategies for social inclusion will aid in creating more social equity.



Last is governance reform. This topic is a very controversial. There are significantly more governing agencies per 100,000 people here in northeastern Pennsylvania than the national average. This fragmentation in the system causes and creates inefficiency. There are many available options to minimize fragmentation. Some options include: shared services, joint purchasing, and municipal consolidation. Careful analysis of each unique situation can determine the extent to which a community can be successful. Numerous success stories of government consolidation from around the country exist and best practices from those initiatives can be duplicated here.

IV. Common Themes Present in Successful Regionalism

COMMUNICATION AND COLLABORATION

“The power of dialogue is more important than money when trying to get things done in a community – dialogue leads to agendas.”^{xxiii}

In August 1998 in Kansas City, communication was the focal point of the agenda at a community meeting. During that meeting, business leaders, public officials, civic activists, and academia from across the country met to discuss issues. The conference was known as Greater Kansas City “Going Global.” The weekend conference was highlighted by regional economic development discussions and recent regionalism success stories. The conference demonstrated the value of simple communication and discussions.

Discussions included regional economic development plans, a neighborhood improvement and transportation initiative, a briefing about tourism, and trade promotion efforts. The conference provided a forum to discuss issues on the local and global scale of development for the Missouri and Kansas region. The event was hosted by the International Alliance. The Alliance consists of a variety of members, including the Greater Kansas City Chamber of Commerce and the Mid-America Regional Council. Financial support for the event reflected the diversity of the conference by garnering local (Commerce Bank) and global (Hoechst Marion Roussel) interest.

The weekend conference was a success for the Kansas City region. Participants heard about regional success stories from across the globe. The event ended positively with a family-oriented “ethnic enrichment” get-together. Through all the conferences, success stories, and family picnics, the most vital concept learned was how powerful communication is. It didn’t matter who spoke or what they spoke about; the fact of the matter was that discussions were held. Regionalism can not be obtained through silence — communication is needed, and that’s what the Greater Kansas City “Going Global” conference provided for the Kansas City, Missouri region.

Simple conversations can impact a region in a positive manner. In March 2005, Luzerne County Community College hosted a local housing symposium. The all-day event featured video presentations, guest speakers, and a question and answer session about county reassessments. The highlight of the seminar was a local housing presentation provided by the mayors of Wilkes-Barre, Pittston, Nanticoke, and Hazleton, and the city administrator of Kingston. Each representative provided insight into the current housing conditions in his/her respective city. The last speaker — the city administrator of Kingston — captured the importance of the event with his opening line. He acknowledged the audience, stopped, and said, “the most important part of today isn’t one particular presentation, but the fact that local businesses, local elected officials, and the public are there to discuss these



particular issues together.”^{xxiv} The importance of communication cannot be underestimated.

Communication is so vital to regionalism that one research center is named San Diego Dialogue. The San Diego Dialogue is a self-funded, public policy research center designed to help solve its region’s economic, environmental, and equity issues. The goal of the San Diego Dialogue is to improve the region’s overall quality of life through cross-border development, smart growth, and school reform.

The Dialogue was originally formed in 1991 to act as the regional voice, representing academia, business, government, and civic leaders. Since its inception, the San Diego Dialogue has placed its emphasis on communicating effectively within the region on the opportunities and challenges it faces. The Dialogue’s hard work on a regional scale is evident for the past 14 years, and in particular, its work on school reform.

In 1999, the San Diego Dialogue started the “Partners for K-12 School Reform.” The reform was a county-wide collaboration of civic and business leaders, working with superintendents, union leaders, school board members, and the County Office of Education on closing the gap between students from lower socioeconomic areas and students from more affluent communities. Through a simple plan of developing a platform for communication, the San Diego Dialogue has helped the San Diego region grow smarter and more efficiently.^{xxv} As stated above, the importance of communication cannot be underestimated.

CAPACITY BUILDING

A successful example of capacity building occurred in California. This state recognized regional activity and firmly believed that the process of formation was of equal value to the implementation of results.

California focused planning for the future by understanding the past and present. It was one of the first states to encourage asset analysis as part of the research process.

In the mid 1990s a large nonprofit called the James Irvine Foundation (JIF) founded a movement in California named the “Civic Entrepreneur Movement,” which worked on “Collaborative Regional Initiatives” or CRIs. This effort was created to promote the diversity in the state in an effort to awaken state government to the variety of needs and challenges different geographic regions faced during another period of massive growth. JIF placed responsibility on the private sectors to work together to seek positive change.

It was up to the region whether or not to involve local government in its quest. Since the issues



were primarily statewide, most regions chose to involve their local governments in the process. This engagement of public and private sectors working together across political boundaries proved to have a strong effect on the state legislative process. The CRI network was recognized by the newly elected Governor Arnold Schwarzenegger in his attempts to learn more about California's strengths and weaknesses. This initiative paved the way for more collaboration and spun off specialty coalitions to address very specific projects in each region.

JIF provided the funding for qualified organizations (there was a rigorous pre-application and application process for a regional CRI) to receive the necessary seed capital to begin its initiative. Aside from qualifying as an organization, a detailed process of the CRI's steps had to be outlined with specific outcomes identified upfront. There was a strong research component to ensure that plans would be effective.

A major component of the "process" was to convene stakeholders on a regular basis to educate, vision, and set goals. Stakeholders had to make a commitment (such as a resolution from a city council or board of directors) to demonstrate interest and ability to participate.

JIF encouraged "out-of-the-box" thinking and the use of technology to inform, operate, and educate. Successes such as San Diego Dialogue, the Bay Area Forum, and Joint Venture Silicon Valley are internationally recognized CRIs. While each organization had distinct objectives and goals that met the needs of their region, they all followed a similar process.

MARKETING, PUBLIC RELATIONS & EDUCATION

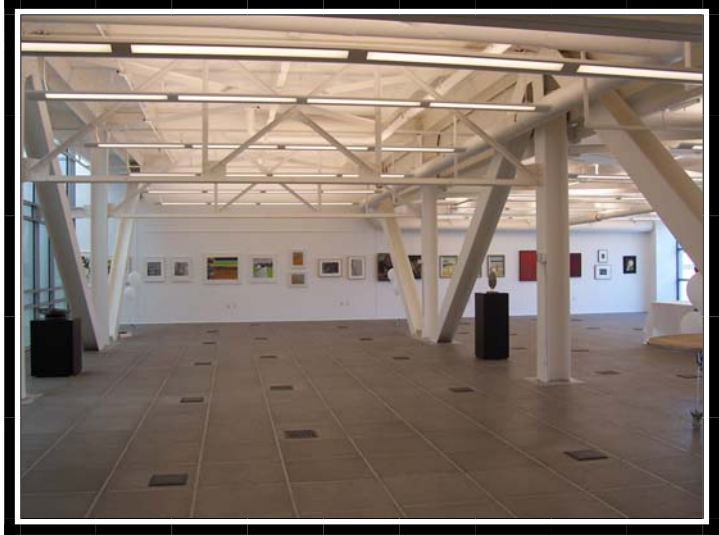
Carson City, California is known for vacations, outdoor recreation, and casinos —common of western cities. To differentiate from other gaming destinations, Carson City developed a marketing campaign, based upon the city's long, rich history. This image was reinforced through ads for the city, which featured images of steam trains, cowboys, and horse-drawn carriages. The marketing campaign effectively increased tourism and tourist spending in the city. The average Carson City visitor is now spending an average of \$375, an increase from 2001. One year after the campaign, the 2003-2004 Visitor Profile Study showed that people identified history as their number one reason for visiting the city.^{xxvi} The concept of promoting their rich history — called branding — is a result of the area understanding its "product" and the assets it possessed.



A similar success can be found in Eastern Jackson County. Eastern Jackson County is home to diverse arts and culture, featuring several galleries, special events, and a museum. The area is also home to the Eastern Jackson County Betterment Council (EJCBC). In 2001, Eastern Jackson County saw a decline in museum attendance and tourism statistics. To stop the decline, EJCBC formed a new and advanced marketing campaign. The goal, according to EJCBC Director, Stephanie Rousch, was to "attract as many visitors as possible, and then to keep them in the area for as long as possible. That's why it's so important to market all the region's many attractions." One asset the EJCBC

focused on was marketing its museum, galleries, and overall arts and culture of the area. Since the beginning of the marketing campaign, the museum recorded a huge increase in attendance — up almost 5,000 in one month.^{xxvii}

Bringing a prospective employer to a town or dealing with a local business closing affects more than one jurisdiction. A business seeking to open or relocate expects employees and suppliers to come from throughout a region, not just from one community. For instance, a major Illinois health care provider with one major facility and two small satellite offices listed the hometowns of its 800+ employees in its 1999 annual report; the list included 76 towns.^{xxviii}



A business seeking to open or relocate also judges regional cultural, not just that of the political jurisdiction where its building may go. The business looks at regional education and health resources, not just those in one town. This company recognizes that productive, happy employees will make its business grow profitably. Therefore, with technology, most businesses can locate anywhere. They primarily choose locations where there is an ample labor pool with strong quality of life indexes, and where it's cost effective.

These realities were considered in building the quickly constructed regional coalition. Stretching across numerous counties and two states and incorporating cultural as well as corporate and political leaders, Chicago successfully brought Boeing's headquarters to its city. Boeing officials looked at the Chicago region, not just the City of Chicago, considering corporate locations in the suburbs as well as in the Loop. Checking out communities where Boeing executives might consider living meant site visits to yet other communities in North Shore and West Suburban communities in several counties. Finding an airport to base its corporate fleet meant inspecting the airports in Gary, Indiana, as well as Illinois locations.

While the Boeing project had a very specific objective and a short life span, a regional effort can encompass a wide area with a broad objective that is ongoing. Regional efforts are no longer uncommon; as a matter of fact, economic development activities have molded themselves around true regional initiatives for business attraction, retention, creation, and expansion.

One example of this type of initiative is northeastern Pennsylvania's very own Penn's Northeast. The two-year-old group has organized a business attraction effort to include Lackawanna, Luzerne, Monroe, Pike, and Wayne counties. By promoting the assets of the region, Penn's Northeast could attract businesses that are looking for an educated and skilled labor force. What one county could provide perhaps another couldn't. However, by pooling the region for prospective employees and thus creating jobs in one county, the other counties would benefit also. Since employees could live anywhere in the region — not just near the facility — the region would benefit due to the increase in tax revenues and spending.

Marketing can be used for much more than business attraction; it can also be used as a public education tool. Many of our communities in northeastern Pennsylvania are undergoing redevelopment projects that will shape the future of their municipalities. Yet, it is important with these and any other revitalization tools or sustainability programs to educate the community and the media through a targeted public relations campaign. Building support, image, and pride within communities is a strong component of obtaining outward success.

In May of 2003, a Strategic Market Development Plan for Downtown Wilkes-Barre was prepared. The Lincoln Property Company, in conjunction with Gibbs Planning Group and Chase Management Advisors Inc., created this report to help build on the Downtown revitalization efforts. In the report, the Lincoln Property Company addresses the business climate in downtown — where it is and how it can be improved. One of Lincoln's suggestions for improving the business climate is to:

“Work with local media to create and disseminate positive stories and accomplishments regarding the downtown. A systematic approach to provide and produce these stories is vital to the enhancement of the downtown's image and to change its current negative reputation.” ^{xxix}



Northeastern Pennsylvania should consider combining its tourism programs for efficiency and effectiveness. Marketing the broader region to travel agents, tour operators, and meeting planners can be more cost-effective and efficient through a combined effort. There should

also be a formal collaboration with Penn's Northeast, as quality of life issues are an important aspect in attracting new economy firms.

The case study of IEEP can attest to this success. The regional tourism council was operated by IEEP. The Council focused on regional coordination of fairs, festivals, and events. It also connected with recreation, venues, golf courses, ski resorts, hotels, malls, and restaurants to market internationally. The Council served as the single point of contact (SPOC) for selling the broader region. Much of the same marketing materials (print and electronic) were incorporated into the business attraction proposals.

In addition to the business or tourism campaign, what needs to be stressed in this section is that marketing, public relations, and education need to occur inward and outward. Stakeholders involved in the process need to be advocates for the initiatives and the partnership itself. This will instill loyalty and commitment to the effort and practically guarantee success.

V. Additional Case Studies

Transportation:

COGs

Regionalism — while not new — is not readily accepted by all as a means to a solution. The first successful regional effort can be traced back 50+ years. A bi-state development authority was created by a compact between Missouri and Illinois and signed by President Harry S. Truman in 1949. The respective governors appointed a 10-member governing board. This quasi-public agency may issue bonds, collect fees, and receive funds from government and private agencies.

Today, the agency owns the St. Louis metropolitan area mass transportation system, with its bus and light rail components. It includes MetroLink, a light rail line that runs between the two states. Plans are currently underway to expand this MetroLink into both states and to connect airports.^{xxx}

During the 1970s, Councils of Government (COG) located in Pennsylvania expressed interest in forming a state-wide coalition of COGs. That same idea was finally addressed during the Pennsylvania Local Government Conference in February 1972. From the conference, a committee was conceived to explore the issue of a possible association. After several studies and discussions, the Pennsylvania Association of Councils of Governments (PACOG) was formally introduced on April 14, 1973.

PACOG began with nine charter members and categorized itself as a “voluntary organization of COGs created to foster a cooperative joint effort in the solution of common municipal problems.”^{xxxii}

Luzerne and Lackawanna Counties are represented by three COGs: Back Mountain Area COG, Lackawanna County COG, and the Mountain COG.^{xxxii}

Airports: Wilkes-Barre/Scranton International Airport

In 1954, the Wilkes-Barre/Scranton International Airport terminal was constructed. It was the beginning of a long-term venture between Lackawanna and Luzerne counties. The airport was developed to connect the Wilkes-Barre/Scranton region to the rest of the world. Fifty years later, the airport still stands, but it continues to struggle. From 1990 to 2001, the number of departing passengers had declined by more than 10 percent. Inadequate parking facilities, costly airfares, and an inability to handle the normal rate of passengers at peak times are all contributing factors for the loss of passengers at the airport.

In 1997, a study performed by a consultant confirmed the issues and



indicated that for the airport to sustain and grow, there was a need for new facilities.^{xxxiii}

With an eroding, inadequate facility, an expansion project was introduced. The project consists of two phases: Phase I included the construction of a new parking garage. The new garage stands four stories high and holds 640 vehicles. The garage provides travelers with modern shelter for their cars. The project was completed in March of 2004, at an estimated cost of \$8 million.^{xxxiv}

Phase II involves the construction of a new state-of-the-art terminal building. The new 128,000-square-foot terminal will replace the existing 76,000-square-foot building. The project will provide a connecting tunnel from the public parking areas to the terminal building for passengers and the ability to accommodate larger aircrafts. The construction is already underway and is expected to be finished by December of 2005.^{xxxv}



The Wilkes-Barre/Scranton International Airport (AVP) Expansion Project provides a positive economic impact on the region. The expansion will be funded through federal discretionary funding, the airport's annual federal entitlement money, bonds from the Luzerne and Lackawanna counties and the airport, and more than \$15 million in state money. The Wilkes-Barre/Scranton International Airport is owned and operated by the Luzerne and Lackawanna counties and is controlled by six commissioners, three from Luzerne County and three from Lackawanna County. The partnership between Luzerne and Lackawanna counties highlights another local example of regionalism.

The region must continue to work together to market the airport to the airlines so there are more flight options with competitive prices. This strategy will increase the number of passengers. These features must be marketed heavily in and around our MSA.

AVP has the potential to increase both its passenger capacity and its cargo capacity. Yet, major carriers are slow to offer a variety of flight options from this airport. Many people are forced to travel by car or commuter airline to Philadelphia to get the most convenient and affordable flights. There is no mechanism for the airlines to measure the amount of passengers who would prefer to fly out of AVP, but for a variety of reasons head off to other airports. So they will rely on existing travel patterns and population statistics to determine their local operations. This area is lower in population density so presenting it as a "regional" asset changes the demographic and economic data and can transform the airline's perception. In this respect, the region could be Luzerne, Lackawanna, Pike, Wayne, Monroe, Columbia, Bradford, and Wyoming counties, having broader appeal to the airlines. The region increases the number of businesses in the mix that could/would use the airport for business travel or cargo. Expanding the airport's geographic base and marketing it to the airlines (as well as the local marketplace) could have a profound effect on air traffic, making this area even more appealing for businesses that want to relocate. Thus, there must be an ongoing regional strategy to market our local airport in order for it to be successful.

Lackawanna and Luzerne Metropolitan Planning Organization

“A Metropolitan Planning Organization (MPO) is a transportation policy-making organization made up of representatives from local government and transportation authorities.”^{xxxvi} MPOs are required, by federal Law for an urbanized region with a population greater than 50,000. Federal funding for transportation projects and programs are channeled through this planning process.

Locally, the Metropolitan Planning Organization includes Luzerne and Lackawanna counties. The MPO is listed as part of PennDOT District 4. The PennDOT District 4 office is currently located in the Keystone Industrial Park in Dunmore, PA. The MPO votes on how available funds will be spent on the future road, bridge, and other transportation projects.^{xxxvii}

Venues:

Wachovia Arena at Casey Plaza

While this is not an example of a regional project, it is a regional asset that provides economic impact. On December 12, 1999, the legendary singer Neil Diamond performed in front of a sell-out crowd. The concert marked the first major event held in the Northeastern Pennsylvania Civic Arena and Convention Center. The sell-out was a sign of things to come. The Civic Arena, now known as the Wachovia Arena at Casey Plaza, has seen a run of successful concerts, shows, and sporting events. The Arena cannot be judged on a single concert or single game; it must be viewed as a whole. Since the Arena's inception, there has been growth with businesses such as Bennigan's, Super Wal-Mart, Red Robin, and Hilton Hotels locating in the region.

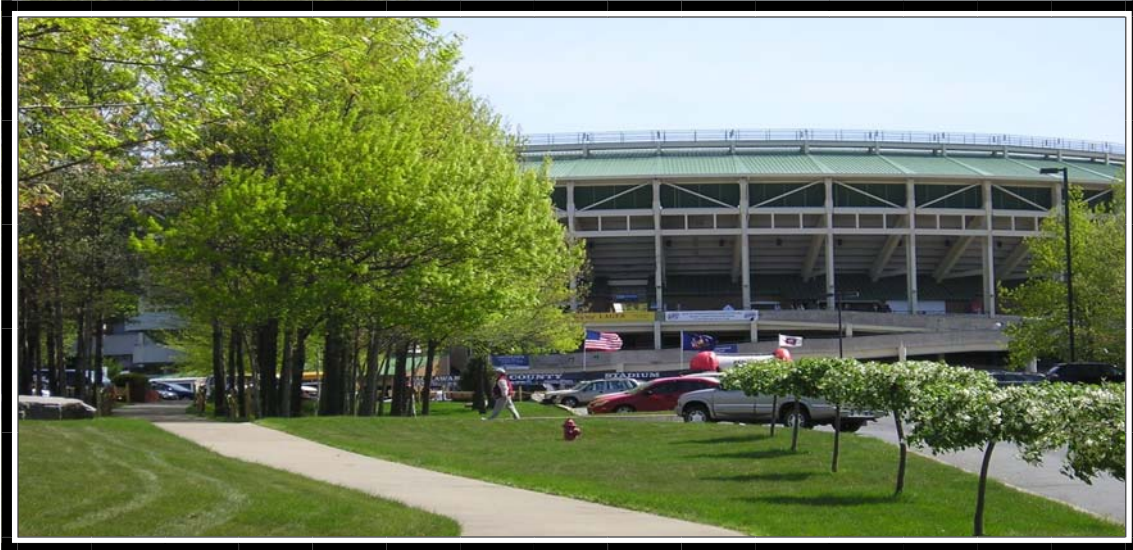


The Arena's success has helped to distinguish the Wilkes-Barre/Scranton region as one with a bright future. The economic impact of the Arena has been felt throughout the Wilkes-Barre/Scranton region. This venue has provided proof to corporate executives considering moving businesses to this region that Northeastern Pennsylvania is serious about its future. The Arena also provides the residents of the Wilkes-Barre/Scranton region with a much-deserved entertainment center. Since the Arena has opened, it has hosted events, such as the 2002 AHL All-Star Festivities, NBA and NHL pre-season games, job fairs, and numerous high-quality concerts and shows.

Lackawanna County Multi-Purpose Stadium

The Lackawanna County Multi-Purpose Stadium opened on April 26, 1989, in front of a sell-out crowd of nearly 11,000 who came to see the brand new Philadelphia Phillies AAA ball club – the Scranton/Wilkes-Barre Red Barons. This marked the return of professional baseball to the area — for the first time in more than 30 years.

The festivities held on opening night would not have been possible without regionalism. In 1984, Lackawanna County partnered with Northeastern Baseball, Inc. (NBI) to purchase the AAA Maine Guides franchise with county support. The agreement was a major factor in the decision to construct the Lackawanna County Multi-Purpose Stadium. When a final contract was devised, the NBI was \$2 million short of purchasing the team. Through the Luzerne County Commissioners, NBI receive a \$1 million commitment from Luzerne County. Then Governor Robert Casey was so impressed by the new regional effort that he matched the other \$1 million with state funds, by increasing the original grant of \$4 million to \$7 million.^{xxxviii}



Today, Lackawanna County Multi-Purpose Stadium continues to showcase the region in a positive manner. For the past 15 years, the Scranton/Wilkes-Barre Red Barons have continued to call Lackawanna County Stadium their home. Along with professional baseball, the stadium has hosted high school football, baseball, soccer, and field hockey playoffs. The most significant event in recent years occurred in October 2004 when President George W. Bush made Lackawanna County Multi-Purpose Stadium one of his stops along the campaign trail. The visit from President Bush received national coverage.

Economic Development

Penn's Northeast

Penn's Northeast serves Lackawanna, Luzerne, Monroe, Pike, and Wayne counties and the communities of Berwick and Forest City in northeastern Pennsylvania. This creation of Penn's Northeast is a direct result of private business leaders, local utility companies, governments, economic development organizations, and chambers of commerce who desire to develop an organization to market the collective assets of the region for business attraction purposes.

Northeastern Pennsylvania Alliance

"The Northeastern Pennsylvania Alliance (NEPA-Alliance) is committed to achieving recognition as the premier regional community and economic development organization in the Commonwealth of Pennsylvania by consistently providing innovative high-quality services that improve the economy of the region and the quality of life for our constituents." ^{xxxix}

NEPA was formed in 1964, to address the need for regional development. Currently, NEPA covers a seven-county region: Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill, and Wayne counties. This seven-county coverage encompasses a population of 975,000 and 4,400+ square miles.

NEPA is a public-private sector partnership consisting of government and non-government private sector representation. NEPA provides research to aid local governments in obtaining state and federal assistance. NEPA also offers many programs and services to the business community.^{xi} NEPA is coordinating other regional efforts. One effort involves protecting Tobyhanna Army Base from the next round of BRAC (Base Realignment and Closure Commission). The other is Focus 81, which is designed to improve Interstate 81 throughout the region.

Regional Chamber Committee

In 2004, the Regional Chamber Committee was formed. The committee consists of directors from Scranton, Wilkes-Barre, Pittston, and Hazleton chambers of commerce. The goal of the committee is to create one voice for the region. The September, 2004 meeting, featured a presentation for local business leaders. The presentation identified local success stories of Penn's Northeast and the youth targeted "Work & Play in NEPA." The committee also identified the need for support of future projects, such as the Wilkes-Barre/Scranton International Airport redevelopment.^{xii}

Great Valley Technology Alliance (GVTA) and Northeastern Pennsylvania Technology Institute (NPTI)

Created in March of 2000, the Great Valley Technology Alliance (GVTA) and Northeastern Pennsylvania Technology Institute (NPTI) is a regional public-private partnership designed to facilitate the development of a knowledge-based, technology-focused economy for Northeastern Pennsylvania.

GVTA's mission is the creation of a self-sustaining technology-based economy in Northeastern Pennsylvania. Its aim is to stimulate the creation of the necessary infrastructure to support the growth of such an economy, including venture capital, research centers, technical education, entrepreneurship, recreation and lifestyle amenities, and the attraction and retention of human capital.

The vision of NPTI is:

- Recognition as a center of collaboration, applied research, education, and communication.
- Serve as a common ground where research, training, and employment needs and opportunities are communicated through formal and informal interactions.
- Combine the resources of the area's higher educational institutions and knowledge-based industries to provide and capture new funding for research, process development, and knowledge exchange.
- Leverage the region's research and development talent around the generation of ideas that stimulate the creation and distribution of knowledge.

Existing Regional Mechanisms

The Joint Urban Studies Center

The Joint Urban Studies Center (JUSC) will celebrate its first anniversary in June, 2005. Still in its early stages, the JUSC will play a major role in making regionalism a reality.

JUSC plans to convene meetings of elected officials throughout 2005 to develop relationships and set the stage for joint efforts. Later in the year, JUSC will convene public and private leaders in the region to work toward developing long-term, regional strategic plans.



JUSC will continue to provide research on the region and best practices used to solve particular problems, fill gaps, and enhance assets. Visit JUSC's website at www.urbanstudies.org to see completed research reports.

In an effort to educate the public, communities, business leaders, and elected officials, JUSC released two reports in April, 1 2005. The first report, "A Competitive Agenda for Renewing Northeastern Pennsylvania," was a follow-up report to the 2003 Brookings report "Back To Prosperity: A Competitive Agenda for Renewing Pennsylvania." The follow-up report produced by JUSC focused on providing regional solutions and an in-depth list of recommendations for the Scranton/Wilkes-Barre/Hazleton MSA.

The second report, "Why Aren't We Average?," highlighted census statistics from 1950 to 2000 for Luzerne County. In the report, JUSC shows what the economic impact would be if Luzerne County met the state averages on several economic indicators.

JUSC believes in regionalism and will continue to act as a resource for all communities to help make regionalism a reality.

University/Community Partnerships

In June, 2005, JUSC will release Phase I of a two-part report on University/Community Partnerships. Phase I of the report will serve as a background study of University/Community Partnerships: how they work and why they work. The report will share successful partnerships in northeastern Pennsylvania and some successes nationwide.

Pooling the efforts of colleges and universities throughout this region can heighten the capabilities of strengthening our communities. The desire is definitely there. The presidents of the local colleges and universities serve on several boards throughout the region, including the JUSC board, which consists of presidents from six schools:

College Misericordia, King's College, Luzerne County Community College, Penn State Wilkes-Barre, University of Scranton, and Wilkes University.

In Phase II of the University/Community Partnerships report, JUSC will take on a more proactive role in helping secure programs to create more partnerships. University of Pennsylvania, for example, has partnered with the surrounding community of West Philadelphia to revitalize the region by creating clean and safe streets, promoting home ownership and commercial development, and fortifying public education.^{xliii}

The resources and abilities of local colleges and universities can be utilized by all communities in the region. By using the advanced knowledge and research tools of these local schools, redevelopment can occur on a regional level. Opportunities for partnerships are available and should be utilized to benefit every entity in the region.

Conclusion

As mentioned before, regionalism is part of our everyday life. How we travel, where we eat, and how we spend our social lives are directly affected by regionalism. Luzerne and Lackawanna counties collaborate regionally on numerous regional assets, including the most recent addition of the Wilkes-Barre/Scranton Penguins. These ventures have been successful economic development ventures and prove how powerful regionalism can be. Events, such as concerts, sporting events, air travel, and travel shows, have brought “venues” back to this region. These are all possible with planning, diligence, and hard work. Regionalism will not occur overnight. It is a step-by-step process that begins with building trust and creating mutual partnerships.



This report identified several regional collaborations that exist. There are opportunities for increased stakeholder participation and even more collaboration among the organizations themselves.

Numerous opportunities exist to expand regional initiatives into other areas of economic and community revitalization. What’s more, there are opportunities to bring the public sector together for planning, cooperation, and collaboration to plan for a sustainable future.

The rewards of regionalism outweigh the risks. Building capacity throughout the process is essential, and accounting for social equity and inclusion is imperative. Fear of loss of power, control, and change has paralyzed this region for too long. It’s time to try innovative approaches, as the old ways of doing business no longer work.

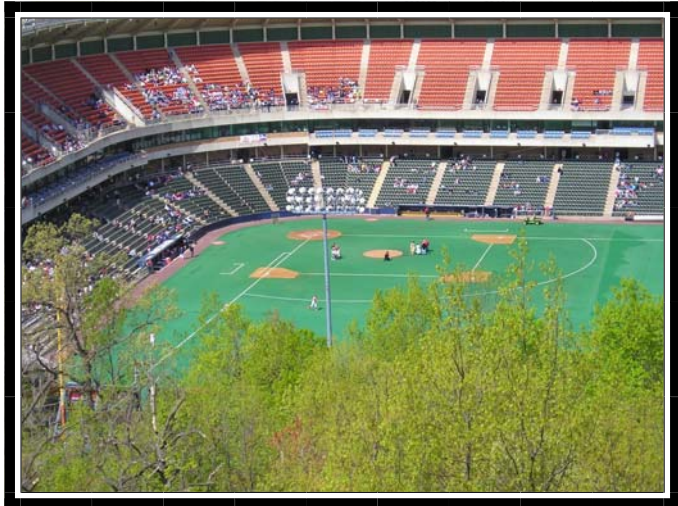
Regionalism can continue to succeed, if we utilize the expertise, assets, and cooperative ventures to continue to solve problems facing this area. As identified in the JUSC’s “Why Aren’t We Average?” report, the Scranton/



Wilkes-Barre MSA is struggling, and has been struggling in several important economic indicators. Many of these struggles are also seen throughout our towns and municipalities, along with several other serious problems. Problems, such as crime and absence of high-quality jobs, continue to affect communities throughout the MSA. We can fight these problems in our towns, municipalities, and MSAs by partnering together and having a mind-set toward regionalism.

With most municipalities in or nearing Act 47 status, they can provide limited help at a greater cost; but several municipalities working together can be more

effective. As mentioned on page 3, Lester Thurow was right. If we don't start thinking as one unit, our strategic development plans mean nothing. Regionalism can work and will work. Through regionalism, the region can improve K-12 education, increase job and business creation, solidify strong police forces, and create a better overall quality of life for the residents of the northeastern Pennsylvania region



The following is a list of concepts that — if adopted by Luzerne and Lackawanna counties — can aid in establishing and developing regionalism throughout the area with the sole purpose of becoming a successful region:

- **Understand where we are as a region**

To proceed toward the future, we must understand our past and current situation. Detailed studies and reports identifying positive and negative aspects of the region need to be produced to begin planning for the future.

- **Visioning and goal setting**

Determining where we want to be in 10-20 years and establishing short- and long- term goals would allow the region to develop strategies and policies for success.

- **Convening**

One way to increase collaborative efforts between neighboring towns is to encourage communication.

- **Research other successful regions across the country**

There's no better way to understand how regionalism can work than by researching regions that have succeeded.

- **Maximize assets**

Luzerne and Lackawanna counties contain a multitude of regional assets that we seem to overlook every day. To plan for our future, we must harness the power of these assets and use them for future development.

- **Innovation & Technology**

Today, more than ever, the world utilizes the technological advances present in the world. Simple ideas like creating a strong online presence via the Internet, not only educate the public, but also help to develop a positive image of the region. To remain globally competitive, this region must begin to embrace the use of technology in its everyday operations. More effort must be used to create a stronger online presence.

- **Educate the public**

Nothing makes the planning process easier than having the support of the public. Information portals to communicate advances will alleviate much of the concern residents possess.

- **Utilize the local media**

Sometime the media feuds with elected officials leading to negative headlines. This must be stopped. To successfully market this region, local officials, businesses, and the public sector need to engage in positive communication with the local media. Through the media, the region can improve its reputation and increase changes in attracting new businesses to the area.

- **Incorporate the private sector**

As noted in the report, the private sector can significantly help regionalism succeed in a particular area. Regions can call upon the private sector's expertise and financial resources to help improve blighted areas throughout the region. The private sector needs to play a vital role for regionalism to be effective.

- **Invest in ourselves**

This region must learn to invest in itself. If we exhibit our regional capacity, showing that we are willing to spend money to enhance the opportunities and quality of life for everyone, we could promote our attributes and give outside businesses, tourists, and residents a glimpse of our prosperity and excellent quality of life. This promotion of our region would make us attractive to investors and provide them with a glimpse of what we are and what we want to be. The current redevelopment in Scranton and Wilkes-Barre shows that this region is investing in itself. Continuing this process will make all communities in the region more attractive to outside businesses, tourists, and potential residents.

Together, both Luzerne and Lackawanna counties can work together to promote this region as one that is technologically up-to-date, and rich in culture, and has numerous natural resources, updated transportation infrastructure, and economic opportunities for everyone — including new businesses and residents — thus portraying our region as one with potential for growth and development.



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