



Introduction

- Governance models need to change because the role of municipalities has changed.
- It's less about rule-making and service provision within a land-based boundary....
- And more about building solid economic growth and vital communities

Introduction

And that requires innovation, human capital and networking.





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Introduction

ORDERS IN COUNCIL.

ESTABLISHMENT OF VILLAGES.

Edmonton, Thursday, August 16, 1906.
 Under the provisions of The Village Ordinance, His Honour the Lieutenant Governor, by and with the advice of the Executive Council, has been pleased to Order the establishment of Legal Sub-division 13 of Section 15, Legal Subdivision 16 of Section 16, the south-west quarter of Section 21, and Legal Subdivision 4 of Section 2 in Township 7 Range 1 west of the Fifth Meridian, as a Village under the name of Cowley, that Friday, the Thirty-first day of August, be the day fixed for the election of an Overseer of the said Village; and that A. H. Gunn, of Cowley, be appointed to act as Returning Officer at the said election.

M. J. MACLEOD,
 Clerk Executive
 Council.

Gazette - Sept 15, 1906

SYMPTOMS THAT THE SYSTEM
 ISN'T WORKING

Symptoms that the System isn't working

- **Municipal issues can no longer be contained within a geographical border**

Boundaries are porous and municipalities find themselves dealing with people and issues over whom they have little or no influence

- Services, interests, money flow transcend boundaries
- “Many of us sleep in one jurisdiction, work in another, go to movies or concerts or games in yet another, and cross countless lines on a map as we go about the business of raising families, earning money, and enjoying the countless small pleasures of the everyday.”

The Metropolitan Revolution, Katz and Bradley



Symptoms that the System isn't working

- **Financing and resourcing are no longer clearly defined**

Spillover of costs and benefits means municipalities are operating in the arena of influence and negotiation, not of direct control

- Industry on the borders
- Dark rooms
- Shadow populations



Symptoms that the System isn't working

- **Services are beyond the ability of many municipalities to provide by themselves**

Services are often more tied to economic development, connectivity, or influence on regional land planning

- Rural residents increasingly expect urban levels of service
- Some services can't be provided effectively by one municipality
- Desired services are less tied to land use



UNDERSTANDING WHAT HAPPENED



Understanding What happened

- **The effects of technology**

Electronic communications make it possible for a few people to leverage their impact globally

- Where you live and work matters less and less
- Drives a shift from **collective** control and hierarchies to **individual** control and decision making



Understanding What happened

- **The effects of technology (cont'd)**

The impacts on public organizations are specific and powerful

- There is a growing gap between the time cycles of government and those of technology
- It places huge pressure to access, store and interpret increasingly large amounts of data
- The best role for government is becoming a matter of debate, with less consensus in the community



Understanding What happened

- **The new economy**

A new growth model has been developed from the lessons of the recent North American recession

- Sustainability (vs consumption) is seen as the third industrial revolution
- Innovation is becoming the driver of economic growth
- Human capital is a key ingredient – attracted by the quality of the community



Understanding What happened

- **The new economy (cont'd)**

Municipalities, especially metro areas, are becoming the leader in economic development and prosperity

- Metropolitan areas are the risk takers, the leaders in innovation
- Municipalities compete globally, sometimes with fewer constraints than the federal or provincial bodies.



Understanding What happened

▪ Citizen Involvement

Citizens want to participate in government decision making

- Structures are less hierarchical, and are more horizontal and mobile, more fluid
- Networks are increasingly effective
- It's easier to connect – build a network – at the municipal level because of common, experienced issues, and smaller geographical scope

Municipalities are experimenting with “micro-democracy”

- Governing with the people
- E.g. Budget panels



WHAT MUNICIPALITIES ARE DOING



Designing new Structures

▪ Shared Decision Making

Restructuring local government to facilitate participatory decision making

- Moving some decision making to a local level
- Designing accountability loops to an overarching, coordinating body
- Citizens define their own priorities and decide on how resources will be used
- For example
 - » The Montreal Participatory Budget Process
 - » Swiss choosing national anthem by a phone poll



Designing new Structures

▪ Building Relationships

Focusing on developing shared vision and shared outcomes, before establishing common borders

- Often start with shared service delivery
- Move through a continuum of more formal structures
- For example
 - » Contracted Services
 - » Voluntary Cooperation/Intermunicipal Agreements



Designing new Structures

- **Forming Sector or Geographical Groups**

Building an affiliation group based on common location, or common preferred outcome

- *Often involve more municipalities*
- *Use to provide a specific service with a defined area*
- For example
 - » Municipally controlled corporations (EPCOR)
 - » Regional Service Boards or Commission (CRB)



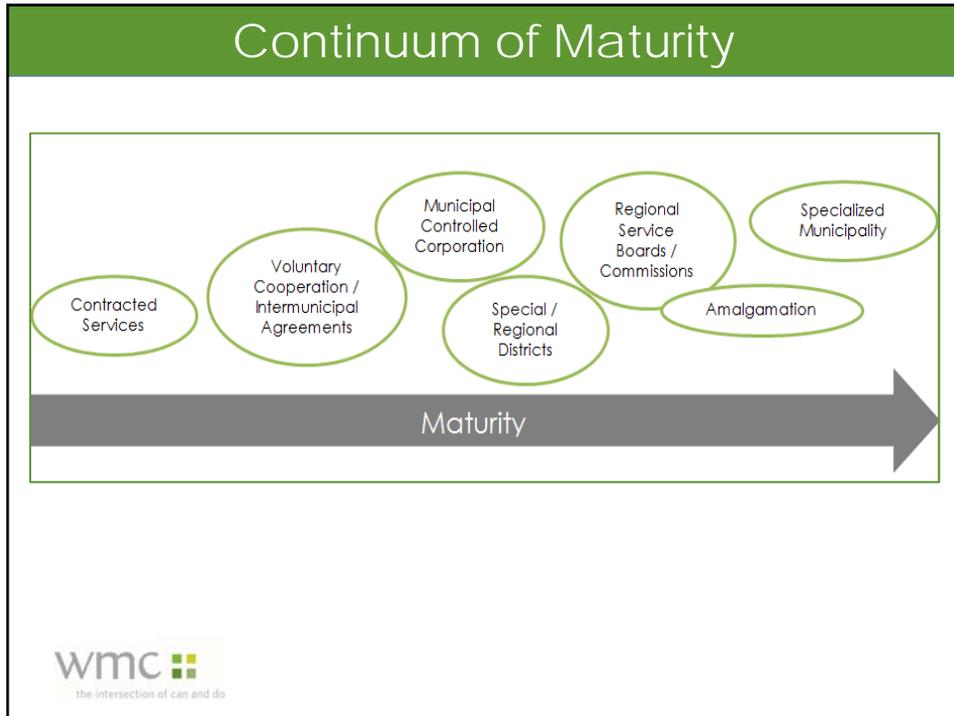
Designing new Structures

- **Building new Boundaries based on existing relationships**

Moving to a single governance structure for reasons of efficiency, influence or streamlining.

- *Options are limited by enabling legislation*
- *Works best when it results from a history of collaboration*
- For example:
 - » Amalgamation (Lac La Biche)
 - » Specialized Municipalities (Crowsnest Pass)





A REAL LIFE EXAMPLE

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Real Life Examples

- The City of Leduc: Mayor Greg Krischke
- Leduc County: Mayor John Whaley



Questions?



References

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- **Innovation, creativity and governance: Social dynamics of economic performance in city-regions.** David A. Wolfe, Allison Branwell, 2008.



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