Is a collaborative strategy among municipalities in Japan truly strategic?
a case study of Collaborative Core City-Region (CCCR)

Masakazu Aoki, Ph.D

Bunkyo University

Contents

1. Introduction
2. Framework of evaluating strategic plan
3. Outline of CCCR
4. Case study: Bingo CCCR
5. Conclusion

1.Introduction

Background

- Japan's Local government system is two-layer system, which is formed by prefecture and municipality (city, town and village).

- Recent declining of population has deprived various power (economic, social, cultural etc.) of municipalities which have less size, therefore, collaboration between core-city and small sized neighborhood municipalities becomes more important.

- Last decade, several systems of collaboration among municipalities in Japan have been established, one of which is Collaborative Core City-Region (CCCR). In CCCR, large core-city and neighborhood municipalities achieve economic development, and higher level of city function and quality of life through compactifying a core-city and connecting between it and neighborhoods by traffic network.

Aim of study

- Evaluating CCCR by applying the framework of strategic planning evaluation
  - which has been studied mainly in Europe
  - Bingo region as a case study
- Especially, I evaluate how strategic the vision is, focusing on the following points
  1. performance of the strategy based on DPM(Dutch Performance Model)
  2. relational outcome based on collaborative planning model
  3. governance innovation

Result of evaluation

1. Performance
   – good in terms of strategy orientation and implementation consistency

2. Relational outcome
   ; i.e. collaboration among stakeholders and knowledge diffusion
   – Municipalities sufficiently collaborate and realize knowledge sharing
   – Collaboration with stakeholders except for municipalities and knowledge diffusion among them is not enough

3. Governance innovation
   – Implementation of the system of "flexible collaboration" can realize development of governance in the region.

2.Framework of evaluating strategic plan

Two point of view of evaluation of strategic plan

1. Performance based

   – based on Dutch Performance Model: DPM(e.g. Faludi(2000))

2. Focusing on collaboration among stakeholders in the process

   – Albrechts, Baldicci

2 types of plan; "project plan" or "strategic plan"

- Project plan : Blue print in order to implement particular projects
  - ➢ Interactive discussion among stakeholders finish when the plan is produced.
  - ➢ Stakeholders are not involved in decision-making about implementing projects based on the plan.
- Strategic plan
  - ➢ Used in order to make decisions
  - ➢ Interactive discussion of stakeholders is continuing after the plan is completed

	project plan	strategic plan
Object	Material	Decisions
Interaction	Until adoption	Continuous
Future	Closed	Open
Time-element	Limited to phasing	Central to problem
Form	Blueprint	Minutes of last meeting
Effect	Determinate	Frame of reference

9

Source:Faludi(2000)

Evaluation of Strategic Plan (1)Performance

- The objective of Strategic Plan
  - ✓ Not outcome of particular project
  - ✓ Affect the group of decision-makers.
    - Because strategic plan is not a plan related to some projects
- In other words, if a group made its decision based on a strategic plan, this plan is evaluated as "performing".
- A plan is fulfilling its purpose, and in this sense "performing", if and only if it plays a tangible role in the choice of the actors to whom it is addressed.

Evaluation of Strategic Plan (2)Collaboration

- Another point of view is "Relational Outcome" and "Knowledge Diffusion" which is produced by collaboration among stakeholder involved in the strategic plan.

- A framework composed by 4 dimensions (see Albrechts and Balducci(2013))

  1. Content of strategic planning
  2. Form of the planning process
  3. Relational outcomes
  4. Institutional implication; especially governance structure

Framework of evaluation

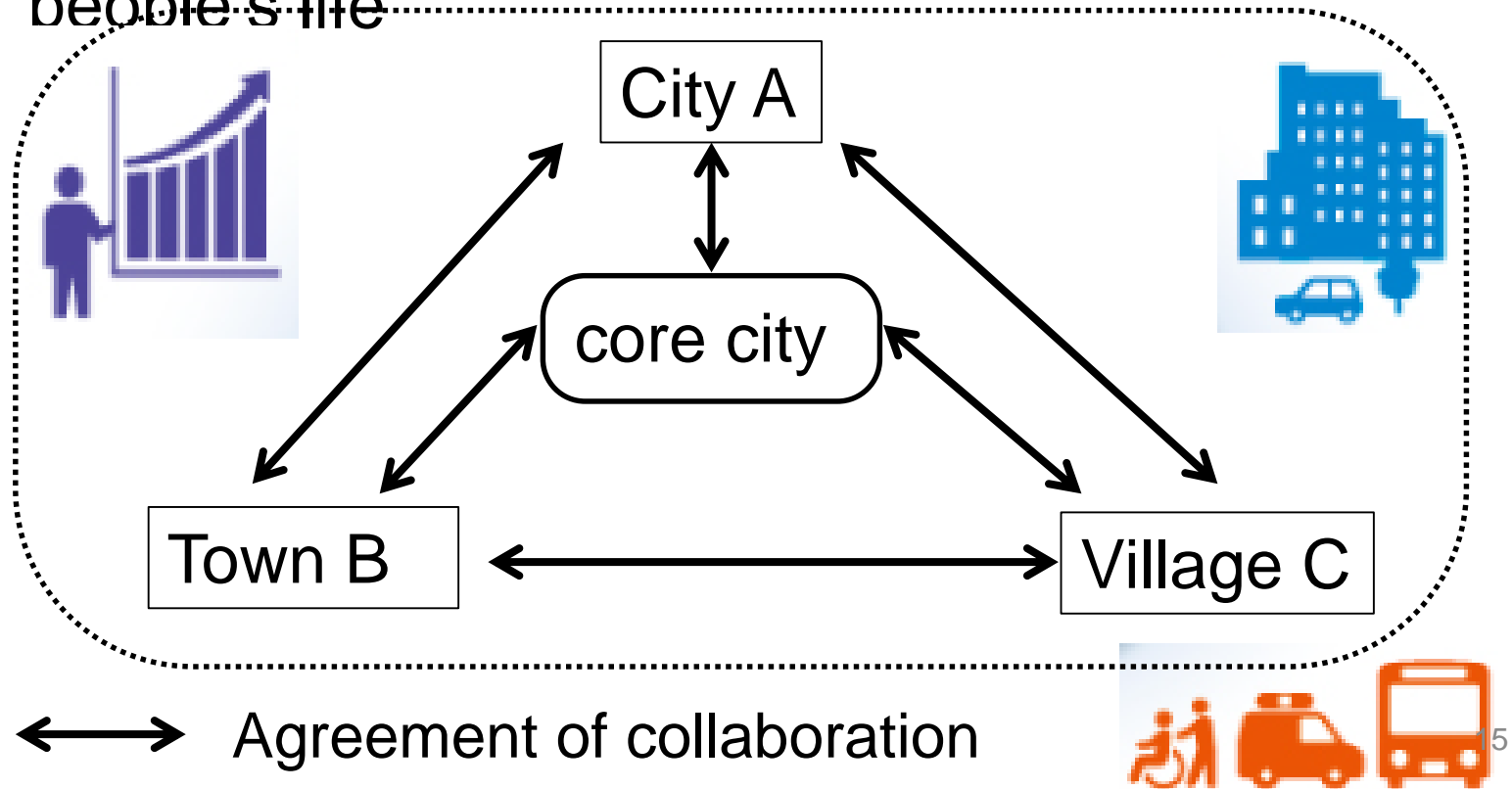| Point of evaluation	Item of evaluation	Content of evaluation
Performance as learning process	Strategy Orientation	**Coherence** between the strategic vision and subsequent policies and programmes
	Implementation Consistency	**Consistency** between the vision and concrete actions for implementation
Collaboration	Relational Outcome	**Cooperative capacity** (co-production) developed among participating municipalities and other stakeholders
	Knowledge Diffusion	**Dissemination of knowledge** and development perspectives among stakeholders
	Governance Innovation	**Impact of strategic planning** on social norms and standards and informal ways of thinking and behaving

12
Source: author based on Grassini et.al.(2018)

3. Outline of CCCR

What is CCCR?

- CCCR: System legally implemented by the national government
  - Core city
    - ✓ relatively larger in population and more central than neighborhood municipalities
  - … & Neighborhoods collaborate in order to make down size and networking.
- start: the year of 2014
- Why CCCR was implemented?
  - Each region need to maintain a certain number of population and a certain level of socio-economic power in decline of population and ageing population combined with the diminishing number of children

CCCR

- Objective of collaboration
  1. **Leading an economic growth** in the city region
  2. Agglomerating and upgrading **the function of city**
  3. Development of **Daily Services** associated about people's life

City A

core city

Town B

Village C

◄────► Agreement of collaboration

Core-city

- Condition of Core-city
  1. Government-designated city or central city
  2. Day population / domitory population is more than 1 (about)

- CCCR is an area composed by the "core-city" and the neighborhood municipalities which have strong ties socially and economically with core-city

Procedure of forming CCCR

- Necessary Process
  1. Core-city make "**Declaration of Collaborative Core City**"
  2. **Agreement of collaboration** to neighborhood municipalities
  3. Core-city and neighborhoods making up **Vision of CCCR**

Declaration of Collaborative Core City ➡ **Agreement** of collaboration ➡ **Vision** of CCCR

17

Procedure of forming CCCR (1)Declaration of Collaborative Core City

1. Core-city write and state
2. Aim
   - Clarifying the intention that **core-city will play the following role** based on the collaboration with neighborhood municipalities
     I. Drawing the vison of that area
     II. Leading the economy of that area
     III. Supporting the people living in that area

Procedure of forming CCCR (2)Agreement of collaboration

- In order to lead the economy and support the people living in the whole city-region, Core-city and each neighborhood sign
- **Decision of Parliament** of both core-city and neighborhood municipalities is needed.
- Contents

  1. **Object** of collaboration
  2. **Key principles**
     - Making compact about the function of administration and private sector
     - Networking of transporting system in the city-region etc.
  3. **Collaborative projects** in order to realize
     i. Leading an economic growth in the city region
     ii. Agglomerating and upgrading the function of city
     iii. Developing daily services associated about people's life

Procedure of forming CCCR (3)Vision of CCCR

- Core-city produce within the whole area of CCCR through discussing with stakeholders associated with CCCR including private sector and region.

- Contents
  1. Medium and long term **future image** in CCCR
  - ✓Based **on population projection** in the CCCR; only used the one that National Institute of Population and Social Security Research published on March 2013
  - ✓Writing the situation of function of city implemented by both public and private sector
  - ✓Goal of population and population aging rate
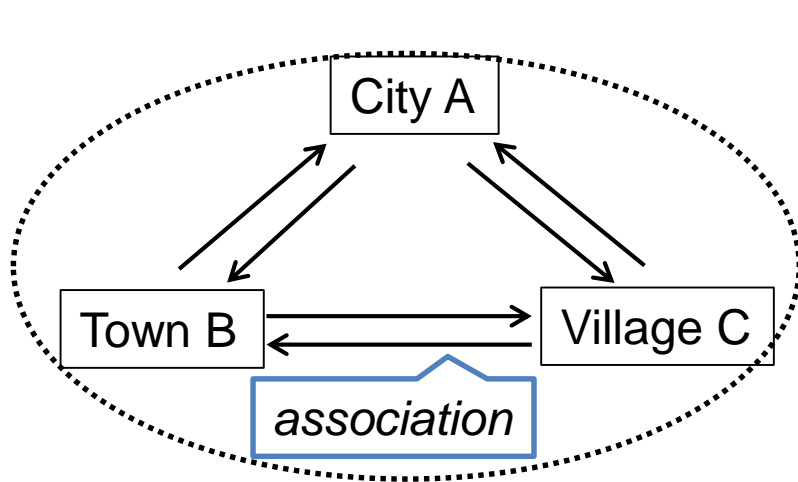
Procedure of forming CCCR (3)Vision of CCCR

- Contents
  2. **Project based on agreement of collaboration** to realizing the above future image
     - ✓ Contents, schedule, total and yearly budget
  3. **Schedule of project**
     - ✓ Around 5 years (and must revise in each year according to the socio-economic change)
  4. **KPI**(Key Performance Indicator)
     - ✓ Setting up clear indicators about economic growth, agglomeration and upgrading the function of city and development of daily services associated about people's life
     - ✓ **Mile stones of checking the extent of achieving the future image**

Promotion of CCCR

- Steering committee
    1. Built when making CCCR vision
        - ✓ Arena discussed **revising the vision**, if necessary
    2. Member of committee
        - ✓ To reflect many and broad opinions, required to gather as **broad stakeholders** as possible
        - I. Business sector, university, research institution, local bank, medical agency, social-service agency, education agency, transportation agency etc.
        - II. Person working about civic community, NPO
        - III. Retail store, hospital which will develop a function of city
    3. **Checking** the extent of achieving the future image based on the KPIs

Characteristics of CCCR in terms of legal system about collaboration among municipalities
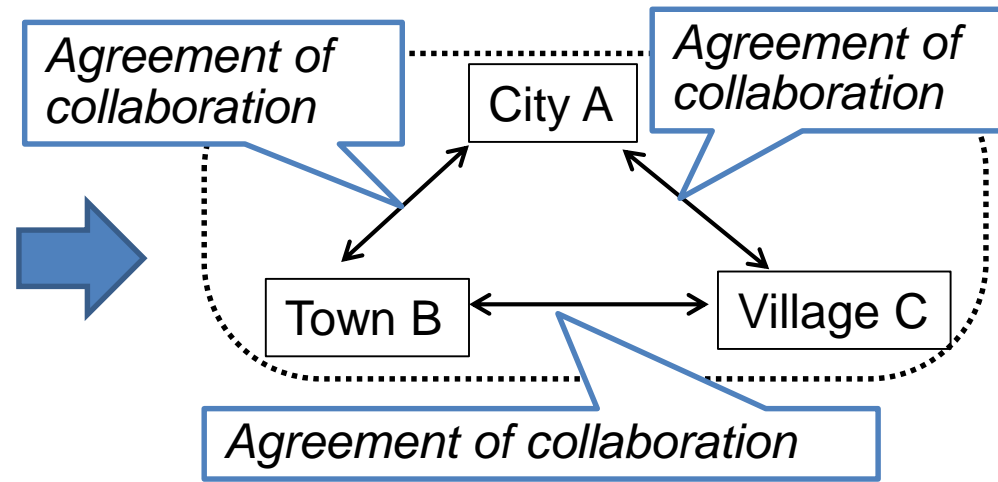
- Agreement of collaboration to neighborhood municipalities
  - Newly added to existing procedures which municipalities address the same public service cooperatively
  - In 2014 amendment of the Local Autonomy Act

City A

Town B ⟷ Village C

association

Agreement of collaboration

City A

Agreement of collaboration

Town B ⟷ Village C

Agreement of collaboration

Exiting system(association, cooperative establishment, commissioned work etc.)
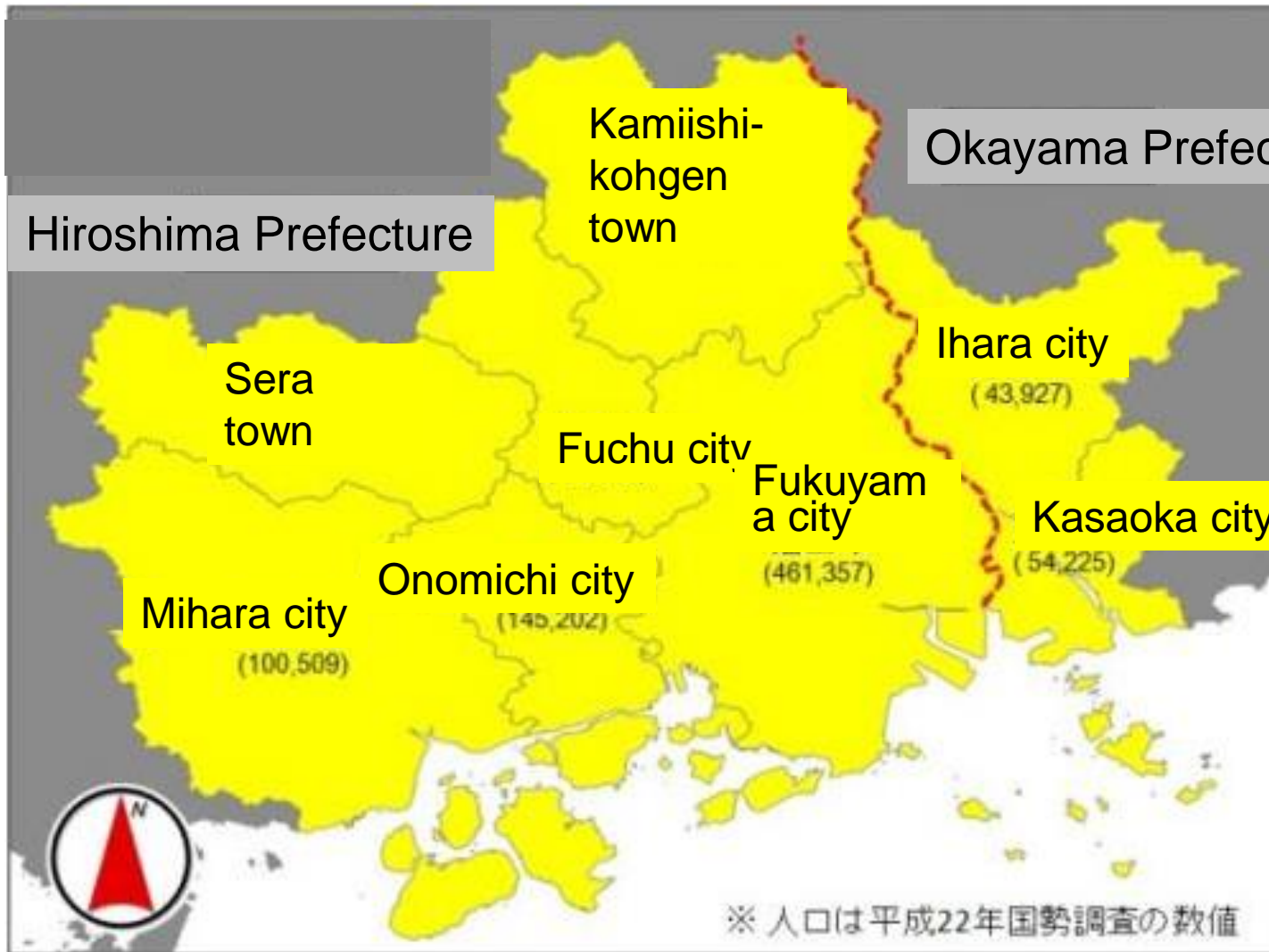- If more than 3 municipalities cooperatively address the same service, **all of them must agree**.

"Agreement of collaboration"
- All municipalities need not to agree, one on one accord
- **Only related municipalities can agree** regardless of the situation of other municipalities

The number of CCCR: **28**

は、都市圏を形成している団体（28団体）

札幌市
函館市
旭川市
秋田市
青森市
八戸市
盛岡市
長岡市
松本市
富山市
高崎市
山形市
新潟市
仙台市
福島市
姫路市
高岡市・射水市
上越市
郡山市
いわき市
倉敷市
岡山市
金沢市
長野市
岐阜市
宇都宮市
山口市・宇部市
広島市
松江市
鳥取市
福井市
前橋市
水戸市
北九州市
呉市
福山市
伊勢崎市
福岡市
下関市
太田市
久留米市
つくば市
佐賀市
佐世保市
甲府市
沼津市
長崎市
浜松市
富士市
熊本市
高知市
徳島市
津市
豊田市
四日市市
鹿児島市
松山市
高松市
和歌山市
静岡市
大分市
※平成30年4月1日現在
那覇市
宮崎市

24

4. Case study: Bingo CCCR

History of forming Bingo CCCR

- Composed by 8 municipalities (6 cities and 2 towns)
  - Fukuyama city, Mihara city, Onomichi city, Fuchu city, Sera town and Kamiishi-kohgen town(Hiroshima prefecture)
  - Kasaoka city and Ihara city(Okayama prefecture)
- 8 municipalities have strong ties historically
- People living there come and go **across 2 prefectures**(Hiroshima and Okayama) in the dairy life: unique

Kamiishi-kohgen town

Okayama Prefecture

Hiroshima Prefecture

Ihara city
(43,927)

Sera town

Fuchu city

Fukuyama city

Kasaoka city

(461,357)

(54,225)

Onomichi city

(145,202)

Mihara city

(100,509)

※ 人口は平成22年国勢調査の数値

Population	about 870,000
Area	2510.48㎢

Background of forming the CCCR

- The city-region was designed by "Special Area about Industrial Promotion"
- 1964
  - ✓ **6 cities**(Fukuyama city, Mihara city, Onomichi city, Fuchu city, Kasaoka city and Ihara city) was decided as "Special Area about Industrial Promotion"
- Since then, the city-region has been addressed the development of the region together across 2 prefectures(Hiroshima and Okayama).
- **Kamiishi –kohgen town** has cooperated with Fukuyama city and Fuchu city
- **Sera town** has cooperated with Mihara city and Onomichi city
  - ✓ Within the framework of "Wide-area municipal zone"(which was the past legal system)

28

History of forming Bingo CCCR

- "Special Area about Industrial Promotion" was abolished(2001) and "Wide-area municipal zone" also was abolished(2009).
- However, municipalities **continuously** need to make the whole region more powerful and attractive for integral development of the city-region after diminish of the above two system.
- By leadership of the mayor of Fukuyama city(the biggest city within Bingo city-region), mayors of 8 municipalities built "**association of collaboration** in Bingo city-region" on December 2011.
  - The arena of discussing how to activate the city-region and solve the problems all municipalities have with looking ahead to the future of population decline.
  - agreement of cooperation when disaster happens anywhere in the city-region(July 2012)
  - joint management of center supporting development of children(November 2012)
  - These services are written in the Agreement of collaboration and succeeded by CCCR

History of forming Bingo CCCR

- While Bingo city-region was dealing with the problem across the city-region, the 30th study group about the local governance system initiated by national government decided the document about a structure of municipalities when serving civil services and Ministry of Internal Affairs and Communications started "project of forming **a new model** of collaboration with municipalities" in the FY 2014

- This attitude of national government is **consistent** with that of Bingo city-region. So, Fukuyama city coordinated the other 7 municipalities and applied to the above project.

- Since then, after 8 municipalities discussed, on February 2015, Fukuyama city announced "Declaration of Collaborative Core City" and March 2015, 8 municipalities executed the Agreement and published the Vision of Bingo city-region, by which Bingo city-region was formed.

Vision of Bingo CCCR

- Published on March 2015
- Future image
  - The region where residents realize abundant quality of life and hope to live forever
- Target of population:820,000(year of 2025)
- 7 policies based on 3 categories
  - Policy and subsequent program and projects are written(described later).
- KPI :Decided at level of project

3 Categories and 7 Policies

category	policy
Industry	• Industrial promotion by utilizing an advanced manufacturing industry
	• Creation of attractiveness of the primary sector of industry
	• Promotion of wide range tourism within CCCR
City Function	• Upgrading city function
	• Nurturing those who will support city-region in the future
Civil Service	• Realizing environment, health and culture-oriented life
	• Regional development collaboratively with people living in CCCR

32

Structure of promotion
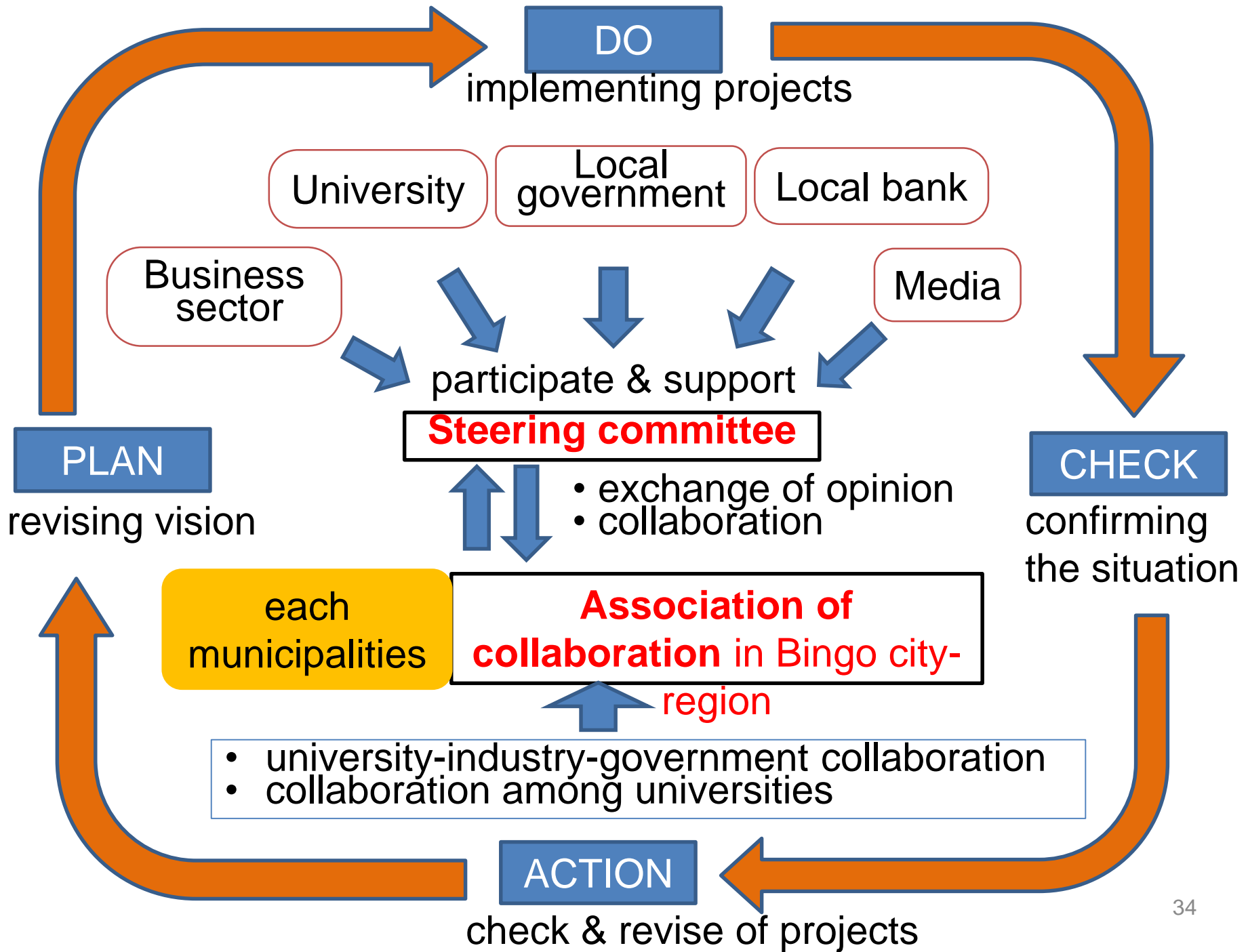
Consultative organizations are two

1. Steering committee
   - Member: Stakeholders including business sector, university, local government, local bank and media
   - Holding the meeting periodically
   - Revising the vision, monitoring the impact of each project, checking adequacy actions of next year

2. Association of collaboration in Bingo city-region
   - Member: mayors of 8 municipalities
   - Arena of communication and discussion of mayors
   - Preparatory meeting composed by directors of department in charge of 8 municipalities set under the association coordinates before holding of mayors' meeting

DO
implementing projects

University | Local government | Local bank

Business sector

Media

participate & support

Steering committee

- exchange of opinion
- collaboration

PLAN
revising vision

CHECK
confirming the situation

each municipalities

Association of collaboration in Bingo city-region

- university-industry-government collaboration
- collaboration among universities

ACTION
check & revise of projects

34

Evaluating Strategic Planning:Bingo CCCR

1. Performance of Strategic Plan

- Measurement of performance of strategic planning
  1. Strategy orientation
     - Coherence between the strategic vision and subsequent policies and programmes
  2. Implementation consistency
     - Consistency Between the vision and concrete actions for implementation
- **In vision**, **policy** and **subsequent programs** and **projects** are written.
- Apart from vision, **actions** broken down from projects are decided by **steering committee**
- Budget in each year, outline of role allotment and budget between core-city and other municipalities, **KPI** are decided at **level of project**
- Every FY, **steering committee checks** whether each program is managed on a basis of the above contents, and **advise** at level of action.
- Strategic planning of CCCR succeed sufficiently in terms of performance of planning because steering committee consistently manages from Strategic plan(=vision) to program and action.

Written in vision				Not written in vision
policy	program	Project	KPI	Action(typical example)
Industrial promotion by utilizing an advanced manufacturing industry	developing the system of promoting industry within city-region	Strengthening function of business support	gross value added; More than 10,500yen(2019FY)	• Business Support Center in Fukuyama city(Fuku-Biz) • Promoting starting business
	Support of SMEs	Promotion of innovation of SMEs	gross value added; More than 10,500yen(2019FY)	• Sending supporting adviser in Bingo city-region
		Supporting women willing to start business	labor participation rate of women of age between 30 and 34; 69.5% （2019FY）	• Delivery of information and seminars for young women in Bingo city-region
		Increasing regional competitiveness by industrial accumulation	gross value added; More than 10,500yen(2019FY)	• "Denim Project"
		employment measures	Number of persons engaged in manufacturing; more than 81,900人 （2019FY）	• Supporting those willing to work in Bingo city-region • Holding a meeting that make students out of Bingo city-region meet Bingo firm

Written in vision				Not written in vision
policy	**program**	**Project**	**KPI**	Action(typical example)
Creation of attractiveness of the primary sector of industry	Revitalizing the primary sector of industry	Promotion of agricultural diversification	Working population of the primary sector of industry;More than 15,200(2019)	• Marketing of wine made in Bingo city-region; "Bingo wine project"
		Improving the system for promoting the primary sector of industry	Working population of the primary sector of industry;More than 15,200(2019)	• Branding fishery products • Nurturing those who newly work in the primary sector of industry
Promotion of wide range tourism within CCCR	Strategic promotion of tourism	Strategic promotion of tourism	Total tourist in 8 municipalities; 20,920 thousand (2019)	• Promoting round trip within Bingo city-region • Setting up cycling route within Bingo city-region
Upgrading city function	Advancing high-level medical service	offering high-level medical service	employment rate of nurse within city-region; 68.8%	• Securing adequate volume of nurse • Setting up high-level medical equipment
	improving urban infrastructure across city-region	improving urban infrastructure across city-region	occupancy rate in urban area; 69.85%	• Making restructuring plan of local public transportation
nurturing those who will support city-region in the future	Advancing higher education	Advancing higher education for nurturing next generation	employment rate of new graduates within city-region; 40.0%	• Promoting collaboration among universities within city-region

Written in vision				Not written in vision
policy	program	Project	KPI	Action(typical example)
Realizing environment, health and culture-oriented life	Advancing medical and welfare service	Advancing local medical service	DI of "medical facilities and public support associated with medical care are fulfilling"; more than ±0% point	• Operating night-time clinic for adults • Collaboration among hospitals within city-region
		Advancing welfare of elderly and handicapped person	Rate of elders who need care; 22.8%	• Building cooperative "community-based integrated care systems "
		Advancing child care service	total fertility rate; 1.70	• Cooperative operation of Development Support Center • Building care system before and after childbirth
		Health promotion	Agent diffusing health promotion and one teaching improvement of one's dietary life; 3,420	• Nurturing volunteer stuffs and promoting their wide range business cooperatively

	Written in vision			Not written in vision
policy	program	Project	KPI	Action(typical example)
regional development collaboratively with people living in CCCR	Upgrading civil service by collaboration among municipalities	Disaster prevention	Persons certified as Disaster prevention officer; 360	• Nurturing persons playing a key role in local disaster prevention
		Creation of a recycling society	The number of members of "Best Movement";21,300	• "Best Movement"(Action for moving without riding car
		Upgrading civil service	DI of "collaboration among civil services within city-region"; more than ±0% points	• Cooperative procurement and use of IT system • holding seminar of officer associated with consultation of DV
	Promotion of Regional Revitalization	Regional Revitalization by agricultural, forestry and fishery products	DI of "having vaunty indigenous product ; more than 10.0% points	• Networking Roadside Station • PR of Bingo city-region • Fish-Festibal
		Preparing new local public transportation and "On-demand traffic"	DI of "Saticefied with public transport ";more than ±0% points	• Revitalization by two local lines (Fuku-Shio line and Ihaara line)
	Increasing long-term residents	Attrcting long-term residents to Bingo city-region	Social increase and decrease in population; ±0 person	• Increasing long-term residents to Bingo city-region • public relations about Bingo city-region

2. Collaboration among stakeholders and knowledge diffusion

a）collaboration among participating municipalities and knowledge diffusion

- Municipalities always discuss interactively with each other in the following place.
    1. Association of collaboration in Bingo city-region
        - ✓ Built before formation of CCCR and have played a significant role as arena where 8 municipalities agree.
        - ✓ **Mayors of 8 municipalities** discuss and **develop the common attitude and understanding** about promoting wide-range cooperation in this association
    2. Task Force
        - ✓ 3 task forces were set in response to policy and program of the vision under the steering committee since November 2014.
        - ✓ Fields: (1)Industry, (2)city function and (3)civil service
        - ✓ Member of task force
            - ➢ **Practitioners from Business sector, local government, local bank, NPO and researchers in university**
            - ➢ Discussing Revising the vision of CCCR and new projects by cooperation among municipalities
    3. Working Group
        - ✓ Officers belonging to related section of 8 municipalities participate and discuss interactively in working group in the task force .
- Through discussion at the above arenas, 8 municipalities sufficiently collaborate and realize knowledge sharing each other.

Steering Committee		

Task Force	Theme	Working Group(WG)
Regional revitalization	Manufacturing	Manufacturing WG
	Tourism	Wide-range tourism WG
	Primary sector of industry	Agricultural diversification meeting
City function	Nurturing of human resources	Nurturing persons with high capacity WG
	Urban infrastructure	Urban infrastructure meeting
	Medical service	Medical collaboration meeting
Civil service	Health & aged person	Health & aged person WG
	Support for developmentally disabled persons	Support center for developmentally disabled children meeting
	Promotion of moving from outside	Promotion of moving from outside WG

44

Collaboration among stakeholders and knowledge diffusion
b）collaboration among other stakeholders participating in CCCR and knowledge diffusion

- Knowledge diffusion to stakeholders except for municipalities is insufficient.
- **Some task forces** contain **various stakeholders**.
- For example, **3 working groups** (2 are in Industry Promotion task force and 1 is in City Function task force)
  - contains business sector,university, bank, tourism promotion agency, travel firm and institute supporting industry
  - cooperatively discuss and propose a new project of next fiscal year
- Particular stakeholders participating in these working groups (1)understand **concept** that **the vision is a strategic plan** and (2)propose **new projects** or action **based on the vision**(=strategic plan), which can be seen as **knowledge diffusion**.
- **Other 2 working groups and 4 meetings** contain **only departments in charge** and don't lead to collaboration with stakeholders except for municipalities, to whom knowledge diffusion is **not enough**.

Task Force	Working Group	Member	Proposal new projects

regional revitalization	manufacturing	• Chair
		  ➢ Fukuyama university
		• business sector
		  ➢ chamber of commerce etc.
		• institute supporting SMEs
		  ➢ Hiroshima Industrial Promotion Organization etc.
		• Financial agency
		  ➢ Hiroshima Bank etc.
		• Department in charge of municipaities
			• Nurturing human resources by manufacturing college
			➢Offering a lecture that one can study the utilizing advanced technology
			➢Strengthening technical person with cooperating with institute supporting industry
			• Collaboration between local bank and Fuku-Biz
			➢Holding seminar for increasing user
			• Promoting communication between firms within city-region and college students outside city-region
			➢Holding workshop where students and firms study together

Task Force	Working Group	Member	Proposal new projects
regional revitalization	wide-range tourism	• Chair ➤ Fukuyama Convention & Visitors Association • Onomichi Tourist Association • Kasaoka Tourism Federation • Private enterprise(Japan Tourist Beurau Shikoku-Fukuyama branch etc.) • Department in charge of municipaities	• Strengthening information transmission capacity ➤Diffusing regional attractiveness by SNS to increase visibility ➤Strengthening information transmission capacity for foreign tourism by multi-linguistic guide book • Promoting round trip within Bingo city-region ➤Marketing to tour agency

Task Force	Working Group	Member	Proposal new projects

city function	nurturing high level human resource	• Chair
		  ➢ Fukuyama City University
		• University
		  ➢ Fukuyama University
		• Highschool
		  ➢ Hiroshima prefecture KannabeAsahi HighSchool
		  ➢ Kasaoka technical HighSchool
		• Support Center for Bingo regional enterprise
		• Kitagawa Corporation
			• Collaboration of universities to support SMEs in respect of professional technique
			➢ Offering information and nurturing human resources by collaborating of 6 universities within city-region
			• Nurturing human resources by collaboration between high school and colleges within city-region
			➢ Holding lecture that high school and colleges act together
			➢ Increasing chances in which college teacher lecture in high school

3)innovation of governance

- Implementation of "Agreement of collaboration" to neighborhood municipalities is important
  - ✓ because municipalities can do "**One on One collaboration**" by it, which means "**Flexible Collaboration**".
- But, in Bingo CCCR, 8 municipalities participate in all projects, thereby flexibility of the agreement can not be proofed.
- Here, as an empirical example that participating municipalities change according to different projects ; innovation of governance in <u>Nagano CCCR</u>
- Though 41 projects are implemented in Nagano CCCR, ones that all 9 municipalities participate are only 8
  - ✓ In other words, each municipality can **flexibly participate** in the projects depending on their own needs.
- Formerly, there was not this form of governance, which can be seen as **Development of Governance** in the region in Japan.

Nagano CCCR

Number of projects		Participating municipalities (excluding Nagano city(Core city))							
		city		town				villedge	
		Susa ka	Chik uma	Sak aki	Obu se	Shin ano	Iidu na	Takay ama	Oga wa
Lead an economic growth in the city region	14	14	13	14	3	11	14	11	6
Agglomerating and upgrading the function of city	5	1	3	2	0	1	1	1	0
Development of daily services associated about people's life	29	21	14	19	8	24	26	19	15
total	41	36	30	35	11	36	41	31	21

Projects that all municipalities participate(Nagano CCCR)

Category	Project name
Lead an economic growth in the city region	Promoting economic growth within Nagano city-region
	Collaboration in order to attract firms outside city-region
	Supporting people willing to work in the city-region e.g. Utilizing website of information of jobs in the city-region "Oshigoto-Nagano"
Agglomerating and upgrading the function of city	-
Development of daily services associated about people's life	System of operating hospitals by rotation
	Extending child care across the city-region
	Mutual cooperation for disaster prevention
	Promoting interaction among technical and professional staff (e.g. nurse and health nurse)
	Promoting information exchange among children's nurse

Conclusion

- This study focuses on new system of collaboration among municipalities(i.e. CCCR), and apply a framework of evaluating strategic planning to Bingo CCCR

  1. Performance
     - **good** in terms of strategy orientation and implementation consistency
     - Because program, project and action are implemented **consistently based on the "vision"** (i.e. strategic plan) , and steering committee is totally responsible for assessment of strategic plan.

  2. collaboration among stakeholders and knowledge diffusion
     - municipalities **sufficiently** collaborate and realize knowledge sharing through discussion at steering committee, task force and working group,
     - While collaboration with stakeholders except for municipalities and knowledge diffusion among them is **not enough**

Refference

- Albrechts, L.(2006); Shifts in strategic spatial planning? Some evidence from Europe and Australia; Environment and Planning A 2006, volume 38, pp.1149-1170
- Albrechts, L.(2009);Strategic Spatial Planning Revisited Experiences from Europe; 3. B ÖLGESEL KALKINMA VE YÖNETÝÞÝM SEMPOZYUMU "PLANLAMADAN UYGULAMAYA" 27-28 Kasým 2008, Mersin BÝLDÝRÝ KÝTABI
- Faludi, A.(2000); The Performance of Spatial Planning;Planning Practice and Research Vol.15,No.4 pp.299-318
- Grassini, L., Monno, V. & Khakee, A.(2018); Evaluating strategic metropolitan planning in Bari and Taranto; European Planning Studies 2018, Vol. 26, No. 8,pp.1682-1700
- 三浦正士（2016）「連携中枢都市圏の展開とその論点－みやざき共創都市圏と備後圏域連携中枢都市圏の事例から－」広域連携の未来を探る— 連携協約・連携中枢都市圏・定住自立圏—，日本都市センター，2016年3月，pp101-127
- 外川伸一（2016）「「地方創生」政策における「人口のダム」としての二つの自治制度構想－連携中枢都市圏構想・定住自立圏構想批判－」大学改革と生涯学習：山梨学院生涯学習センター紀要 (20), 31-48, 2016-03 山梨学院生涯学習センター
- 外川伸一・安藤克美（2018）「連携中枢都市による「水平補完」と府県」，日本都市学会年報vol.51
- 森川洋（2016）「連携中枢都市圏構想の問題点について再度考える」，自治総研，通巻457号，2016年11月
- 辻琢也（2015）「連携中枢都市圏構想の機制と課題～超高齢・人口減少社会のまちづくりを誘導する新しい地方行財政制度～」，日本不動産学会誌第29巻第2号，2015年9月
- 片山健介（2018）「コンパクトシティ政策と広域連携施策の連携に関する基礎的分析－都市機能の連携・分担に着目して－」，日本都市計画学会都市計画報告集No17,May,2018