

# METROPOLITAN GOVERNANCE

What do we need to know?

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# FOCI OF THIS PAPER

- 1. Metropolitan Issues (not urban issues in general)
- 2. Decision-making for collective goods (public goods, “non-subtractable)
- 3. How outcomes relate to, or are influenced by, metropolitan structures

# THE IDEAL MODEL

## (a federation of municipalities)

- Political legitimacy (direct elections)
- Meaningful autonomy
- Adequate finance
- Wide ranging jurisdiction
- Reasonable territorial extent

# VARIANTS

- Single tier
  - Two tier
  - Inter-local agreements
  - Partnerships
  - None
- eg.
  - Jacksonville, Calgary
  - Minn.-St.Paul, Miami
  - Louisville, Washington
  - Pittsburg
  - Los Angeles, New York

# THREE SCHOOLS OF THOUGHT

- 1. Public choice (fragmentation, “vote with your feet”)
- 2. Consolidators (efficiency and equity in area-wide services)
- 3. New regionalism (strategic alliances to reap economic benefits. Governance by multiple stakeholders – state, market and civil society)

# CRITERIA

## GOOD GOVERNANCE

- Inspired political leadership
- Public accountability
- Inclusiveness
- Responsiveness
- Non-violent conflict resolution

## GOOD MANAGEMENT

- Accessibility, transparency, responsiveness
- Effectiveness
- Efficiency
- Honesty

# THE GLUE THAT BINDS

- 1. A unified labor market
- 2. A spatial concentration of externalities (environmental, economic and social)
- 3. A human ecosystem (sharing the same resources of air, water and biotic systems)
- 4. A multi-faceted cultural distinctiveness

# 1. WHAT HAS TO BE DECIDED AT THE METROPOLITAN LEVEL?

- 1. Transportation
- 2. Broad-brush spatial planning
- 3. Environmental infrastructure (water and sanitation, solid waste disposal)
- 4. Economic and social development
- 5. Cost-sharing fiscal arrangements  
(usually argued on grounds of efficiency, economy of scale and functional catchment area)

# SEPARATION OF FUNCTIONS

- In reality, the functional relationship between national and/or state governments and metro areas is overlapping (eg. roads policy) as it is between metro and municipal government
- It is easier to think of “nested” functions
- Further, functions themselves overlap (eg. transportation and land-use policy)

# COORDINATION

- This means that both vertical (state, metro, local) and horizontal coordination (between services) must be negotiated

## 2. WHICH PRIMARY POLICIES ARE INFLUENCING METROPOLITAN OUTCOMES?

- Metro powers and authority (can only be legislated for by national or state govts.)
- Allocation of resources
- Rules of the game
- Roles of other players

### 3. WHAT ARE THE APPROPRIATE DECISION-MAKING PROCESSES TO ENSURE COORDINATION?

- 1. Spatial and jurisdictional (vertically), between overlapping jurisdictions (horizontally), between contiguous authorities, and between local authorities
- 2. Functional coordination (between services)
- 3. Operational coordination (between private and public, private and private, private and NGOs etc. etc.)

# DIFFERENT VIEWS

- 1. Public choice – through market approaches
- 2. Consolidators – by building formal metropolitan or regional institutions
- 3. New regionalists – call for regional economic competitiveness and a cohesive response to regional problems through partnerships, without explicitly saying how.

# MARKET, HIERARCHY AND NETWORK

- Market – contractual relationships and prices
- Hierarchy – a coordinating public sector
- Network – complementary interests in civil society based on trust, loyalty and reciprocity

# INSTITUTIONAL RULES

- Boundary rules
- Scope rules
- Position and authority
- Aggregation
- Procedural
- Information rules
- Payoff rules
- Entry and exit
- Allowable actions
- Power to act
- Joint decisions
- Procedural rules
- Info. Constraints
- How benefits and costs are to be apportioned

# 4.HOW DO INSTITUTIONAL ARRANGEMENTS INFLUENCE DECISION-MAKING AND OUTCOMES?

- Indirect elections mean little overt political activity
- There is little or no popular identification with metro areas

# SECTORAL STUDIES

- 1. Does metro government improve the economy?
- 2. Does it reduce social disparities?
- 3. Does it reduce the cost of municipal services?
- 4. Does it improve the environment?
- 5. Does it improve transportation and land-use planning?

## 5. HOW DO SPECIFIC SECTORAL INTERVENTIONS INTER-RELATE WITH OVERALL OUTCOMES?

- In terms of public goods, transportation and land-use planning is the key policy arena
- The distribution of other public goods (water and sanitation systems, solid waste disposal, protection of environmentally fragile or hazard lands) then follow the broad patterns set out.



