# Regional Governance Models:
# An exploration of structures and critical practices

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# Foreword

The point of departure for this report is to be found in the terms of reference for the Capital Region Integrated Growth Management Plan announced by Premier Ed Stelmach on June 12, 2007. The plan is intended to guide the orderly direction of growth in the Capital Region over the next 20 to 50 years. It also calls for the creation of a governance model to ensure implementation of the Capital Region Integrated Growth Management Plan. The related news release of June 12, 2007, *Capital Region Municipalities' Cooperation Strategy Unveiled*, stated:

> The terms of reference will allow the 24 municipalities in the Capital Region and Industrial Heartland to develop a long-term, integrated management plan to support economic growth, with particular attention to the economic, social and environmental impacts on all residents of the region.

Of foremost significance for the topic of a regional governance model, the terms of reference outline several criteria for the expected management plan:

- The plan must create a governance model for implementation of the regional growth management plan.
- A new order of government will not be created. A board consisting of municipally elected representatives of the existing 24 municipalities in the Capital Region will be established to implement the plan.
- The board must be empowered to make timely decisions. The voting model will balance the principle of representation by population with that of one council, one vote, as recommended by the Minister's Council on Municipal Sustainability.

This document is designed to provide information that can serve as a background contribution to policy deliberations regarding the formulation of a governance model required as part of the Capital Region Integrated Growth Management Plan.

The information contained in this report does not purport to be definitive. The report does, however, provide a collection of relevant facts and points of analysis that are intended to stimulate the minds of decision makers and assist them in their demanding task. It is meant to be facilitative in nature. It can be deemed successful if it promotes discussion, dialogue, and the eventual building of understanding and agreement among stakeholders. The final selection of a governance model for the Capital Region belongs with the stakeholders.

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# Introduction

In general terms, this report provides responses to two key questions:

1. *Are there any effective regional governance models or elements of models that can be drawn from existing arrangements and support structures in other regions with a population demographic similar to that of the Capital Region?*

2. *What kinds of governance arrangements might serve as vehicles for inter-municipal cooperation in implementing the regional growth management plan in the Capital Region?*

The report contains two main sections. The first presents an analysis of twelve case studies of city-region governance prepared by the City-Region Studies Centre and an inventory of critical practices. The subsequent section contains a discussion of the applicability of these critical practices within the setting of the Alberta Capital Region and outlines options for regional governance arrangements that might be considered for the Capital Region. In this manner, decision makers can develop a tailor-made structure well suited to the specific circumstances of the Alberta Capital Region. Expert opinions on the matter as well as further detail on the case studies are provided in the appendices.

The methodology for this report can be characterized as a multiple case study comparison with a process of triangulation. First, a set of six case studies of city-regions in the United States was prepared. These six city-regions included San Antonio, Texas; Tucson, Arizona; Albuquerque, New Mexico; Jacksonville, Florida; Colorado Springs, Colorado; and Wichita, Kansas. Second, from an international vantage point, an additional set of six case studies of city-regions was undertaken. These six city-regions included Amsterdam, the Netherlands; Berlin, Germany; Glasgow, United Kingdom; Liverpool, United Kingdom; Melbourne, Australia; and Perth, Australia.

The report relies heavily on an empirical examination of these twelve case studies. Accordingly, the resulting analysis is data based rather than philosophical or ideological in character. This data-based approach allows for the verification of conclusions and is aimed at providing cumulative unbiased insights into the dynamics of regional governance.

From the examination of the twelve case studies emerges an inventory of critical practices that deal with cooperative mechanisms, services, decision-making and voting systems, dispute resolution processes, and funding mechanisms to support the provision of services. These practices have been analyzed and their applicability to the Capital Region examined. This process culminates in the development of a menu of options for a potential regional governance model for implementation of the Capital Region Integrated Growth Management Plan.

# Section 1: Critical Practices in City-Region Governance

The first section of this report presents an analysis of twelve case studies in city-region governance that the City-Region Studies Centre has prepared and commissioned. The case studies are both American and international, originating in the United States, Europe, and Australia.

To ensure relevant comparison, the city-regions selected closely parallel the demographic dispersal of the Alberta Capital Region. Each of these city-regions has a large municipality with a significant percentage of the overall population of the region. In the case of Edmonton, the comparative percentage is 71 per cent. For the twelve metropolitan areas compared to Edmonton, the comparative percentages range from 54 to 75 per cent. Figure 1 depicts the percentage of the population in the largest municipality of the respective metropolitan areas compared to that of Edmonton and the Alberta Capital Region.

*Figure 1: City-Regions*



**City-Regions**

**Name of Largest Municipality**

| Name of Largest Municipality | % size of Largest Municipality to City-Region |
|---|---|
| Wichita | 60% |
| Colorado Springs | 62% |
| Jacksonville | 62% |
| Albuquerque | 62% |
| Tucson | 55% |
| San Antonio | 67% |
| Perth | 74% |
| Melbourne | 73% |
| Liverpool | 59% |
| Glasgow | 54% |
| Berlin | 75% |
| Amsterdam | 55% |
| Edmonton | 71% |

**% size of Largest Municipality to City-Region**
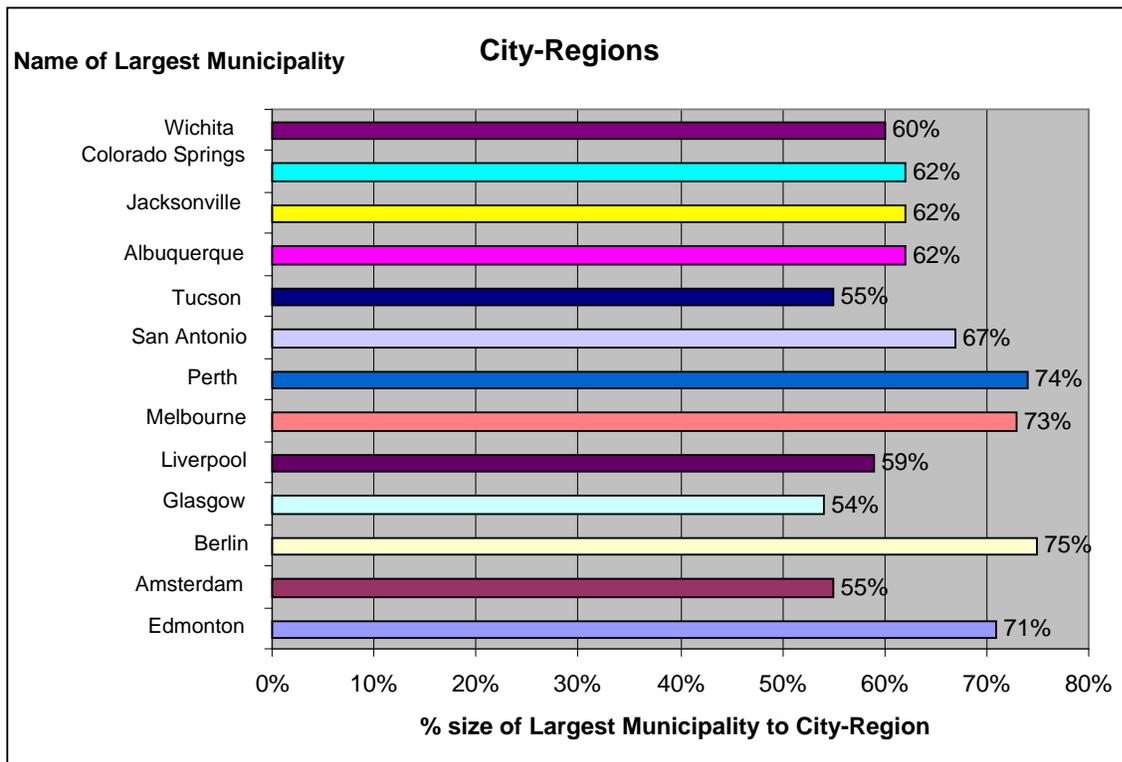
*Source:* Figures are drawn from the *Roundtable Report* (July, 2007) prepared by the City-Region Studies Centre.

The twelve case studies reveal how city-regions with demographics comparable to those of the Capital Region are carrying out the tasks of inter-municipal cooperation and regional governance. Although each region is unique and, to a certain extent, shaped by its context, a number of commonalities emerge from examination. The case studies reveal a number of practices that appear to be critical to the governance model employed, including cooperative

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mechanisms, services, decision-making and voting systems, dispute resolution processes, and funding mechanisms to support the provision of services.

The critical practices identified in this inventory provide a useful vocabulary for features that might be included in the governance structure for the Capital Region. It is possible to make a number of general observations about these critical practices; however, it is also important to note that these observations may or may not be directly applicable to the Capital Region. They do, nonetheless, provide an empirically based profile of critical features of regional governance as it is currently practised.

In the following paragraphs each critical practice is examined, and detailed information on each case study area is provided in the accompanying tables. Further details on each case study area can be found in the appendices of this report.

## Cooperative Mechanisms

The twelve metropolitan areas examined exhibit a wide assortment of cooperative mechanisms, ranging from mandates, to cooperative areas, to collaborative groups. *Mandates* for the city-region entities in the United States can exist at the federal or state level, or they may be voluntary with or without legislative support. *Specified areas of cooperation* can refer to a single regional issue, multiple regional issues as defined through consensus, or multiple regional issues as mandated through legislation. *Collaborative groups*, in a variety of forms, exist within the regional bodies and are used to coordinate their activities.

A frequent feature (appearing in 7/12 cases) of the cooperative mechanisms employed is that of voluntary collaboration. Mutual agreements and consensus appear as typical features of regional governance, especially in the United States.

On the other hand, a notable proportion of the city-regions (5/12 cases) reveal the active involvement of a senior level (or senior levels) of government. In Tucson, Albuquerque, and Jacksonville, a representative from a senior level of government is part of the regional Board of Directors, although in a limited or non-voting capacity. On the international scene, active government involvement appears in the instances of Amsterdam, Glasgow, Melbourne, and Perth. Although Berlin remains a unique case because it is an independent city-state, its history since the reunification of Germany does manifest an effort to move from the informality of voluntary collaboration to more formal arrangements for regional governance.

The participants in regional governance are not exclusively municipalities. In the United States they can include counties, cities, special districts, public utilities, school districts, and soil and water conservation districts, as exemplified in the instance of San Antonio. In the case of Liverpool, membership in the Liverpool Partnership Group includes both public and private parties.

*Table 1: Cooperative Mechanisms – American Case Studies*

| Region | Cooperative Mechanisms |
|---|---|
| San Antonio, Texas | The Alamo Area Council of Governments (AACOG) is a voluntary regional planning commission whose members include counties and cities, special districts, public utilities, school districts, and soil and water conservation districts. |
| Tucson, Arizona | The Pima Association of Governments (PAG) is a voluntary council of governments whose member jurisdictions consist of one county, two cities, three towns, and two tribal governments, plus the state transportation authority. PAG works to build consensus with its members and the public on regional planning issues. |
| Albuquerque, New Mexico | The Mid-Region Council of Governments (MRCOG), a voluntary organization, is a regional comprehensive planning, development, and coordinating board, with a membership of 21 local governments (4 cities, 4 towns, 9 villages, and 4 counties), three school districts, and three water management agencies. |
| Jacksonville, Florida | The Northeast Florida Regional Council (NEFRC) is a planning council that focuses on building consensus to solve regional issues, providing a forum for planning, raising public awareness of issues facing the region, maintaining staff and technological expertise, and identifying trends, issues, and opportunities for the region. It covers seven counties and 27 municipalities. |
| Colorado Springs, Colorado | Membership in the Pikes Peak Area Council of Governments (PPACG) consists of three counties, six cities, and six towns. This voluntary organization provides a forum to discuss issues that cross political boundaries, identify shared opportunities and challenges, and develop collaborative strategies for action. |
| Wichita, Kansas | Although there is regional collaboration on economic development and transportation planning, there is no overarching regional planning or governance structure. |

*Table 2: Cooperative Mechanisms – International Case Studies*

| Region | Cooperative Mechanisms |
|---|---|
| City-Region Amsterdam | City-region Amsterdam, or Stadsregio, is a voluntary ad hoc partnership of mayors and aldermen that works with all three levels of government in the Amsterdam region of the Netherlands. The partnership involves sixteen municipalities working together in the spheres of social development, traffic and transport, economic affairs, housing, and youth welfare, focusing on direct results for participating municipalities in the form of improvements to quality of life, accessibility, and economic development. |
| City of Berlin and the State of Brandenburg | Since 1996 five regional planning associations (*Regionale Planungsgemeinshaften*) have established increasingly formal, institutionalized frameworks between Berlin and the immediate inner ring of Brandenburg. Regional and spatial planning is based on long processes of mutual and consensual agreements. The unique historical contexts of the region have made progress on these initiatives slow and arduous. |
| Glasgow | The government of Scotland has created the *Partnership for a Better Scotland* (2003) document as a result of the *Review of Scotland's Cities*, conducted in the same year. Glasgow is facing the challenge of economic development as depopulation and income decline occur. There is little cooperation from surrounding authorities, but the push for devolution of power in Scotland has brought about added mutual incentives for local and central governments to cooperate in regional planning initiatives. |
| Liverpool | The Liverpool Partnership Group (LPG) is a voluntary association with some statutory tasks. It is chaired by the City Council's Chief Executive and is made up of the Chief Executives of partner organizations. The board is large and diverse, |

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| | comprising some 93 representatives from both the public and the private sectors and beyond. LPG aims to bring about renewed economic vitality, supported by the Liverpool Area Agreement (LAA) to strengthen prosperity and community cohesion in this area. |
| Melbourne and the State of Victoria | Local government in the state of Victoria is closely linked to its state counterpart and is administered by councils under the direction of locally elected councillors. In the Melbourne Metropolitan Area there are 30 Local Government Areas. The Government of the State of Victoria is the predominant player in local government, and since the mid 1990s far-reaching regulations have been added to the *Local Government Act*. |
| Perth and the State of Western Australia | Since 1993 nine regional development commissions (RDCs) have been established in the State of Western Australia. The chairpersons of the RDCs—two representatives from local government and an independent chairperson—collectively make up the Regional Development Council. The council provides advice on regional development to government through the Cabinet Standing Committee on Regional Policy and provides advocacy for regional development and the promotion of local government partnerships. |

## Services

Each regional governance body tends to be somewhat distinctive in the combination of services that it provides. The services are provided sometimes to members of the regional governance body (e.g., municipalities) and sometimes to individual citizens (or groups of citizens) within the region. Generally, the services fall into five categories:
- planning (e.g., land use development and housing)
- social services (e.g., senior services and youth care)
- technical services (e.g., emergency communications)
- infrastructure (e.g., transit, waste disposal)
- support for the regional governing body itself (e.g., salaries for tribunals and allowances for conferences)

The services offered through regional governance typically vary greatly as a result of regional history and circumstance. The most common features include providing support services and a forum for the exchange of information among the given groups of participants. These features might be considered generically as a planning function. Shared planning is frequently a basis for collective strategic action, although, as illustrated in the example of Wichita, municipalities sometimes provide their own services. Local implementation can be separate from regional planning.

Although planning is a common service, the cases examined indicate that the typical range of services offered by a regional body extends well beyond regional planning. Jacksonville provides an informative example of the typical set of services offered. These services include regional transportation planning, affordable housing, economic development, emergency preparedness, human services, information services and data analysis, natural resource services, planning and development services.

In the international cases the range of services provided through regional governance is beyond those found in the American cases. The case of the city-region of Amsterdam draws attention to services that tend to improve the quality of life, accessibility and economic development, examples of which extend to housing policy, transportation, regional infrastructure and youth care. The case of Berlin and Brandenburg emphasizes planning and land use. In the other international cases—those of Glasgow, Liverpool, Melbourne, and Perth—services are vigorously implemented for the purpose of neighbourhood and regional redevelopment as well as economic growth on the basis of national or state policy. Glasgow may serve as example of this forceful approach with initiatives in new regional transport bodies, policing authorities, the M74 Motorway Extension, the Housing Stock Transfer and the Schools PPP.

*Table 3: Services – American Case Studies*

| Region | Services |
|---|---|
| San Antonio, Texas | The Alamo Area Council of Governments (AACOG) is responsible for organizing cooperative projects, providing technical assistance to member governments, administering certain federal and state programs, coordinating projects and issues that cross governmental boundaries, regional development and public service planning, and coordination of various federal, state, and local programs. |
| Tucson, Arizona | The services provided by the Pima Association of Governments (PAG) include data collection, grant funding programs, air and water quality work, travel reduction programs, and human services. Regional public transportation is a major responsibility. |
| Albuquerque, New Mexico | The services provided by the Mid-Region Council of Governments (MRCOG) include rural and urban transportation planning, regional water resource management planning, socioeconomic data, economic development planning, local government assistance, employment growth, and infrastructure planning and development. |
| Jacksonville, Florida | The services provided by the Northeast Florida Regional Council (NEFRC) include technical and administrative assistance as well as programs on regional transportation planning, affordable housing, economic development, emergency preparedness, human services, information services and data analysis, natural resource services, and planning and development services. |
| Colorado Springs, Colorado | Services and breadth of focus provided by the Pikes Peak Area Council of Governments (PPACG) vary depending on regional needs, timing, and organizational capabilities. Some PPACG responsibilities include urban transportation planning, administration of the Pikes Peak Rural Transportation Authority, environmental planning, regional economic planning, military impact planning, the Area Agency on Aging, and evaluation and impact assessment of laws and regulations. |
| Wichita, Kansas | There is no collaboration on services; municipalities provide their own services. |

*Table 4: Services– International Case Studies*

| Region | Services |
|---|---|
| City-Region Amsterdam | Towns and cities carry out initiatives focusing on improvements to quality of life, accessibility, and economic development, examples of which extend to housing policy, transportation, regional infrastructure, and youth care. |
| City of Berlin and the State of Brandenburg | The services include a range of planning that extends to land development plans and programs, approval of regional plans, ensuring that local planning complies with land planning objectives, and management of supra-local planning procedures. |
| Glasgow | Scotland established a £90 million fund over three years (2003-2006) to provide |

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| | support for regional growth. It has established new regional transport bodies, policing authorities, the M74 Motorway Extension, the Housing Stock Transfer, and the Schools PPP (Public Private Partnership). |
| Liverpool | Joint-body services offered include Merseyside Police, Merseyside Fire and Rescue Services, Merseyside Passenger Transport Executive, the Merseyside Waste Disposal Authority, and the Merseyside Pension Fund. |
| Melbourne and the State of Victoria | The services offered include the Neighbourhood Renewal Program, the Joint State and Local Planning Project, the development of Regional Managers' Forums to align local government boundaries, increased involvement of local governments in policy construction, A Fairer Victoria initiative aiming toward inclusive social planning, transportation networks, regional economic development, and land use planning. |
| Perth and the State of Western Australia | The following initiatives have been undertaken: the Outer Metropolitan Community Fund 2007-8, Salaries and Allowances Tribunal Report 2007, the Active Ageing at the Local Level Fund 2007-08, the Assessing Local Government Revenue Raising Capacity report, and Sustainable Rural Development (SRD). The state government's approach to regional development emphasizes regional service delivery in the social areas of health, education, and safer communities. Initiatives already in place include the $75 million Regional Investment Fund, regional investment tours, the restoration of uniform electricity tariffs, the strengthening of government regional purchasing agreements, land use planning (Western Australian Planning Commission (WAPC), and a Metropolitan Region Scheme (MRS). |

## Decision-Making and Voting Mechanisms

In the cases examined, negotiation and consensus are the characteristic approaches to decision making for regional governance. Much of the decision making is ad hoc; that is to say, the decisions made are not legally binding (although there are some exceptions). This feature is evident in both the American and international cases and correlates highly with the coordination of activities through voluntary agreements.

That being said, the twelve cases examined did yield four general models of decision making, namely, (1) a board of directors, (2) a business model, (3) a government-guided model, and (4) a regional entity.

In (1) the *board of directors model* the number of members tends to be large. The board can be made up of elected representatives as well as representatives from provincial government, school districts, non-profit groups, utility boards, and industry. Similarly, issue-based sub-committees advising and reporting to the board are typically broad in their representation. This model is distinguished by the following characteristics:
- Board members may or may not vote, depending on what the group decides.
- A frequent principle is that one member has one vote, although minority groups are sometimes given two representatives and thus two votes.
- Another principle frequently referred to is that each vote should be roughly representative of population.
- A voting practice that occasionally appears is that no two municipalities can have enough power to dominate the voting process.

- Votes conducted by the regional body are made publicly for the sake of transparency and accountability.

In the *business model* decision making is distinguished by the following characteristics:
- Decisions are based on consensus and occur through negotiation, often extended negotiation.
- Decisions are legally binding.
- The principle holds that one member has one vote.
- The principle of representation by population is not applied.
- Decision making tends to be issue based.
- The model is recognized as effective for addressing issues in the short term.
- The model is built on a culture of members of the regional body being *good neighbours*.

In the *government-guided model*, more often found in the international cases, decision making is distinguished by the following characteristics:
- An order of government provides the funding.
- An order of government participates in the identification of issues.
- An order of government facilitates decision making.
- Government legislation facilitates the process of decision making and follows through to implementation.

In the *regional entity model* decision making is distinguished by the following two characteristics:
- Decision-making powers are established by legislation.
- An external review panel facilitates decision making in exceptional circumstances.

Representation on, and thus membership in, the regional body typically includes some acknowledgement of members with ex officio status as well as representation by population. In Colorado Springs, for example, membership is determined partially by assessed value (property and tax value).

The American cases show a persistent pattern of decision making through a board of directors (BOD), the executive of the regional association. Typically, advisory committees and special committees work within the regional body, advising and reporting to the board for a final decision. It is often the case in these regions that issues and motions have already passed through sub-committees at lower levels, where contentious issues or disputes can be resolved prior to reaching the board level. This system could be seen to eliminate the need for formal dispute resolution mechanisms. Only one region, Jacksonville, has such a mechanism in place.

In the sample of international city-regions a variety of other patterns of decision making and voting appear. In the city-region of Amsterdam towns and cities implement measurable goals that have been thoroughly discussed with senior government and local neighbourhoods. Berlin/Brandenburg exemplifies decision making through a variety of single-purpose associations. In Glasgow relevant ministers of government have a high level of involvement in regional matters. In the case of Melbourne recent state legislation recognizes the unique status of

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the capital city compared to that of other cities. Perth, in keeping with Australian tradition, has implemented a proportional representation voting system.

*Table 5: Decision-Making and Voting Mechanisms – American Case Studies*

| Region | Decision-Making and Voting Mechanisms |
|---|---|
| San Antonio, Texas | • The Board of Directors of the Alamo Area Council of Governments (AACOG) has 27 members. Counties, the City of San Antonio, area cities, suburban cities, minorities, school districts, special districts, hospital/health districts, public utilities, and soil and water conservation districts all have representation. Its membership is determined roughly by population.<br>• Each member receives one vote. Quorum is a simple majority, and a majority vote is required for an issue to pass. |
| Tucson, Arizona | • The Pima Association of Governments (PAG) is governed by a nine-member Regional Council, constituted as the Board of Directors, with one elected official from each member jurisdiction plus a representative from the Arizona State Transportation Board. PAG makes final decisions about plans and policies for the region as advised by various other sub-committees.<br>• Each member receives one vote. Quorum is a simple majority, and a majority vote is required for an issue to pass. |
| Albuquerque, New Mexico | • The Mid-Region Council of Governments (MRCOG) is governed by a Board of Directors with 48 representatives, either elected officials of governments or their appointees chosen by their respective government units. Representation is based roughly on population but is not completely proportional. The Executive Board, the MRCOG's administrative and financial body, is chosen from and by the Board of Directors.<br>• Each member receives one vote. Quorum is one-third of the filled positions. A majority vote is needed for an issue or question to be decided. |
| Jacksonville, Florida | • The governing Board of Directors for The Northeast Florida Regional Council (NEFRC) consists of 35 members, two-thirds of whom are elected county and municipal officials, with the remaining third being gubernatorial appointees, plus four non-voting ex officio Governor's appointees as representatives of state and regional agencies. Most counties have four representatives: two county appointees, one gubernatorial appointee, and one municipal appointee.<br>• Each appointed representative is allotted one vote, and a simple majority allows issues to pass. For issues before the board that affect only one county, a weighted vote procedure can be enacted. |
| Colorado Springs, Colorado | • The Pikes Peak Area Council of Governments (PPACG) is governed by a Board of Directors, whose officers also make up the Executive Committee, that has general responsibility for PPACG affairs. The number of seats allotted to each member government varies; representation and dues are determined based on population and assessed value (property and tax value).<br>• Each member receives one vote. Quorum consists of council members present at a meeting. A simple majority is needed for an issue or motion to pass. However, the chairperson can declare that there is an insufficient number present to conduct business, and/or any member present at a meeting can call for a quorum consisting of a majority of council members. |
| Wichita, Kansas | • Municipalities provide their own services. There are no regional decisions to make. |

*Table 6: Decision-Making and Voting Mechanisms – International Case Studies*

| Region | Decision-Making and Voting Mechanisms |
|---|---|
| City-Region Amsterdam | • Much decision making is ad hoc. Extensive regional consultation occurs between local and central government. Towns and cities formulate measurable goals in consultation with those directly concerned and neighbouring local authorities. Towns and cities bear responsibility for the implementation of local initiatives.<br>• The administrative system of the Stadsregio is based on deliberation and consensus building. |
| City of Berlin and the State of Brandenburg | • The establishment of single-purpose associations (*Zweckverbände*) gives full binding control of processes to the agreements of local government. The absence of some form of cost and sharing agreements has hampered the success of planning.<br>• All plans, whether a state plan, a regional plan, or a land use plan, have a legal character. They must be approved by the state and local parliaments using the voting mechanism of those parliaments and are subsequently legally binding documents for all public-sector institutions. |
| Glasgow | • The relevant ministers have developed dialogues with each region to build a vision for cities. The processes have typically been government driven with a specific focus on the needs of cities.<br>• Currently there are no formalized decision-making protocols. Final decisions are made by the relevant ministers involved. |
| Liverpool | • The executive branch makes most administrative decisions with the support of the larger Liverpool Partnership Group (LPG) board.<br>• Decision making and voting are conducted by those involved in specific initiatives, as per a business model. |
| Melbourne and the State of Victoria | • Funding and decision making are carried out in accordance with state legislation. The *City of Melbourne Act 2001* amends the *Local Government Act* and recognizes that certain differences exist between the unique capital responsibilities of the City of Melbourne and other local governments.<br>• Regional decision making is conducted by Melbourne City Hall. |
| Perth and the State of Western Australia | • Western Australia's Department of Local Government and Regional Development has implemented a proportional representation voting system at the local government level. This system already applies in parliamentary and federal elections. Candidates must receive a quota of votes to be elected.<br>• The State Local Government Council receives reports on partnerships and makes decisions on the basis of its own strategic direction and interest. |

## Dispute Resolution Processes

Regarding dispute resolution processes, commonly (in 6/12 cases) no such formal process exists. For example, in San Antonio the typical expectation appears to be that few disagreements will occur or that the disagreements will move through the channels of advisory committees to board sub-committees, and then up to the Board of Directors. In Colorado Springs, on the other hand, a simple *up-or-down* (yes or no) vote settles the issue. This type of arrangement correlates highly with the coordination of activities through voluntary agreements. In the case of Jacksonville

mention is made of a *settlement meeting* as an explicit dispute resolution process. In Wichita state law is specifically mentioned as a means of resolving disagreements.

On the international scene, in Glasgow final decisions are made by ministers of the government of Scotland. In Melbourne disputes are handled by mandatory voting mechanisms established under state law. In the case of Perth and the State of Western Australia, a state council exhibits robust powers related to the implementation of agreements. This council is directly responsible for addressing strategic issues involved in the relationships between state and local government.

*Table 7: Dispute Resolution Mechanisms – American Case Studies*

| Region | Dispute Resolution Mechanisms |
|---|---|
| San Antonio, Texas | No formal, specific dispute resolution process is in place. Majority votes may be contested, in which case a weighted voting procedure is invoked. The Alamo Area Council of Governments (AACOG) also has an Area Council, which reviews decisions and advises the board, and is made up of government-appointed representatives. Each representative has one vote, with a quorum of 30 per cent of all representatives and a majority vote required to decide issues. Within AACOG issues move up from the advisory committee level to board sub-committees, then to the Board of Directors; they are usually resolved by the board level. |
| Tucson, Arizona | The Pima Association of Governments (PAG) has no formal process in place to resolve contentious issues. Disputes are resolved informally. |
| Albuquerque, New Mexico | Within the Mid-Region Council of Governments (MRCOG) controversial votes are rarely reported. By the time contentious issues reach the level of the Board of Directors, most have been resolved. Dispute resolution mechanisms would typically be informal. |
| Jacksonville, Florida | The Regional Dispute Resolution Process for the Northeast Florida Regional Council (NEFRC) is available to local governments, state and regional agencies, individuals, and organizations. The process involves a *settlement meeting* at which opposing sides explain their views and seek a mutually acceptable agreement. |
| Colorado Springs, Colorado | No formal, specific dispute resolution process is in place. It is reported that there has been much consensus in the issues addressed by the Pikes Peak Area Council of Governments (PPACG), and when this is not the case, a simple *up-or-down* (yes or no) vote is used to decide the motion. |
| Wichita, Kansas | Municipalities sometimes disagree over annexation. When such a disagreement occurs, the Board of Commissioners of the Sedgwick County Commission makes a decision and resolves the dispute as provided for by Kansas state law. |

*Table 8: Dispute Resolution Mechanisms – International Case Studies*

| Region | Dispute Resolution Mechanisms |
|---|---|
| City-Region Amsterdam | Regional decision making is conducted contract by contract and on an ad hoc basis. The provincial level of government is limited in its ability to influence the course of events. |
| City of Berlin and the State of Brandenburg | There are no dispute resolution mechanisms in place. Agreement mechanisms are based on establishing consensus. Berlin and Brandenburg have formalized their cooperation through biannual meetings to facilitate the exchange of policy-relevant information and promote a sense of good neighbourliness. |
| Glasgow | There are no dispute resolution processes. Final decisions are made by the relevant |

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| | ministers of the government of Scotland. |
| Liverpool | At this time no dispute resolution mechanisms are in place. Regional planning is basically at the initial stages. |
| Melbourne and the State of Victoria | Disputes are handled in City Council through mandatory voting mechanisms, specified in the *City of Melbourne Act* of 2001. |
| Perth and the State of Western Australia | The State Local Government Council receives reports on partnerships registered with the Partnership Steering Group (a working group that outlines partnership principles, provides a template for partnerships, and established the State Local Government Council itself). The council also addresses issues that arise from the implementation of agreements. It is directly responsible for addressing strategic issues involved in the relationships between state and local governments. |

## Funding Mechanisms

The twelve cases examined reveal a variety of approaches to securing the financial resources necessary to fund cooperative projects. These approaches include membership dues, public-private partnerships, federal sub-contracting, provincial sub-contracting, and federal or provincial funding to municipalities, which are able to choose whether to share resources for cooperative ventures.

Moreover, funding models for regional governing bodies may be subject to the following dynamics:
- Municipalities can receive money for regional planning from the federal or provincial/state governments.
- The federal or provincial/state governments may fund initiatives subject to the condition that they are implemented through regional cooperation.
- The federal or provincial/state governments may provide money to municipalities for various initiatives, allowing the municipalities to decide whether and how to collaborate.
- The federal or provincial/state governments can play a more direct role through participating in any regional collaboration, from initial planning to funding.

In the American cases the typical funding arrangements allow a regional body to receive federal, state, local, and/or private money or contributions. It is common for regional bodies to charge membership fees, usually according to a population-based formula.

In the international cases there are indications that the availability of national or state funding can provide the means for some regional governance initiatives. Amsterdam and Glasgow serve as clear examples of this link, where funding is tied to local initiatives and regional growth supported by a national government. The two cities exemplify the forceful ways in which national governments can become involved in regional affairs. The case of Berlin and Brandenburg serves as an example of city-region planning slowing down in the absence of plentiful federal funding. In Melbourne, funding is provided in accordance with state law.

*Table 9: Funding Mechanisms – American Case Studies*

| Region | Funding Mechanisms |
|---|---|
| San Antonio, Texas | The Alamo Area Council of Governments (AACOG) is funded through membership dues, state and federal grants, local monies, and other public and private sources. The state provides some but not adequate funding for the organization to operate. The AACOG also carries out specific projects for its members for a price. Members pay membership dues based on a formula established in the bylaws. For instance, funding from the Texas Department of Housing and Community Affairs, the US Department of Energy, and the City Public Service allows AACOG to administer a housing Weatherization Assistance Program that offers insulation, energy conservation, cooling, etc. to low-income residents (http://www.aacog.com/Housing/default.asp). |
| Tucson, Arizona | The Pima Association of Governments (PAG) can receive funding, gifts, and property from any public or private source, including, but not limited to, federal, state, and local governments; voluntary associations; non-profit organizations; firms; partnerships; or persons. For example, PAG administers the Regional Transportation Authority, which produces a long-range transportation plan (including projects such as various roadway, safety, and environmental improvements) are funded by an excise tax and other regional and local sources (http://www.pagnet.org/Programs/TransportationPlanning/ RTA/tabid/ 484/Default.aspx). |
| Albuquerque, New Mexico | Municipalities that join pay a fee to provide revenue for the Mid-Region Council of Governments (MRCOG). The fee is based on population, but considerations such as benefits derived and available funds and resources also factor in. The Board of Directors can decide by a two-thirds vote to waive the fee under special circumstances. Federal and state funding dollars also drive programs. For example, federal transportation funds flow to MRCOG in its capacity as a Metropolitan Planning Organization, allowing it to implement various transportation improvement and development projects (for example, building roads or bicycle/pedestrian paths) in the region. Together, all New Mexico councils of government helped obtain more than $130 million US in US Economic Development Administration investments, as well as managing projects worth $540 million in direct spending over the past 15 years. |
| Jacksonville, Florida | The Northeast Florida Regional Council (NEFRC) receives local, state, and federal funding and may also receive funds from private and community sources. Its funding enables various programs and services, for example a Business Development Corporation which funds small businesses through loans and participates in disaster recovery financing (http://www.nefrc.org/programsSub/economic.htm). |
| Colorado Springs, Colorado | The Pikes Peak Area Council of Governments (PPACG) is supported by membership dues from local governments and by state and federal funding dollars. An example of a concrete outcome is PPACG's military impact planning in anticipation of social, economic, and other effects of a large influx of troops to the area, for which it was awarded a $518,000 grant by the Department of Defense (http://www.ppacg.org/cms/index.php?option=com_content&task=blogcategory&id=19&Itemid=49). |
| Wichita, Kansas | No information was provided for this region. |

*Table 10: Funding Mechanisms – International Case Studies*

| Region | Funding Mechanisms |
|---|---|
| City-Region Amsterdam | The central government acts as a funding source. Provisions for special purpose grants exist for local governments. |
| City of Berlin and the State of Brandenburg | The cutting of federal subsidies to Berlin and Brandenburg after 1989 hindered the success of regional planning. Finding new sources of funding has been a major challenge but has also fuelled interest in the creation of regional partnerships. |

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| Glasgow | Scotland established a £90 million fund over three years (2003-2006) to provide support for regional growth. |
| Liverpool | Because of low central government involvement, funding is sought through private investment by the public sector. |
| Melbourne and the State of Victoria | Funding is provided in accordance with state legislation. |
| Perth and the State of Western Australia | A $75 million Regional Investment Fund is already in place. The state Government of Western Australia has allocated $3 million to the Connecting Local Governments initiative. |

# Section 2: Governance Models and the Applicability of Critical Practices for the Capital Region

From an analysis of the case studies of the comparable (by population demographic) city-regions across the US, UK, Germany, Australia and the Netherlands, and an analysis of the literature on regional governance, it is evident that a 'best-practice' model of regional governance does not exist.

> **There are a variety of regional governance structures in place around the globe that work in some fashion or another, but there appears to be no simple panacea for creating the good-will, motivation and skills necessary for local municipal politicians and administrators to work well together to better coordinate services and provide coherent planning for regional core and social infrastructure issues in the Capital Region. The right choice of a model may, however, facilitate the development of these essential, supporting conditions.**

## Underlying Issues

As the above commentary states, a variety of models of regional governance are employed with varying levels of success. The crucial factor for each is not some key element of the structure. It is not the model, the structure or the voting system that will make the difference; it is the underlying culture—the personal and corporate interrelationships, the motivations, the value systems-- that requires attention.

**It is not the Model that Matters**     If this observation – that there does not exist a model of regional governance that by itself will address or resolve the issues faced by the Provincial Government and the 24 municipalities in the Capital Region --  is true, then it follows that there is a need to examine what can be done differently. Key stakeholder interviews from the city-regions studied reveal a common theme: each of the structures of regional cooperation depends on an underlying set of relationships, commitments, communication practices, educational practices and good will. The right model will certainly help if it becomes the catalyst to establish those conditions that are most likely to make a difference.

**Motivation**    The motivation for cooperation comes from many sources, the most obvious and powerful motivator (but not always sufficient) is money. Regional services can be created when federal, state or provincial governments provide sufficient financial inducements to precipitate regional action. Our research findings suggest that funding is best used as a motivator for regional activity when:
- the monies are given to be spent on a specific regional service such as road construction, regional transit, water utilities, waste management, or emergency services, etc.

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- o in the long term the monies benefit the overall region
- o the monies are assigned to a service or project that the local municipalities consider to be a critical need, either self-determined or determined by provincial priority
- o the funds are sufficiently large to be perceived as efficacious- results will be achieved

Motivation to cooperate regionally can also be derived from recognition that shared services will be more cost-effective, efficient, generate larger cost-avoidance, or generate political currency from voters. Transparency, public communication of options, choices, benefits, and disadvantages, provided in as objective fashion as possible, can influence voters to encourage politicians to make the right decisions. This may require a third-party agency to review the options for any particular regional service and to facilitate public discussion on the issue.

Motivation to work together on a regional basis can also come from an understanding that the significance is in the region as a whole: the clusters of communities, industries and businesses, educational institutions, social systems and supports, and the range of cultures. There is a need to develop 'systems thinking' and regional thinking if this Capital Region is ever to move forward for the good of all.

It needs to be re-emphasized: **It is not the model, the structure or the voting system that will make the difference by itself; it is the underlying culture—the personal and corporate interrelationships, the motivations, the value systems-- that requires attention. The hope would be that the structure may facilitate the formation of these conditions.**

## Background Assumptions

The information presented in this report is intended to be useful in prompting debate and deliberation amongst decision makers involved in developing the governance board for the Integrated Growth Management Plan for the Capital Region.

By way of background assumptions operative in this section of the report, it can be noted that the terms of reference for the task force working on the Capital Region Integrated Growth Management Plan rule out a number of theoretical options from active consideration. Given that the overall objective is to select a suitable governance structure for implementation of the regional growth management plan, some arrangements are clearly unacceptable for political or practical reasons.

In the twelve cases that were examined, the most frequent pattern found for a *cooperative mechanism* is that of a voluntary association. This pattern may not be suitable for the Capital Region at this time as it requires that all parties be prepared and willing to cooperate. Excluding this option can be mitigated however if the governance board deal only with issues that are regional in scope and that, therefore, affect all or most municipalities in the Capital Region. Voluntary associations do work, and may be an option in the Capital Region if there is sufficient motivation. This should be given some thought though under current conditions.

In the twelve cases that were examined, the regional cooperative mechanism does not prohibit or hinder inter-municipal and sub-regional activities, associations, or structures that may currently exist or may develop outside of the regional board/ association. Likewise, a regional board structure for the Capital Region need not prohibit other activities or associations.

The theoretical model of amalgamation (annexation) of the affected municipalities has been excluded from consideration. Amalgamation would contradict the constraint respecting local municipal autonomy embedded in the terms of reference.

The option of a two-tiered system of regional governance is also barred from consideration as an active possibility. This arrangement would likely require the election of a second order of elected officials. On this score, the model would be directly incompatible with conditions of the terms of reference announced in June 2007, which indicate that no new order of government will be created and that no new officials will be elected.

## A Menu of Options for Regional Governance

The following section details the menu of options pertaining to the construction of a regional board using the five critical practices identified in the American and International case studies. Decision makers will need to construct the elements of an effective regional Board from this menu of options – within the umbrella structure of a Single Comprehensive Regional Board.

## Cooperative Mechanisms

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| **Single Voluntary Regional Board** | This mechanism can be favorable in situations where regional consensus is imperative to the decision-making process. This mechanism works in situations where all parties are prepared and willing to cooperate, significant financial incentives for cooperation exist, relationships are respectful and nurtured through communication, and key stakeholders have the skills necessary to collaborate successfully. It also allows for some flexibility around issues that are sub-regional in nature. |
| **Single Mandatory Regional Board** | This model is similar to the concept of a voluntary regional board except that participation is mandated by the province. In this instance participation on the board is mandatory although for some issues municipalities may be given the right to opt out of decision-making processes. This mechanism can be favorable in situations where regional consensus is imperative to the decision-making process. It also allows for some flexibility around issues that are sub-regional in nature. |

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| **Multiple Issue-Based Boards** | This model is based on the idea of developing issue specific boards or committees as is done in Berlin-Brandenburg where there are 5 issue based groups. One of the benefits of this type of mechanism is that if a board or committee is unable to collaborate effectively it will not necessarily prevent other boards from collaborating. As such this model can help to mitigate the risk of the regional body disbanding. This model also allows for participation to be either voluntary or mandatory and for there to be variation between the boards. |
| **Multiple Stakeholder Boards** | Boards with multiple stakeholders open up the cooperative mechanisms to a more inclusive process. It invites participation on boards from multiple stakeholders including chambers of commerce, not-for-profits, First Nations reserves, provincial government representatives etc. This approach allows for multiple stakeholders to be part of the decision-making process, but may be able to also make decision-making more complex and time consuming. Liverpool allows for this type of participation through membership based boards. |
| **Capital City Significance** | As the capital city represents more than 70% of the capital regional there may be some acknowledgement of its special position in the region. Melbourne Australia has developed a 'city-act' which mandates that the province recognizes, through both policy and funding, that the capital city has unique characteristics and responsibilities. |
| **Voluntary Associations** | Not-with-standing the history in the Capital Region with voluntary association, this cooperative mechanism can work. It requires a willingness to work together, to appreciate mutual benefits, the ability to negotiate from multiple perspectives (not just population equities and inequities), systems and regional thinking, the ability to conceptualize integrated planning, leadership, the use of business model thinking, and a sense of the public good that is not parochial. It may require legislation that supports regional decision making powers. |

## Services

Because the terms of reference for the Capital Region Integrated Growth Management Plan refer to growth management, the kinds of services that the Capital Region Board might provide must give priority to services that support economic growth and development. Consequently, regional planning, land use determination, transportation, and infrastructure might emerge as important issues. The categories of services to be offered through regional governance might also be influenced by the need to attract investors for new economic development in the area.

Many of the services offered in the case study regions evolved over time. Some consideration might also be given to an incrementalist approach with regard to services offered by the Capital Region Board. The initial scope of services offered might be expanded and enhanced as the board gains experience.

**Multiple Service Areas**

Aside from coordinating overall regional planning and providing a venue for discussion around regional issues, the governing body would provide services in several areas. These might include data collection and analysis, public transportation, social services (such as programs on health or aging), environmental services (such as air and water quality monitoring, and resource management), technical and administrative assistance to member governments, emergency preparedness/regional 911 programs, and economic development. The body would also be responsible for distributing certain program-based provincial and federal funds, for instance, dividing a set amount of provincial transportation funding among municipalities in the region.

**Single Service Areas**

For single issue boards the services offered could be varied, but would remain within the area of focus of the board. The board might plan and coordinate services, or merely implement the plans of the Provincial government in terms of service delivery. In the case of Berlin-Brandenburg there are 5 regional issue based boards/associations. However there are also over 200 inter-regional contracts some that fall within the scope of these issue-based boards and some that have been developed out of a need to collaborate.

**Municipalities as Advocates**

The primary purpose of an advocacy board is to advocate on behalf of the municipalities for a variety of issues. In this situation it is the provincial government that has decision-making power over regional issues. As such the board comes together as ad-hoc individual municipal representatives who work to come to a consensus on the different issues in order to show a united front to the decision-makers. This is the primary case in the Amsterdam city-region where the federal or provincial government has decision-making power and the regional body is invited to sit at the table when decisions are being made but are not officially part of the decision-making process.

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## Decision-making and voting mechanisms

The terms of reference for the Capital Region Integrated Growth Management Plan are explicit in requiring that the *decision-making and voting mechanisms* adopted by the proposed board be seen to be fair. Consequently, the systems must embody respect for the principle of one municipality having one vote as well as respect, in some form, for representation by population. Elements of the decision-making and voting mechanisms seen in the twelve case studies may be appropriate for the Capital Region.

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| **Provincial Decision-Making** | In this model the regional boards acts as advisors or advocators to the provincial government. However it is the provincial government that has decision-making authority on regional matters. This model is used in the Melbourne Australia city-region. In this instance the province decides what areas need regional collaboration, what collaboration should look like, how policies or plans need to be developed and then they work with the regional municipalities to develop the specific policies and plans. The regional board's role is to advocate on behalf of the municipalities and then develop policies and plans following the provincial mandates. |
| **Consensus-based Decision Making** | Consensus-based decision-making works best when the board is not the final decision-maker for policies and plans and when decision-making is not mandatory. This model allows parties to come together to discuss issues that are of common interest and work towards an agreement. In this issue if there is tension parties may opt-out of the process, thus leaving parties with similar interests and opinions to reach agreements. Many of the international case studies use this model as they are primarily voluntary organizations that advise provincial/state decision-making authorities. |
| **Representation by Population** | This model, which demonstrates characteristics of many of the US case studies, uses a democratic vote as a final decision-making tool. For this model to be effective there needs to be a formula that acknowledges the variations in population of participating municipalities. For example, the capital city with the highest percentage of the population of the region would have more representatives on the board(s) giving them more votes. Another way of determining board membership and votes is through property taxes. With this type of formula municipalities with higher property taxes would have more votes. Although representation by population is more |

democratic than a system of 1 municipality – 1 vote system it may still not be completely representative as it would most likely be based on proportionate representation as opposed to actual representation. It is important that no one municipality has enough voting power that it can determine a vote or have veto power. It was common in the US case studies for decisions made by this type of board to be non-binding, with individual municipalities responsible for implementation.

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| **Double Majority** | The concept of double majority used in this report is one where each municipality has 1 representative on the board and therefore 1 vote. However in order to acknowledge variations in population or tax base a second calculation is made which gives proportionately more weight to those municipalities with higher population or tax bases. |

## Dispute resolution mechanisms

The matter of a reasonable *dispute resolution mechanism* is one that is usually bypassed in the twelve regions examined. In most instances such a process is not required because extensive consultations and negotiation are the most frequently successful channels for the formulation of regional policy. Municipal politicians engage in good politicking; selling their ideas, winning support, engaging in compromise and moving forward only when they perceive a positive outcome.

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| **Province as Moderator** | In this model, the province provides a mediation service and moderates disagreement. |
| **Independent Moderator** | In this model, an independent moderator is available to the regional board to help resolve disputes |
| **Voting Mechanism** | In some cases, the voting mechanism itself can act as a dispute resolution mechanism. Though in most cases studied issues do not go to vote unless there is thought to be general consensus that the issue will pass, there is an opportunity to use voting as a way to resolve disagreements. |
| **Informal/Consensus-Based** | In this model, issues tend to be resolved informally through consensus, in subcommittees or among officials and members themselves, prior to their presentation to the main voting body, and so formal dispute resolution mechanisms are not needed. In the event that a dispute does not resolve itself informally, a majority vote in the main body (in the US, a Board of Directors) |

will produce a decision on the issue. These decisions may be contestable through a weighted voting procedure based on population, as in San Antonio.

# Funding mechanisms

The establishment of an adequate *funding mechanism* for the Capital Region Board will be an explicit challenge. The cases examined suggest a number of funding sources. They also demonstrate that support through funding from senior levels of government can help to facilitate the accomplishment of regional initiatives and the provision of services. Mandates buoyed by adequate resources are more likely to be successful.

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| **Contract-based Funding** | In this model the regional body would submit proposals to potential funders for regional projects. These funders would often include the provincial or federal governments though may also include the private sector. |
| **Membership Dues** | Membership dues are often collected from the board members. This is especially effective when board membership is open to both public and private groups or individuals. Money collected through membership dues are often small and used to help cover administrative costs of the regional body. |
| **Regional Growth Funds** | In some instances there is a special provincial budget item for regional growth. This may be new money coming into the province or a change in allotment of existing funds. In Glasgow £90 million were put into a 3-year fund for regional growth. In Perth a $75 million regional investment fund put into place. |
| **Incentive Funds** | Outside of the scope of project funds, additional funds may be made available to municipalities as an incentive for collaborating with others in the region. These funds must be locally and regionally relevant, and meaningful in terms of the potential impact. They must also be sufficiently valuable so as to motivate regional cooperation. |
| **Private Sector Financing** | In Liverpool there is relatively little financial support from the state for regional initiatives. As a result the regional body seeks funding through the private sector. This can be an effective way to fund regional initiatives. However, it may also alter the power relations between the public and private sector. |

**Mixed Sources of Funding**

In this model, which represents common features of the US case studies, several sources of funding are identified, including provincial, local, and federal grants; various public and private sources; and municipality membership dues, which are calculated based on population and may also take into account such considerations as available funds and anticipated benefits. Provincial and federal grants may be tied to specific service or program areas, such as transportation or health and aging programs.

# Conclusion

From an analysis of the case studies of the comparable (by population demographic) city-regions across the US, UK, Germany, Australia and the Netherlands, and an analysis of the literature on regional governance, it is evident that a 'best-practice' model of regional governance does not exist. Any model selected will need to address the underlying issues of the underlying culture—the personal and corporate interrelationships, the motivations, the value systems, and the lack of regional thinking and regional identity.

That being said, given the Capital region context and its unique political climate, there are a number of options for regional governance structures. As McMillan (2006) perceptively observes, some level of formality in the arrangements for regional governance is probably useful. Nevertheless, he admits, there is no guarantee that any municipal structure can, simply of its own accord, successfully bring about wise policy decisions and the efficient and equitable delivery of services.

The eventual choice of a distinctive regional governance structure for the Capital Region remains contingent on the vision of the municipalities involved for their own futures. The importance of regional thinking in these visions will be telling as the future of each municipality is in some larger measure dependent on the future and success of the region. The choice will also depend greatly on provincial support for a regional board. Ultimately, the success of a suitable governance structure will depend on what sort of regional governance the stakeholders will collectively support. In this realm, there is ample opportunity for the use of imagination, creativity, negotiation, and demonstration of good will among neighbours as they adopt collaborative strategies.

The 'right' model for a regional board will be the one that helps to generate the right attitudes, helps build the right skills, helps to facilitate negotiated agreements, helps to generate communication strategies and build interpersonal relationships, and includes an educative component that leads to creative solutions.

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# Appendices

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## Short Précis – American

| Name of Region | San Antonio, TX | Population (est. 2006)[1] | 1,942,217 |
|---|---|---|---|
| Name of Largest Municipality | San Antonio, Texas | Population (est. 2006)[2] | 1,296,682 |
| | | % pop in region[3] | 66.76 |

| | |
|---|---|
| **City-Region Terminology** | Metropolitan Statistical Area: "at least one urbanized area of 50,000 or more population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties." [4] |
| **Cooperative Mechanisms** | • The Alamo Area Council of Governments (AACOG) is a voluntary regional planning commission (AACOG, "Alamo Area Council of Governments"); its members include counties and cities, special districts, public utilities, school districts, and soil and water conservation districts (AACOG, "AACOG Membership Directory") |
| **Services Provided** | • AACOG is responsible for organizing cooperative projects, providing technical assistance to member governments, administering certain federal and state programs, coordinating projects and issues that cross governmental boundaries, regional development and public service planning, and coordination of various federal, state, and local programs (AACOG, "Alamo Area Council of Governments") |
| **Sources of Funding** | • AACOG is funded through membership dues, state and federal grants, local monies, and other public and private sources (AACOG, *AACOG: Meeting Regional Challenges*):<br> - AACOG also carries out specific projects for its members for a price (Ramos, July 31, 2007) |
| **Decision-Making/Voting Mechanisms** | • The Board of Directors has 27 members (plus 2 vacancies); counties, the City of San Antonio, area cities, suburban cities, minorities, school districts, special districts, hospital/health districts, public utilities, and soil and water conservation districts all have representation (AACOG, "AACOG Board of Directors"). Its membership is roughly determined by population |

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[1] All regional (MSA) population estimates except where noted are from US Bureau of the Census, "Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01)," 2007, available from http://www.census.gov/population/www/estimates/CBSA-est2006-annual.html (accessed July 9, 2007).

[2] All municipality population estimates except where noted are from US Bureau of the Census, "Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01)," 2007, available from http://www.census.gov/popest/cities/SUB-EST2006.html (accessed July 9, 2007).

[3] All such figures except where noted were calculated using the above regional and municipality population estimates.

[4] Executive Office of the President, Office of Management and Budget, *Metropolitan Statistical Areas, Metropolitan Divisions, Micropolitan Statistical Areas, Combined Statistical Areas, New England City and Town Areas, Combined New England City and Town Areas: Lists 1 through 9*, Appendix to *OMB Bulletin No. 07-01*, 2006, 3. The White House, http://www.whitehouse.gov/omb/bulletins/fy2007/b07-01.pdf (accessed July 9, 2007).

| | |
|---|---|
| | (Ramos, July 13, 2007). |
| | • According to the AACOG *Bylaws*, a majority vote (with each member allotted one vote) is needed for an issue or decision to pass, and quorum is a simple majority of Board members. A dissenting member representing "a general-purpose government, or a group of such governments," may contest a majority vote, in which case a weighed voting procedure is invoked (4). |
| **Dispute Resolution Mechanisms** | • Issues move up from the advisory committee level to board subcommittees, then to the BOD; they are usually resolved before the BOD and are almost always resolved at that level (Ramos, July 13, 2007) |
| **Notes** | • The area covered by AACOG does not correspond exactly to the San Antonio MSA. The City of San Antonio comprised approximately 63.31% of the population of the AACOG region as of the 2000 Census; the San Antonio MSA accounted for about 94.68% of the AACOG region's population at the same time.[5] |

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Also see attached legislation, Texas Statutes Chapter 391: Local Government Code.

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[5] Calculated using regional data from the Texas State Data Center and Office of the State Demographer, "2005 Total Population Estimates for Texas Councils of Governments," http://txsdc.utsa.edu/tpepp/2005_txpopest_cog.php (accessed August 28, 2007); and US Census Bureau Population Division data: Table 1:  Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

| Name of Region | Tucson, AZ | Population (est. 2006) | 946,362 |
|---|---|---|---|
| Name of Largest Municipality | Tucson, Arizona | Population (est. 2006) | 518,956 |
| | | % pop in region | 54.84 |

| | |
|---|---|
| **City-Region Terminology** | Metropolitan Statistical Area |
| **Cooperative Mechanisms** | • Pima Association of Governments (PAG), a voluntary Council of Governments (Storm, interview, 2007; Storm, e-mail, 2007) whose member jurisdictions consist of one county, two cities, three towns, and two tribal governments, plus the state transportation board (PAG, "Member Jurisdictions"), works to "build consensus with its members and the public on regional planning issues" (PAG, "Pima Association of Governments"). PAG emphasizes "Equality of Membership" and responsibility of local governments for taking action (PAG, *Bylaws*) |
| **Services Provided** | • Services include data collection, grant funding programs, air and water quality work, travel reduction programs, and human services (PAG, "PAG – Services"); As PAG is an MPO, regional public transportation is a major responsibility (PAG, "Overview of Transportation Planning") |
| **Sources of Funding** | • PAG can receive funding, gifts, property, etc. "from any public or private source including, but not limited to the federal, state, and local governments, voluntary associations, nonprofit corporations, firms, partnerships, or persons" (PAG, *Bylaws*, 9) |
| **Decision-Making/Voting Mechanisms** | • Governed by a 9-member Regional Council (constituted as the Board of Directors [PAG, *Bylaws*]) with one elected official from each member jurisdiction, plus a representative from the Arizona State Transportation Board; it makes final decisions about plans and policies for the region as advised by various other committees (PAG, "PAG – About the Committees"). Each member (except the State representative, who only votes on certain matters) gets one vote and quorum is a simple majority (PAG, *Bylaws*). A majority vote is required for an issue to pass (Storm, interview, 2007). |
| **Dispute Resolution Mechanisms** | • No formal process in place—disputes would be resolved informally (Storm, interview, 2007) |
| **Notes** | • The area covered by PAG (Pima County) appears to correspond with the Tucson MSA, according to US Census Bureau Population Division data: Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007 (see footnote 1); and Table 1: Annual Estimates of the Population for Counties of Arizona: April 1, 2000 to July 1, 2006 (CO-EST2006-01-04), released March 22, 2007, http://www.census.gov/popest/counties/CO-EST2006-01.html (accessed August 28, 2007). |

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Also see Corporations and Associations. *Arizona Revised Statutes.* Title 10.
     http://www.azleg.gov/ArizonaRevisedStatutes.asp?Title=10 (accessed August 14, 2007).

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[6] PAG's website has been updated since it was referenced for this document; the location and availability of
information may have changed.

| Name of Region | Albuquerque | Population | 816,811 |
|---|---|---|---|
| **Name of Largest Municipality** | Albuquerque, New Mexico | **Population** | 504,949 |
| | | **% pop in region** | 61.82 |

| | |
|---|---|
| **City-Region Terminology** | Metropolitan Statistical Area |
| **Cooperative Mechanisms** | • Mid-Region Council of Governments (MRCOG) is a voluntary organization (Quintana, 2007), "a regional comprehensive planning, development and coordinating body" (Middle Rio Grande Council of Governments, *Articles of Agreement*, 3) with a membership of 21 local governments (four cities, four towns, nine villages and four counties), three school districts, and three water management agencies (MRCOG, "MRCOG Members") |
| **Services Provided** | • Transportation planning, regional water resource management planning, socioeconomic data, economic development planning, local government assistance, employment growth, infrastructure planning and development (MRCOG, "What We Do"); economic development planning (MRCOG, "Economic Development") |
| **Sources of Funding** | • Municipalities that join pay a fee, based mainly on population with other considerations, to provide revenue for MRCOG (Middle Rio Grande Council of Governments, *Articles of Agreement*). Federal and state funding dollars also drive programs (Quintana, 2007) |
| **Decision-Making/Voting Mechanisms** | • Governed by a Board of Directors with 48 representatives, either elected officials of governments or their appointees, chosen by their respective government units; each member has one vote, quorum is 1/3 of filled positions, and a majority vote is needed for a decision (Middle Rio Grande Council of Governments, *Articles of Agreement*). Representation is based roughly on population but is not perfectly proportional (Quintana, 2007). There are additional non-voting representatives (MRCOG, *Board of Directors Membership Roster*). |
| **Dispute Resolution Mechanisms** | • Quintana had rarely seen contentious votes. By the BOD level, most contentious issues have been resolved, but this is not completely guaranteed; dispute mechanisms would mostly be informal (Quintana, 2007) |
| **Notes** | • The area covered by MRCOG does not correspond exactly to the Albuquerque MSA. The City of Albuquerque comprised approximately 60.73% of the population of the MRCOG region in 2000; the Albuquerque MSA accounted for about 98.77% of the MRCOG region's population[7]. |

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[7] Calculated using regional data (including US Census Bureau data) from MRCOG, "Regional Statistics," http://www.mrcog-nm.gov/regional_statistics.htm (accessed Aug. 1, 2007); and US Census Bureau Population Division data: Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-

**Sources:**

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Also see Regional Planning Act. *New Mexico Statutes.* Article 56, Chapter 3 (1978). Available by searching at http://www.conwaygreene.com/nmsu/lpext.dll?f=templates&fn=main-hit-h.htm&2.0 (accessed August 23, 2007).

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01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

[8] The Middle Rio Grande Council of Governments referred to in these Articles of Agreement underwent a name change since this document was created to Mid-Region Council of Governments. This was confirmed on Aug. 2, 2007, with an MRCOG staff member.

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| Name of Region | Jacksonville, FL | Population (est. 2006) | 1,277,997 |
|---|---|---|---|
| Name of Largest Municipality | Jacksonville, Florida | Population (est. 2006) | 794,555 |
| | | % pop in region | 62.17 |

| | |
|---|---|
| **City-Region Terminology** | Metropolitan Statistical Area |
| **Cooperative Mechanisms** | • Northeast Florida Regional Council is a planning council authorized by Florida law that focuses on building consensus to solve regional issues, providing a forum for planning, raising public awareness of issues facing the region, maintaining staff and technological expertise, and "identifying trends, issues, and opportunities for the region" (NEFRC, "About Us"). It covers seven counties and 27 municipalities (NEFRC, "Our Region") |
| **Services Provided** | • Technical and administrative assistance (NEFRC, "About Us"); programs on regional transportation planning, affordable housing, economic development, emergency preparedness, human services, information services and data analysis, natural resource services, planning and development services (see buttons on NEFRC, "Affordable Housing" page for programs) |
| **Sources of Funding** | • NEFRC receives local, state, and federal funding (NEFRC, "About Us") and may also receive funds from "private and community sources" (NEFRC, *Interlocal Agreement*, 11) |
| **Decision-Making/Voting Mechanisms** | • The governing Board of Directors consists of 35 members, 2/3 elected county and municipal officials and 1/3 gubernatorial appointees, plus four non-voting ex-officio Governor's appointees as representatives of state and regional agencies; most counties have four representatives: two county appointees, one gubernatorial appointee, and one municipality appointee (two counties have five appointees) (NEFRC, "Board Member Directory"). Each appointed representative gets one vote, but for issues only affecting one county, a weighted vote procedure can be enacted (NEFRC, *Interlocal Agreement*) |
| **Dispute Resolution Mechanisms** | • The Regional Dispute Resolution Process, available to local governments, state and regional agencies, and individuals and organizations, involves a "settlement meeting" at which opposing sides explain their views and "seek a mutually acceptable agreement" (NEFRC, "Dispute Resolution") |
| **Notes** | • The area covered by NEFRC does not correspond exactly to the Jacksonville MSA. The City of Jacksonville comprised approximately 59.18% of the population of the NEFRC region as of the 2000 Census; the Jacksonville MSA |

| | accounted for about 90.33% of the NEFRC region's population.[9] |
|---|---|

**Sources:**

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Northeast Florida Regional Council. "Board Member Directory." http://www.nefrpc.org/aboutSub/members.htm (accessed July 17, 2007).

Northeast Florida Regional Council. "Dispute Resolution." http://www.nefrpc.org/programsSub/dispute.htm (accessed July 18, 2007).

Northeast Florida Regional Council. "Our Region." http://www.nefrpc.org/aboutSub/region.htm  (accessed July 12, 2007).

Also see Florida Interlocal Cooperation Act of 1969. *Florida Statutes.* Title XI, Chapter 163. http://www.flsenate.gov/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=Ch0163/SEC01.HTM&Title=->2007->Ch0163->Section%2001#0163.01 (accessed August 7, 2007).

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[9] Calculated using regional data [including US Census data] from NEFRPC, "Our Region"; and US Census Bureau Population Division data: Table 1:  Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

| Name of Region | Colorado Springs, CO | Population (est. 2006) | 599,127 |
|---|---|---|---|
| Name of Largest Municipality | Colorado Springs, Colorado | Population (est. 2006) | 372,437 |
| | | % pop in region | 62.16 |
| | | | |
| City-Region Terminology | Metropolitan Statistical Area | | |
| Cooperative Mechanisms | • Members of the Pikes Peak Area Council of Governments include three counties, six cities, and six towns (PPACG, "Member Governments"). This voluntary organization provides a "forum to discuss issues that cross [governments'] political boundaries, identify shared opportunities and challenges, and develop collaborative strategies for action" (PPACG, "About Us") | | |
| Services Provided | • Service and breadth of focus "waxes and wanes" depending on regional needs, timing, and organizational capabilities (Young, 2007). Some responsibilities include urban transportation planning (PPACG, *Bylaws*), administration of the Pikes Peak Rural Transportation Authority (PPACG, "Pikes Peak RTA"), environmental planning (Young, 2007), regional economic planning (PPACG, "Economic Planning"), military impact planning (PPACG, "Military Impact"), an Area Agency on Aging (PPACG, "Area Agency on Aging"), and evaluation and impact assessment of laws and regulations (PPACG, "About Us") | | |
| Sources of Funding | • PPACG is supported by membership dues from local governments, and by state and federal funding dollars (PPACG, "About Us") | | |
| Decision-Making/Voting Mechanisms | • Governed by a Board of Directors, whose officers also make up the Executive Committee that has "general responsibility" for PPACG's affairs (PPACG, *Bylaws*, 3). Representation and dues are determined based on population and assessed value (property and tax value) (Young, 2007). Unless contested by a member or the Chairperson, quorum is the number of Council members present at a meeting (PPACG, *Bylaws*) and a simple majority is needed for a decision (Young, 2007) | | |
| Dispute Resolution Mechanisms | • In Young's personal experience, there has been a lot of consensus, and when this is not the case, a simple "up-or-down" vote is used to resolve issues (Young, 2007) | | |
| Notes | • The area covered by PPACG does not correspond exactly to the Colorado Springs MSA. The City of Colorado Springs comprised approximately 60.43% of the population of the PPACG region as of July 1, 2006 (est.); the Colorado Springs MSA accounted for about 97.22% of the PPACG region's population at the same time.[10] | | |

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[10] Calculated using US Census Bureau Population Division data: Table 1: Annual Estimates of the Population for Counties of Colorado: April 1, 2000 to July 1, 2006 (CO-EST2006-01-08), released March 22, 2007,

**Sources:**

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http://www.ppacg.org/cms/index.php?option=com_content&task=blogcategory&id=25&Itemid=53
(accessed July 13, 2007).

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http://www.ppacg.org/cms/index.php?option=com_content&task=blogcategory&id=16&Itemid=46
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http://www.ppacg.org/cms/index.php?option=com_content&task=view&id=112&Itemid=53  (accessed July 30, 2007).

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http://www.ppacg.org/cms/index.php?option=com_content&task=blogcategory&id=19&Itemid=49
(accessed July 30, 2007).

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http://www.census.gov/popest/counties/CO-EST2006-01.html (accessed August 14, 2007); and Table 1:  Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007, and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

| Name of Region | Wichita, KS | Population | 592,126 |
|---|---|---|---|
| Name of Largest Municipality | Wichita, Kansas | Population | 357,698 |
| | | % pop in region | 60.41 |
| | | | |
| City-Region Terminology | Metropolitan Statistical Area[11] | | |
| Cooperative Mechanisms | • Although there is regional collaboration on economic development and transportation planning, there is no overarching regional planning or governance structure (Hampel, 2007) but according to ICURR (2007), municipalities "have realized that they must collaborate and cooperate if they are to thrive" (21) which has led to initiatives in economic development | | |
| Services Provided | • There is "no collaboration" on services; municipalities provide their own services (Hampel, 2007); however, the City of Wichita Water Utilities Department "serves as a de facto regional utility provider" to other municipalities "on a contractual basis (at a 50% surcharge rate above in-Wichita rates)" (ICURR, 2007, 21) | | |
| Sources of Funding | • As all MPOs, the Wichita area MPO would direct federal transportation funding (see Introduction to this document)<br>• Funding sources for the Metropolitan Area Planning Department include Sedgwick County and the City of Wichita (through an interlocal agreement), federal and state grants (Sedgwick County, 2007) | | |
| Decision-Making/Voting Mechanisms | • There are "no regional decisions to make"—the structure of municipalities providing their own services is fairly straightforward (Hampel, 2007) | | |
| Dispute Resolution Mechanisms | • Municipalities sometimes disagree over annexation; when such a disagreement occurs, the Board of the Sedgwick County Commission makes a decision and resolves the dispute as provided for by Kansas state law (Hampel, 2007) | | |

**Sources:**

Hampel, Mike (Assistant to the Director of Planning, City of Wichita). 2007. Telephone interview. July 31.

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Sedgwick County. Metropolitan Area Planning Department. *General Government.* http://sedgwickcounty.org/Finance/Budget/2007_Budget/adopted/GenGovt/mapd.pdf (accessed July 25, 2007). Quoted in Intergovernmental Committee on Urban and Regional Research. *Express Research Request: City/Regional Cooperation.* 2007. (See attachment to this document)

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[11] Wichita is part of both a Metropolitan Statistical Area and different census designation, a Combined Statistical Area (Wichita-Winfield, KS) with an estimated population of 627,057 in 2006 (US Bureau of the Census, "Table 2. Annual Estimates of the Population of Combined Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-02)," 2007, available from http://www.census.gov/population/www/estimates/CBSA-est2006-annual.html [accessed July 9, 2007]). Wichita's population as a percentage of this CSA is approximately 57.04.

**Short Précis – International**

| Name of Region | Stadsregio Amsterdam (City Region Amsterdam) | Population | 1,359,906 |
|---|---|---|---|
| **Name of Largest Municipality** | Amsterdam, NE | **Population** | 743,027 |
| | | **% pop in region** | 55 |
| | | | |
| **City-Region Terminology** | | • Stadsregio is a voluntary *ad hoc* partnership of mayors and aldermen, and works with all three levels of government. Stadsregio is a census designation, and includes the sub-regions Zaanstreek, Waterland and Amstel-Meerland. | |
| **Cooperative Mechanisms** | | • City Region Amsterdam, or Stadsregio, is a partnership of 16 municipalities in the Amsterdam region. The partnership works together "in the sphere of social development, traffic and transport, economic affairs, housing and youth welfare." It "focuses on direct results for participating municipalities in the form of improvements to quality of life, accessibility and economic development." | |
| **Services Provided** | | • Implementation of a housing policy; to act as an authority for public transport; to assist in the development of a regional traffic and transport policy; to subsidize regional infrastructure; and for organizing youth care. | |
| **Decision-Making/Voting Mechanisms** | | • Regional decision-making is conducted contract by contract and on an *ad hoc* basis. | |
| **Dispute Resolution Mechanisms** | | • There are no formal dispute resolution mechanisms. | |

**Sources:**

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Enrico Gualini and Willem Salet, "Institutional Capacity and Planning Milieux in European Urban Regions: an Introduction to the Case Studies." In W. Salet and E. Gualini (Eds.), *Framing Strategic Urban Projects: Learning From Current Experiences in European Urban Regions.* New York, NY: Routledge, 2007.

Gmeente Amsterdam: Dienst Onderzoek en Statistiek

OECD Territorial Reviews: Randstad Holland, Netherlands

Stadsregio Amsterdam ('City Region of Amsterdam')

| Name of Region | Brandenburg (Federal State) | Population | 2,567,200 |
|---|---|---|---|
| Name of Largest Municipality | Berlin (city-state) | Population | 3,405,000 |
| | | % pop in region | 75 |

| | |
|---|---|
| **City-Region Terminology** | • Berlin and Brandenburg are separate federal states and do not formally constitute a region. Regional Planning schemes are being developed however to help transcend traditional political boundaries. |
| **Cooperative Mechanisms** | • Since 1996 at least, five (5) Regional Planning Associations (*Regionale Planungsgemeinshaften*) have established more formal, institutionalized frameworks between Berlin and the immediate 'inner ring' of Brandenburg. Regional and spatial planning is based on long processes of mutual and consensual agreements. |
| **Services Provided** | • Land Development Plans and Programmes, approval of Regional Plans, ensuring that local planning complies with land planning objectives (as guidance), and management of supra-local planning procedures. |
| **Decision-Making/Voting Mechanisms** | • The establishment of single-purpose associations (*Zweckverbände*) gives binding full control of processes to the local government agreements. |
| **Dispute Resolution Mechanisms** | • There are no dispute resolution mechanisms in place. Agreement mechanisms are based on establishing consensus. |

**Sources:**

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Joint Planning for Berlin and Brandenburg

Joint State Development Program of Berlin and Brandenburg

Joint State Development Plan for the Sphere of Mutual Influence

Klaus R Kunzmann. "State Planning: A German Success Story?" *International Planning Studies* 6, no. 2 (2001): 153 - 66.

Statistisches Bundesamt Deutschland

Stephen Schmidt and Ralph Buehler. "The Planning Process in US and Germany: A Comparative Analysis." *International Planning Studies* 12, no. 1 (2007): 55-75.

Tassilo Herrschel and Peter Newman. *Governance of Europe's City Regions: Planning, Policy and Politics.* New York, NY: Routledge, 2002.

| Name of Region | Greater Glasgow | Population | 1,168,270 |
|---|---|---|---|
| Name of Largest Municipality | Glasgow, UK | Population | 632,000 |
| | | % pop in region | 54 |

| | |
|---|---|
| **City-Region Terminology** | • Greater Glasgow Metropolitan Region. |
| **Cooperative Mechanisms** | • The government of Scotland has created the "Partnership for a Better Scotland" (2003) initiative, as a result of the *Review of Scotland's Cities* conducted in the same year. |
| **Services Provided** | • Scotland established a £90 million fund over three years (2003-2006) to provide support for regional growth.<br><br>• It has established new regional transport bodies, policing authorities, the M74 Motorway Extension, the Housing Stock Transfer and the Schools PPP. |
| **Decision-Making/Voting Mechanisms** | • The relevant Ministers involved develop a dialogue with each region to build a vision for cities. The processes have therefore been government driven, and with a specific focus on the needs of cities. |
| **Dispute Resolution Mechanisms** | • There are none. Final decisions are made by the relevant Ministries involved. |

**Sources:**

Mark Tewdwr-Jones. "Grasping the Thistle: The Search for Distinctiveness in the Devolved Scottish Planning System." *International Planning Studies* 6, no. 2 (2001): 199-213.

NHS Greater Glasgow and Clyde

D. Peel, and M. G. Lloyd. "Development Plans, Lesson-Drawing and Model Policies in Scotland." *International Planning Studies* 10, no. 3 (2005): 265-87.

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UK Office for National Statistics (ONS).

White Paper: Modernizing the Planning System, Scottish Executive, 2005. Retrieved from: http://www.scotland.gov.uk/Publications/2005/06/27113519/35231

| Name of Region | Liverpool City Region | Population | 831,998 |
|---|---|---|---|
| Name of Largest Municipality | Liverpool, UK | Population | 477,600 |
| | | % pop in region | 59 |

| | |
|---|---|
| **City-Region Terminology** | • Liverpool City Region |
| **Cooperative Mechanisms** | • The Liverpool Partnership Group (LPG), a voluntary association with some statutory tasks, is chaired by City Council's Chief Executive, and is also made up of the Chief Executives of partner organizations. The board is incredibly large and diverse, being comprised of some 93 representatives from both the public and the private sectors and beyond. It aims to bring about "renewed economic vitality, supported by LAA actions [to] strengthen the prosperity and community cohesion in this area" (LAA). |
| **Services Provided** | • Joint-body services offered include Merseyside Police, Merseyside Fire and Rescue Services, Merseyside Passenger Transport Executive, the Merseyside Waste Disposal Authority, and the Merseyside Pension. |
| **Decision-Making/Voting Mechanisms** | • The executive branch makes most administrative decisions with the support of the larger LPG board. |
| **Dispute Resolution Mechanisms** | • There are no dispute resolution mechanisms. Regional planning is basically at the initial stages at this point. |

**Sources:**

City of Liverpool

Irene Hardill, Paul Benneworth, Mark Baker and Leslie Budd, (Eds.). *The Rise of English Regions?* New York, NY: Routledge, 2006.

Mark Sandford, *The New Governance of the English Regions.* New York, NY: Palgrave Macmillan, 2005.

Mersey Partnership

Liverpool's Area Agreement

Liverpool Partnership Group

UK Office for National Statistics (ONS)

| Name of Region | Victoria (State) | Population | 4,932,422 |
|---|---|---|---|
| **Name of Largest Municipality** | Melbourne Metro. Area, AU | **Population** | 3,592,591 |
| | | **% pop in region** | 73 |

| | |
|---|---|
| **City-Region Terminology** | • Melbourne Metropolitan Area |
| **Cooperative Mechanisms** | • Local government in the state of Victoria is closely linked to its state counterpart and is administered by councils under the direction of locally elected councilors. |
| **Services Provided** | The Neighbourhood Renewal Program; the Joint State and Local Planning Project; the development of Regional Managers Forums to align local government boundaries; increased involvement of local governments in policy construction; "A Fairer Victoria" initiative aimed towards inclusive social planning; the Melbourne Transport Program (2003-2006); the Linking Victoria Program; The Metropolitan Trail Network, State Planning Policy Framework, and various other transport strategies among neighbouring Municipalities. |
| **Decision-Making/Voting Mechanisms** | • Regional Disputes are formally addressed in Melbourne City Council by the Local Government Areas involved.<br><br>• The *City of Melbourne Act 2001*, amends the *Local Government Act*, and recognizes that certain differences exist between the "unique capital responsibilities" of City of Melbourne and other local governments. Funding and decision-making is effected by this legislation. |
| **Dispute Resolution Mechanisms** | • Disputes are handled in city council and addressed through mandatory voting mechanisms as specified under the *City of Melbourne Act*. |

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Susan Thompson, "Diversity, Difference, and the Multi-Layered City." In R. Featherston (Ed.), *Urban Planning in a Changing World: The Twentieth Century Experience.* New York, NY: Routledge, 2000.

The City of Melbourne Act 2001.

The City of Melbourne *Moving People and Freight Transport Strategy 2006-2020.*

| Name of Region | Western Australia (state) | Population | 2,050,884 |
|---|---|---|---|
| Name of Largest Municipality | Perth Metropolitan Region | Population | 1,507,949 |
| | | % pop in region | 74 |
| | | | |

| | |
|---|---|
| **City-Region Terminology** | • Perth Metropolitan Region |
| **Cooperative Mechanisms** | • Since 1993, nine (9) *Regional Development Commisions* (RDCs) have been established in the State. The Chairpersons of the RDCs –two representatives from local government and an independent chairperson – collectively make up the Regional Development Council.<br><br>• The council provides advice on regional development to government through the Cabinet Standing Committee on Regional Policy, and provides advocacy for regional development and the promotion of local government partnerships. |
| **Services Provided** | • The following services are offered presently: The Outer Metropolitan Community Fund 2007-8; Salaries and Allowances Tribunal Report 2007; the Active Ageing at the Local Level Fund 2007-8; Assessing Local Government Revenue Raising Capacity report; Sustainable Rural Development (SRD).<br><br>• The State Government's approach to regional development emphasizes regional service delivery in the social areas of health, education and safer communities. Initiatives already in place include $75 million Regional Investment Fund, regional investment tours, the restoration of uniform electricity tariffs, and the strengthening of Government regional purchasing agreements, land use planning (WAPC), and a Metropolitan Region Scheme (MRS). |
| **Decision-Making/Voting Mechanisms** | • Western Australia's Department of Local Government and Regional Development implemented a Proportional Representation Voting System at the local government level (it already applies in parliamentary and federal elections). Candidates need to obtain a quota of votes to be elected. |
| **Dispute Resolution Mechanisms** | • The State Local Government Council receives reports on partnerships registered with the Partnership Steering Group (a Working Group that outlines Partnership Principles, provides a template for Partnerships, and established the State Local Government Council itself.) The Council also |

|  | addresses issues that arise from the implementation of agreements. It is directly responsible for addressing strategic issues involved in the relationships between State and Local Government. |
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**Sources:**

Australia Bureau of Statistics, 2006 census; Regional Population growth 2005-6.

Department of Local Government and Regional Development, Government of Western Australia.

Indicators of Regional Development in Western Australia report, March 2003.

Local Government Managers Australia (LGMA).

The State Local Government Council.

Western Australia Local Government Association (WALGA).

# Case Studies – American

**Introduction:**
**Councils of Government (COGs) and Metropolitan Planning Organizations (MPOs)**

**Councils of Government (also called Regional Councils)**

- "A regional council is a multi-service entity with state and locally-defined boundaries that delivers a variety of federal, state and local programs while continuing its function as a planning organization, technical assistance provider and "visionary" to its member local governments. As such, they are accountable to local units of government and effective partners for state and federal governments." (National Association of Regional Councils, 2006)
- COGs are a common form of regional collaboration in the US, with 35 000 of 39 000 local, general purpose governments being served by this type of organization (ibid.)
- Many COGs came into being in the late sixties and seventies; this could have been due to a general sentiment at the time towards social change and a push towards regionalism (Abousleman, 2007)
- Also in the late sixties (1968), the Intergovernmental Cooperation Act was passed; Title III of the Act was intended to "1. Encourage intergovernmental cooperation in the conduct of specialized or technical services and provisions of facilities essential to the administration of State or local governmental activities. 2. Enable State and local governments to avoid unnecessary duplication of special service functions. 3. Authorize Federal agencies which do not have such authority to provide reimbursable specialized and technical services to State and local governments" (US Office of Management and Budget, 1969)
- COGs emerged as a "preferred approach" to meeting federal requirements brought on by an increased awareness of the need for coordinated planning and programs (Maricopa Association of Governments)
- There is no federally mandated universality in services or responsibilities of COGs; the areas in which an individual COG operates depend on what is sanctioned by local and state authorities (Abousleman, 2007)
    - However, common areas of service include "comprehensive and transportation planning, economic development, workforce development, the environment, services for the elderly and clearinghouse functions" (National Association of Regional Councils, 2006)
- Programs common to many COGs include:
    - Area Agencies on Aging, established through amendments to the US Older Americans Act of 1965, which provide services such as "nutrition programs in the community as well as for those who are homebound; programs which serve Native American elders; services targeted at low-income minority elders; health promotion and disease prevention activities; in-home services for frail elders, and those services which protect the rights of older persons such as the long term care ombudsman program" (US Administration on Aging, 2007)
- Created in three different legislative contexts (Abousleman, 2007):
    - A state may pass legislation mandating the formation of COGs

- A state may pass legislation enabling, but not necessitating, the formation of COGs
- A state may have no legislation regarding COGs, but local governments may come together voluntarily
- COGs are not federally mandated

## Metropolitan Planning Organizations

- Federally mandated surface transportation authorities (Abousleman, 2007)
- Any metropolitan area with a population of 50 000 + must have an MPO, as required by federal legislation passed in the 1970s (US Federal Highway Administration and US Federal Transit Administration, n.d.)
- MPOs direct federal transportation funding, and have five key purposes (ibid.):
    - Establishment and management of "a fair and impartial setting for effective regional decisionmaking in the metropolitan area"
    - Evaluation of "transportation alternatives"
    - The establishment of a Long-Range Transportation Plan extending at least 20 years into the future "that fosters (1) mobility and access for people and goods, (2) efficient system performance and preservation, and (3) quality of life"
    - The establishment of a Transportation Improvement Program (TIP) based on the long-range plan, a three-year program focusing on short-term priorities
    - Involving the public and other affected groups in the previous four actions
- States may also delegate other responsibilities to MPOs, for example land use planning or growth management (ibid.).
- "In accordance with federal regulations, the MPO is required to carry out metropolitan transportation planning in cooperation with the state and with operators of publicly owned transit services. The MPO approves the transportation plan. Both the governor and the MPO approve the TIP. In nonattainment or maintenance areas for air quality, the MPO is responsible for coordinating transportation and air quality planning." (ibid.)
- "Most MPOs are not the actual implementing agencies for projects, but must provide an overall coordination role in planning and programming funds for projects and operations." (ibid.)
- "The MPO must involve local transportation providers in the planning process by including transit agencies, airport authorities, maritime operators, rail-freight operators, Amtrak, port operators, and others within the MPO region." (ibid.)
- Some COGs also operate as MPOs; this is a local choice and is not mandated by the federal government (Abousleman, 2007)

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| Name of Region | San Antonio, TX | Population (est. 2006)[12] | 1,942,217 |
|---|---|---|---|
| Name of Largest Municipality | San Antonio, Texas | Population (est. 2006)[13] | 1,296,682 |
| | | % pop in region[14] | 66.76 |

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| City-Region Terminology | Metropolitan Statistical Area: "at least one urbanized area of 50,000 or more population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties." [15] |
| Cooperative Mechanisms | • The Alamo Area Council of Governments (AACOG) covers 12 counties and 53 municipalities (AACOG, "AACOG Membership Directory") and is a voluntary regional planning commission formed "to plan for the unified, far-reaching development of the region, eliminate duplication of services, and promote economy and efficiency through coordination" (AACOG, "Alamo Area Council of Governments")<br><br>• Formed under Texas Chapter 391, Local Government Code (AACOG, "Alamo Area Council of Governments")<br>   - This legislation's purpose is "to encourage and permit local governments" to engage in regional cooperation and planning (Local Government Code, sec. 391.001)<br>   - Governments are permitted "the greatest possible flexibility to organize a commission most suitable to their view of the region's problems" (ibid., sec. 391.003)<br><br>• Although it is voluntary, all municipalities within AACOG's boundaries are members (Ramos, July 13, 2007)<br><br>• Member governments include counties and cities, special districts (such as San Antonio River Authority and University Health System), public utilities (such as San Antonio Water System and San Antonio VIA Metropolitan Transit Authority), school districts, and soil and water conservation districts (AACOG, "AACOG Membership Directory")<br><br>• Associate membership is open to non-governmental agencies and companies (AACOG, "AACOG Membership Benefits"); however, member governments other than cities and counties |

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[12] All regional (MSA) population estimates except where noted are from US Bureau of the Census, "Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01)," 2007, available from http://www.census.gov/population/www/estimates/CBSA-est2006-annual.html (accessed July 9, 2007).

[13] All municipality population estimates except where noted are from US Bureau of the Census, "Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01)," 2007, available from http://www.census.gov/popest/cities/SUB-EST2006.html (accessed July 9, 2007).

[14] All such figures except where noted were calculated using the above regional and municipality population estimates.

[15] Executive Office of the President, Office of Management and Budget, *Metropolitan Statistical Areas, Metropolitan Divisions, Micropolitan Statistical Areas, Combined Statistical Areas, New England City and Town Areas, Combined New England City and Town Areas: Lists 1 through 9*, Appendix to *OMB Bulletin No. 07-01*, 2006, 3. The White House, http://www.whitehouse.gov/omb/bulletins/fy2007/b07-01.pdf (accessed July 9, 2007).

|  | cannot exceed 45% of the total membership (AACOG, *Bylaws*) |
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|  | • Business and industry are not represented on the Board of Directors, but are involved in advisory committees (Ramos, July 31, 2007) |
|  | • The San Antonio-Bexar County Metropolitan Planning Organization is separate from AACOG (although AACOG is represented on the MPO's Transportation Policy Board), and is responsible for urban transportation planning (SA-BCMPO, "San Antonio-Bexar County," except where noted) |
|  |    - The Transportation Policy Board "is comprised of 19 (10 elected and 9 appointed) voting members representing the State of Texas through two State legislators and the Texas Department of Transportation, Bexar County, the City of San Antonio, 25 suburban cities through the Greater Bexar Council of Cities and the Northeast Partnership, the Alamo Area Council of Governments and VIA Metropolitan Transit. There are also 6 ex-officio board members representing the Federal Highway Administration, Federal Transit Administration, Texas Department of Transportation's Transportation Policy and Programming Division, Alamo Regional Mobility Authority, non-governmental organizations/citizens, and VIA Metropolitan Transit." |
|  |    - Board member votes are allotted based on population; the City of San Antonio has six votes, Bexar County has two, and the State Transportation Board has two (ICURR, 2007). |
|  |    - The organization receives advice from three subcommittees: the Technical Advisory Committee, the Bicycle Mobility Advisory Committee, and the Pedestrian Mobility Advisory Committee (ibid.) |
| **Services Provided** | • AACOG is responsible for organizing cooperative projects, providing technical assistance to member governments, administering certain federal and state programs, coordinating projects and issues that cross governmental boundaries, regional development and public service planning, and coordination of various federal, state, and local programs (AACOG, "Alamo Area Council of Governments") |
|  | • It acts as a "regional clearinghouse that reviews and comments on grant applications submitted for state and federal funding by organizations" in the region (ICURR, 2007, 7) |
|  | • It also facilitates cooperation among local governments in an effort to save tax dollars (ibid.) |
|  | • Programs administered: |
|  |    - A regional data center (AACOG, "AACOG Regional Data Center") |
|  |    - Public transportation to AACOG's 11 rural counties (AACOG, "Alamo Regional Transit") |
|  |    - Two Agencies on Aging that provide seniors care coordination, caregiver support, benefits counseling, and other services (AACOG, "AACOG Alamo Area Agency on Aging"; "AACOG Bexar Area Agency on Aging") |
|  |    - Operation of the Bexar Mental Retardation Authority, offering services to those with intellectual or |

|  | developmental disabilities and their families (AACOG, "AACOG Bexar Mental Retardation Authority") |
|  | - Government services such as economic, community, and leadership development, and government service coordination (AACOG, "AACOG Government Services") |
|  | - A Criminal Justice Division that oversees regional initiatives and law enforcement training for Peace, Corrections, and Emergency Telecommunications Officers (AACOG, "AACOG Criminal Justice") |
|  | - The operation of a Regional Law Enforcement Academy ("Alamo Area Regional Law Enforcement Academy") |
|  | - A regional 9-1-1 program for seven counties (AACOG, "AACOG Regional 9-1-1 Program") |
|  | - HIV health services (AACOG, "AACOG HIV Health Services/ Ryan White Program") |
|  | - Assistance in developing a regional homeland security strategy (AACOG, "AACOG Homeland Security") |
|  | - Housing and weatherization services (AACOG, "AACOG Housing & Weatherization Program") |
|  | - Environmental services such as air quality education and a clean air plan (AACOG, "AACOG Air Quality"), the Clean Cities Coalition (AACOG, "Alamo Area Clean Cities Coalition"), and commute solutions such as carpooling (AACOG, "AACOG Commute Solutions") |
|  | - Career services for employers and those seeking jobs in AACOG's 11 rural counties (AACOG, "Alamo WorkSource") |
|  | - Resource recovery programs providing "leadership, advocacy, education, and outreach for the best practices in solid waste management and environmental resources" (AACOG, "AACOG Resource Recovery") |
|  | - Regional tourism programs and events (AACOG, "AACOG Tourism") |
|  | • The Metropolitan Partnership for Energy (MPE) works to increase sustainability, energy efficiency, and use of renewable energy sources in the San Antonio region. It also tracks relevant bills in the state legislature and makes recommendations (ICURR, 2007) |
|  | - MPE features involvement from the City of San Antonio, City Public Service, Bexar County, San Antonio Water System, AACOG, VIA Metropolitan Transit, Greater Bexar County Council of Cities, and Solar San Antonio |
|  | - The governing BOD is made up of one representative from each stakeholder group, and operates on a consensus model with no formal dispute resolution mechanisms |
|  | • Aside from AACOG, the San Antonio Water System, a City of San Antonio-owned public utility, serves most of San Antonio, suburban municipalities, and adjacent areas of Bexar County, and provides: (ICURR, 2007) |
|  | - retail and wholesale water supplies |
|  | - sewage treatment (SAWS charges a fee to suburban municipalities and military bases that have their own |

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| | wastewater collection systems)<br>- The SAWS Board of Trustees is comprised of the mayor and six people appointed by City Council<br>• VIA Metropolitan Transit provides public transit to San Antonio and twelve other incorporated municipalities, along with the unincorporated parts of Bexar County and the Bexar County portions of a further two municipalities (ICURR, 2007)<br>- VIA receives half of the revenues from a quarter-cent sales tax levied in the Advanced Transportation District within the City of San Antonio<br>- It provides services in the city area such as bus service, paratransit, commuter vanpool services, early-morning service, and special event park and ride routes |
| **Sources of Funding** | • AACOG is funded through membership dues, state and federal grants, local monies, and other public and private sources (AACOG, *AACOG: Meeting Regional Challenges*):<br>- The state provides some but not adequate funding for the organization to operate (Ramos, July 31, 2007)<br>- AACOG also carries out specific projects for its members for a price (Ramos, July 31, 2007)<br>• Membership dues are calculated as follows (AACOG, *Bylaws*):<br>- Cities and counties pay 6 cents per capita, with minimum amounts in place for certain population sizes<br>- School districts pay increasing amounts ($100-$400) as the percentage of their population in urban areas increases<br>- Utilities, hospital districts, and regional districts pay $400<br>- Associate Members pay $100<br>- Soil and Water Conservation Districts pay $100<br>• The SA-BCMPO allows the region to receive annually more than two hundred million dollars in state and federal transportation funds (ICURR, 2007) |
| **Decision-Making/Voting Mechanisms** | • The Area Council of AACOG is comprised of government-appointed representatives (AACOG, *Bylaws* except where noted):<br>- Each representative has one vote, with a quorum of 30% of all representatives and a majority vote required to decide issues<br>- The Council "shall periodically review the plans and programs adopted pursuant to [the] Bylaws and shall advise the Board on general policy" (1)<br>• AACOG is governed by a Board of Directors with 27 members (plus 2 vacancies) (AACOG, "AACOG Board of Directors")<br>• Membership on the BOD is roughly determined by population (Ramos, July 13, 2007)<br>• BOD composition (AACOG, "AACOG Board of Directors," except where noted):<br>- Eleven counties have one representative each, who are members of and appointed by the Commissioners Court (AACOG, *Bylaws*)<br>- Bexar County, the most populous, has three, with at least two "members of the county governing body" (AACOG, *Bylaws, 2*). Representatives are currently a county judge or commissioner |

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|  | - The City of San Antonio has three representatives, including at least two City Councillors (AACOG, *Bylaws*)<br>- Area cities, cities in counties other than Bexar County (Ramos, July 31, 2007), have two representatives (plus one vacancy); this is determined by size of council membership (AACOG, *Bylaws*)<br>- Suburban cities, individual cities within Bexar County, in and around San Antonio (which accounts for 90% of the county) (Ramos, July 31, 2007), have two representatives (plus one vacancy); this is also determined by size of council membership (AACOG, *Bylaws*)<br>- Minorities have two representatives (currently one state senator and one county commissioner); AACOG's *Bylaws* include a mandate that "minority representatives constitute at least twenty-five (25) per cent of the total Board membership" (AACOG, *Bylaws*, 5)<br>- School districts, special districts, hospital/health districts, public utilities, and soil and water conservation districts each have one representative; multi-county districts are also provided one representative in the Bylaws, and all of these are elected by Area Council members (AACOG, *Bylaws*)<br><br>• A majority vote (with each member allotted one vote) is needed for an issue or decision to pass, and quorum is a simple majority of Board members (AACOG, *Bylaws* except where noted)<br>- A dissenting member representing "a general-purpose government, or a group of such governments," may contest a majority vote, in which case a weighed voting procedure is invoked (4).<br>- In this case, county representatives cast a number of votes equal to their county's population; city (or city grouping) representatives cast a number of votes equal to their city's population; City of San Antonio representatives may collectively cast votes only equaling that city's population; and Bexar County representatives may collectively cast votes only equaling that county's population.<br>- A majority vote upholding the previous decision decides the question, whereas a majority vote against the previous decision tables the question without a decision<br><br>• All members of the BOD vote on all issues (Ramos, July 13, 2007)<br><br>• The Chairman and Vice-Chairman of the BOD are elected by and from the Board; the BOD also appoints the AACOG Executive Director<br><br>• AACOG also has advisory committees (Ramos, July 13, 2007) and three board subcommittees appointed by the Chairman (AACOG, *Bylaws*, 6):<br>- The Planning and Program Development Committee, to "oversee and guide the development of strategic and operations plans and the annual budget" as well as program development and effectiveness<br>- The Management Committee, to "ensure the |

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| | development – and monitor the implementation – of agency management processes and systems" as well as overseeing AACOG's fiscal affairs and program performance<br>- The Community Affairs Committee, to oversee development and implementation of "a comprehensive public information/relations program" as well as marketing AACOG's image and "improving stakeholder relations"<br>• Regional plans created by AACOG are not binding, but transportation decisions have some "authority behind them" since AACOG deals with state agencies in that area (Ramos, July 13, 2007)<br>• Organizations can achieve associate membership if the BOD authorizes it; they may "participate in the proceedings of all meetings in AACOG" but do not vote (AACOG, *Bylaws*, 1) |
| **Dispute Resolution Mechanisms** | • Issues move up from the advisory committee level to board subcommittees, then to the BOD; usually issues are resolved by the board subcommittee level, and the vast majority of issues are resolved after a BOD meeting (Ramos, July 13, 2007)<br>• No formal processes are in place. Dispute resolution is done largely by "consensus and planning process" (ICURR, 2007, 5). |

| **Pros** | **Cons** |
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| • The system provides a voice to all member governments; no one organization has the majority vote, and this could be seen as equitable (Ramos, July 31, 2007) | |

| **Notes** | • Although the BOD is organized roughly by population, not a one-vote-per-municipality basis, members must get each other's support in order to gain a majority to pass a vote; this prevents any single municipality from dominating the decision-making process (Ramos, July 13, 2007)<br>• The area covered by AACOG does not correspond exactly to the San Antonio MSA. The City of San Antonio comprised approximately 63.31% of the population of the AACOG region as of the 2000 Census; the San Antonio MSA accounted for about 94.68% of the AACOG region's population at the same time.[16] |
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[16] Calculated using regional data from the Texas State Data Center and Office of the State Demographer, "2005 Total Population Estimates for Texas Councils of Governments," http://txsdc.utsa.edu/tpepp/2005_txpopest_cog.php (accessed August 28, 2007); and US Census Bureau Population Division data: Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

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| **Name of Region** | Tucson, AZ | **Population (est. 2006)** | 946,362 |
|---|---|---|---|
| **Name of Largest Municipality** | Tucson, Arizona | **Population (est. 2006)** | 518,956 |
| | | **% pop in region** | 54.84 |

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| **City-Region Terminology** | Metropolitan Statistical Area |
| **Cooperative Mechanisms** | • Arizona's regional planning boundaries were drawn in 1970 to fulfill federal requirements and to promote uniformity in planning areas (Storm, e-mail, July 16, 2007). Pima Association of Governments (PAG), is one such COG; it is "a nonprofit corporation of the State of Arizona created pursuant to Title 10, Arizona Revised Statutes" (PAG, *Bylaws,*2). This piece of legislation pertains to the creation, operation, and dissolution of corporations and associations (Corporations and Associations). <br><br>• It is a voluntary organization (Storm, interview, July 16, 2007) <br><br>• Covers Pima County (PAG, *Bylaws*) <br><br>• Member jurisdictions consist of one county, two cities, three towns, and two tribal governments, plus the state transportation board (PAG, "PAG Member Jurisdictions and Regional Council Representatives") <br><br>• Its "underlying concept" is that "cities, towns, counties and tribal governments which are closest to the people, should exercise the basic initiative and leadership and that they should have the primary responsibility" for taking action. "Equality of Membership" is also paramount; PAG cannot "intervene in matters that are essentially within the jurisdiction of any one (1) member without its consent" (PAG, *Bylaws*, 1) <br><br>• PAG works to "build consensus with its members and the public on regional planning issues" (PAG, "Pima Association of Governments") <br><br>• PAG's decisions are not binding, and implementation of plans and policies it develops is the responsibility of its member jurisdictions (Storm, interview, July 16, 2007) <br><br>• The association shares, provides, and generates information for decision-makers at different levels of government on issues that "cross jurisdictional boundaries" (PAG, "PAG – Our Mission") <br><br>• It has three main program divisions: Transportation Planning, Environmental Planning, and Technical Service (Storm, e-mail, July 16, 2007) <br><br>• Cooperates with federal, state, and local agencies to assist its planning (such as Environmental Protection Agency Region IX, Arizona Department of Economic Security, University of Arizona, Tucson Water Department) (PAG, "Additional Cooperating Agencies") <br><br>• Business and industry are not currently involved in this model of governance, although there has been some discussion about |

|  | including the University of Arizona, the largest employer, on the Regional Council (Storm, e-mail, July 26, 2007) <br> • Aside from PAG, cooperation around regional economic development has seen one organization (Tucson Regional Economic Opportunities, or TREO)  replace 40 agencies <br>     - The 10-member BOD is comprised of private and public representatives as well as representatives from educational sectors (TREO, 2007) |
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| **Services Provided** | • Services include ( PAG, "PAG – Services" except where noted): <br>     - Travel surveys <br>     - Population projections <br>     - Traffic data collection <br>     - Training seminars <br>     - Aerial photography <br>     - Legislation tracking <br>     - Carpool services (PAG, "RideShare Program") <br>     - Grant funding programs <br>     - Presentations, public meetings, workshops, maps and publications <br>     - Public opinion polls <br>     - Travel reduction <br>     - Human services (allocation of federal funds for social needs and elderly/special needs transportation programs) (PAG, "PAG Social Service Programs") <br>     - Regional data center, including mapping, census data, and GIS data (PAG, "Regional Data Center") <br> • PAG is the region's designated air and water quality monitoring and planning agency (PAG, "Environmental Planning Division") <br> • PAG is also a Metropolitan Planning Organization (MPO); as such, it is responsible for coordinating a Regional Transportation Plan which secures federal funding (PAG, "About Pima Association of Governments") <br> • Public transportation (PAG, "Overview of Transportation Planning and Program Areas"): <br>     - Distribution of federal transportation funding to member jurisdictions <br>     - Coordination of long- and short-range regional transportation planning <br>     - Also coordinates regional plans for bicycling, pedestrians, travel reduction, and a congestion management system, among others <br> • The Regional Transportation Authority is a new body with the same 9-member Board as PAG and was recently approved by voters in the region (Storm, interview, July 16, 2007): <br>     - It has the goals of consensus-building and implementing a long-term regional transportation plan also approved by voters (Regional Transportation Authority, "What are the RTA's Objectives?") <br>     - The RTA has authority to "request voter approval of a countywide transaction privilege tax," collected by the state and transferred to a regional transportation fund (ICURR, 2007) <br>     - A regional focus is preserved by the lack of veto power for jurisdictions involved (ibid.) |

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| | • Aside from PAG, the City of Tucson and Pima County both provide "parks and recreation, transportation, public safety, and development services. City residents pay to support both City and County government" (ICURR, 2007, 11, citing City of Tucson, Five Trends Tucson, 2004)<br><br>• The City of Tucson's water department, the primary provider for the metro area, provides service beyond its jurisdictional boundaries; Pima County is the primary sewage service provider (Kaselemis, 2007)<br><br>• In a climate of fragmented governance, Pima County has embraced planning, quality of life, and growth management issues more than any other county in the state (Morrison Institute for Public Policy, 2007) |
| **Sources of Funding** | • PAG can receive funding, gifts, property, etc. "from any public or private source including, but not limited to the federal, state, and local governments, voluntary associations, nonprofit corporations, firms, partnerships, or persons" (PAG, *Bylaws*, 9) |
| **Decision-Making/Voting Mechanisms** | • Governed by a Regional Council, constituted as the Board of Directors (PAG, *Bylaws*) and consisting of 9 members: one elected official from each member jurisdiction, as well as a representative from the Arizona State Transportation Board (PAG, "PAG – About the Committees"):<br>  - The RC makes final decisions about plans and policies for the region (PAG, "PAG – About the Committees")<br>  - Governments can designate a non-elected official as a representative, but any vote that person casts must be approved by that government's elected officials (PAG, *Bylaws*)<br>  - Currently, tribal representatives are tribal chairs, town and city representatives are mayors, and the Pima County representative is a supervisor (PAG, "PAG Member Jurisdictions and Regional Council Representatives")<br>  - Each member gets one vote on all matters (PAG, *Bylaws*)<br>  - The State Transportation Board representative only votes on "transportation matters, policy decisions including the budget and work program and the election of officers" (PAG, *Bylaws*, 2-3)<br>  - The Executive Director of the RC, who is not among the members listed above, does not vote (Storm, interview, July 16, 2007)<br>  - Members of the RC can abstain from voting (Storm, interview, July 16, 2007)<br>  - Quorum is a simple majority (PAG, *Bylaws*)<br>  - A majority vote is required for an issue to pass (Storm, interview, July 16, 2007)<br><br>• Consists of several levels of committees (PAG, "About the Committees" except where noted):<br>  - <u>Regional Council (RC)</u>: the governing and decision-making body (see above)<br>  - <u>Management Committee</u>: provides policy advisory to RC; consists of the "chief administrative or management |

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| | official from each jurisdiction"<br><br>- <u>Standing Advisory Committees</u>: One for each of PAG's main program divisions; recommendations are forwarded to the Management Committee<br>- <u>Standing Advisory Subcommittees</u>: "report to one of the Standing Advisory Committees"<br>- <u>Interagency Task Force</u>: Ad hoc committees that are created by and report to Standing Advisory Subcommittees<br>- <u>Interagency or Internal Working Group</u>: Ad hoc groups convened when cooperation is needed between more than one PAG division or area<br>- <u>Special Committees</u> can be created by the RC for temporary studies and projects (PAG, *Bylaws*) |
| **Dispute Resolution Mechanisms** | • No formal process in place—disputes would be resolved informally (Storm, interview, July 16, 2007)<br>• Conflicts are resolved among elected officials, City/Town Managers, and County Administrators (Kaselemis, 2007) |

| **Pros** | **Cons** |
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| • Voters approved PAG's proposal for the Regional Transportation Authority (RTA); this was the first time in 20 years that such a plan had been successful when put to a vote (Storm, interview, July 16, 2007)<br><br>• The collaborative success on this issue is being used as a model for other situations, and was "a major step in building regional collaboration" (Storm, interview, July 26, 2007)<br><br>• There appears to be a "growing sense of cooperation among local governments in Pima County" (11) especially around transportation and economic development, with the "next major challenge" (12) being water and land use planning (Day, 2006, as quoted in ICURR, 2007)<br><br>• Kaselemis (2007) notes that regionalism is a "buzzword" and predicts that PAG will be an "increasingly important … vehicle, but the jurisdictions (namely Pima County and the City) will retain the power" (as quoted in ICURR, 2007, 13-14) | • The Five Trends Tucson (City of Tucson, 2004) report quoted by ICURR, 2007, states that stewardship is lacking in the region, with a fragmented system in which the City of Tucson and Pima County do not work as a whole, causing tax burdens and risking community viability<br><br>• Despite movement towards regionalism, there are still "power struggles" between cities, towns, and the County (for instance, a dispute over a sewage treatment plant area between Pima County and the Town of Marana) (Kaselemis, 2007, as cited in ICURR, 2007, 13) |

| **Notes** | • The area covered by PAG (Pima County) appears to correspond with the Tucson MSA, according to US Census Bureau Population Division data: Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007 (see footnote 1); and Table 1: Annual Estimates of the Population for Counties of Arizona: April 1, 2000 to July 1, 2006 (CO-EST2006-01-04), released March 22, 2007, http://www.census.gov/popest/counties/CO-EST2006-01.html (accessed August 28, 2007). |
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| Name of Region | Albuquerque | Population | 816,811 |
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| **Name of Largest Municipality** | Albuquerque, New Mexico | **Population** | 504,949 |
| | | **% pop in region** | 61.82 |
| | | | |
| **City-Region Terminology** | Metropolitan Statistical Area | | |
| **Cooperative Mechanisms** | <ul><li>Mid-Region Council of Governments (MRCOG)</li><li>A voluntary organization; "voluntary collaboration" is MRCOG's "number one guiding principle" (Quintana, July 24, 2007)</li><li>Conceived as "a regional comprehensive planning, development and coordinating body" (Middle Rio Grande Council of Governments, *Articles of Agreement,* 3)</li><li>New Mexico state law established State Planning and Development Districts; MRCOG is the largest and most urban of these (Quintana, July 24, 2007)</li><li>The Regional Planning Act (1978) outlines conditions under which a regional council <u>may</u> be formed: the region's most populous municipality must be a player, and "the number of counties and municipalities party to the agreement [must equal] all of the total number of counties and municipalities within the region" (Sec. 3-56-2)</li><li>Responsibilities include, as designated by the state (Middle Rio Grande Council of Governments, *Articles of Agreement*; Regional Planning Act, 1978):<ul><li>Creation of regional development plans</li><li>Recommendations regarding land use, circulation patterns, public and private works facilities, and long-range programming and financing of capital projects and facilities</li><li>Studies of the region</li><li>Collection and analysis of statistics</li><li>Cooperation with other agencies, institutions, and organizations</li><li>Coordination of regional planning with municipality, other regional, county, and state planning as well as federal programs and agencies</li><li>Promoting public awareness of regional planning issues</li><li>Reviewing local governments' proposed land use, circulation, zoning, building codes and other plans to ensure regional compatibility</li></ul></li><li>The region covered by MRCOG includes four counties plus the southern part of a fifth, 18 incorporated municipalities, and 12 Indian reservations (of which some are only partly in the area) (MRCOG, "Regional Profile")</li><li>Members consist of 21 local governments (four cities, four</li></ul> | | |

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| | towns, nine villages and four counties), three school districts, and three water management agencies (MRCOG, "MRCOG Members")<br><br>• "Provides services that support the fundamentals of community and regional development .... [and] a forum for individual communities to meet to address regional issues" (MRCOG, "What We Do")<br><br>• MRCOG's mission involves promoting planning "through open dialogue and collaboration between member governments" (MRCOG, "About MRCOG")<br><br>• Business and industry are involved through the Workforce Connection of Central New Mexico (WCCNM) (MRCOG, "Workforce Connection"):<br>   - MRCOG is WCCNM's "fiscal and administrative entity"<br>   - WCCNM consolidates training programs and has created business plans for four counties in the region<br>   - Formed under the Workforce Investment Act (WIA), whose goals include increasing the productivity, earnings, employment, retention, quality, and competitiveness of the workforce<br><br>• Aside from MRCOG, the Albuquerque Bernalillo County Water Utility Authority serves residents in Albuquerque and Bernalillo County, and cooperates with the City (ICURR, 2007)<br>   - "The Authority governs the water and wastewater utility for all of Albuquerque and Bernalillo County. The Authority's membership includes 3 Bernalillo County Commissioners, 3 Albuquerque City Councillors, the Mayor of Albuquerque and a Village of Los Ranchos Trustee as an Ex Officio member" (ICURR, 2007, 14)<br>   - A joint powers agreement exists between the City, the County and the Authority to direct policy matters, and a memorandum of understanding governs operational matters (ibid.)<br>   - "There is little disagreement on policy or operation issues for water and wastewater service. If there are any issues, they are resolved before the Board meeting by the Executive Director and his staff" (ICURR, 2007, 15) |
| **Services Provided** | • The region is in the "early stages" of implementing shared services (Quintana, July 24, 2007):<br>   - Individual municipalities have traditionally provided their own services<br>   - Joint Powers Agreements (legal contracts permitting governments to share services) are developing but the process is "barely underway"; otherwise, most municipalities provide their own services<br><br>• Transportation is an area where municipalities come together to provide services; MRCOG is the Metropolitan Planning Organization (MPO) for the Albuquerque Metropolitan |

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| | Planning Area (MRCOG, "MPO" except where noted): |
| |    - As such, it is responsible for developing transportation plans that bring federal funding to the region |
| |    - These include the long-term Metropolitan Transportation Plan and the short-term Transportation Improvement Program |
| |    - The MPO covers three municipalities, while a Rural Transportation Planning Organization exists for smaller towns (Quintana, July 24, 2007) |
| | • Services that are provided by MRCOG (MRCOG, "What We Do" except where noted): |
| |    - Regional water resource management planning |
| |    - Data collection and analysis |
| |    - Planning services and support |
| |    - Infrastructure planning and development |
| |    - US Census Bureau data repository (MRCOG, "Socioeconomic Data") |
| |    - The Economic Development Planning Program, serving the MRCOG region as a designated Economic Development District, releases "an annual summary of the region's economic conditions and development activities in a report known as the Comprehensive Economic Development Strategy (CEDS)" as well as assisting "with preparation of EDA [Economic Development Administration] funding applications" and EDA grant administration (MRCOG, "Economic Development") |
| | • Albuquerque provides a small amount of service outside of its corporate limits (Quintana, July 24, 2007) |
| **Sources of Funding** | • Municipalities that join pay a fee to provide revenue for MRCOG (Middle Rio Grande Council of Governments, *Articles of Agreement* except where noted): |
| |    - The fee is calculated based on population but considerations such as "benefits to be derived" and "available funds and resources" also factor in (18) |
| |    - The BOD can, by a two-thirds vote, decide to waive the fee under special circumstances |
| |    - Federal and state funding dollars also drive programs (Quintana, July 24, 2007) |
| |    - Together, all New Mexico COGs helped obtain over $130 million US in US Economic Development Administration investments, as well as managing projects worth $540 million in direct spending over the last 15 years (NMARC, 2007) |
| **Decision-Making/Voting Mechanisms** | • Governed by a Board of Directors (policy body) and Executive Board (administrative and financial body) (MRCOG, "MRCOG Board of Directors") |
| | • The BOD is comprised of 48 "elected and appointed officials from the local, municipal and special units of governments within" the planning district (MRCOG, "MRCOG Board of |

|  | Directors") |
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|  | • Representatives are chosen by their respective government units, and are either elected officials or appointees of elected officials of governments (Middle Rio Grande Council of Governments, *Articles of Agreement* except where noted): |
|  | - The City of Albuquerque has six representatives: one from City Administration and five city councilors |
|  | - All other cities, towns, villages, and counties have two representatives each (except Bernalillo County, which has three) |
|  | - Special units of government (member school districts and water management agencies) have one representative each |
|  | - There are also currently an additional seven non-voting advisory members (representing an air force base, the Federal Highway Administration, the State Department of Transportation, and a Pueblo) and two non-voting associate members (representing the Greater Albuquerque Chamber of Commerce and the Valley Improvement Association) (MRCOG, *Board of Directors Membership Roster*) |
|  | - Aside from those above, each representative receives one vote |
|  | - At least two-thirds of the voting representatives must be "composed of or responsible to elected officials" (MRCOG, *Articles of Agreement,* 9) |
|  | - At least 25% of the BOD and Executive Board members must represent minority groups at any given time |
|  | - Quorum is one-third of filled positions |
|  | - A majority vote is needed for an issue or question to be decided upon |
|  | - Representation on the BOD is based roughly on population but is not perfectly proportional; this means the two biggest governments are unable to get a vote blocked with a majority (Quintana, July 24, 2007) |
|  | - According to Quintana, "Within the past ten years or so, the number of representatives from all of the local governments was increased to two or more, which effectively diminished the proportion of votes available to the City of Albuquerque. … In reality, many of our smallest governments typically carry a vacancy for their second representative" (August 13, 2007) |
|  | - There have been attempts by Albuquerque City Councillors to change this system so the number of votes allotted to each government would be based "strictly on their population"; this change would give Albuquerque dominance and so has never passed (Quintana, August 1, 2007) |
|  | • The Executive Board is comprised of a maximum of 15 |

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|  | members of the BOD, and is selected annually by that body (Middle Rio Grande Council of Governments, *Articles of Agreement* except where noted):<br><br>    - Non-voting advisory and associate members are the same as those of the BOD (MRCOG, *Executive Board Memberships Roster*)<br>    - Membership is distributed "to insure appropriate representation from all areas within the District," with the four major counties, certain municipalities, and special government units guaranteed a certain number of representatives (Middle Rio Grande Council of Governments, *Articles of Agreement*, 11)<br>    - Quorum is one-third of filled positions (11-12)<br><br>• Other boards and committees include: (MRCOG, "Home Page"):<br>    - Metropolitan Transportation Board<br>    - Transportation Coordinating Committee<br>    - Public Involvement Committee<br>    - MRCOG Water Resources Board<br>    - Rural Transportation Planning Organization Technical Advisory Committee<br>    - Workforce Connection of Central New Mexico Board (see above)<br><br>• The Metropolitan Transportation Board (MTB) has final decisionmaking authority over transportation plans under MRCOG's federal mandate as an MPO (Quintana, July 24, 2007)<br><br>• Most other boards and committees under the BOD act in an advisory capacity regarding resolutions and motions, which must go before the BOD for final approval (Quintana, July 24, 2007):<br>    - Public hearings are held before comprehensive regional plans can be approved (Middle Rio Grande Council of Governments, *Articles of Agreement*)<br><br>• For committees other than the BOD, voting requirements vary but usually necessitate a majority vote for an issue to pass (Quintana, July 24, 2007):<br>    - Subcommittees can be more informal; some run on a consensus basis using dialogue rather than votes<br><br>• MRCOG itself is an advisory body; implementation of plans and projects is the responsibility of the member governmental units (Middle Rio Grande Council of Governments, *Articles of Agreement*) |
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| Dispute Resolution Mechanisms | • Quintana had rarely seen contentious votes; usually they are "almost unanimous" (July 24, 2007):<br>   - By the BOD level, most contentious issues have been resolved, but this is not completely guaranteed<br>   - Dispute mechanisms would mostly be informal<br>   - To alleviate certain disputes, the BOD can occasionally bend certain rules, e.g. requirements for membership<br>• Representation is set up to attempt to balance power of large municipalities against smaller municipalities, and can be tweaked to accommodate changes in population or power (Quintana, July 24, 2007) |
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| **Pros** | **Cons** |
| | • The process works but is "messy"; however, compromise and politics are part of most decisionmaking processes (Quintana, July 24, 2007)<br>• It can sometimes be difficult to balance political power of larger municipalities with that of smaller municipalities; intimidation and appeasement can play roles (Quintana, July 24, 2007) |
| **Notes** | • The area covered by MRCOG does not correspond exactly to the Albuquerque MSA. The City of Albuquerque comprised approximately 60.73% of the population of the MRCOG region in 2000; the Albuquerque MSA accounted for about 98.77% of the MRCOG region's population[18]. |

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[18] Calculated using regional data (including US Census Bureau data) from MRCOG, "Regional Statistics," http://www.mrcog-nm.gov/regional_statistics.htm (accessed Aug. 1, 2007); and US Census Bureau Population Division data: Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

[19] The Middle Rio Grande Council of Governments referred to in these Articles of Agreement underwent a name change since this document was created to Mid-Region Council of Governments. This was confirmed on Aug. 2, 2007, with an MRCOG staff member.

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| Name of Region | Jacksonville, FL | Population (est. 2006) | 1,277,997 |
|---|---|---|---|
| Name of Largest Municipality | Jacksonville, Florida | Population (est. 2006) | 794,555 |
| | | % pop in region | 62.17 |
| | | | |

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| **City-Region Terminology** | • Metropolitan Statistical Area, made up of four counties: Duval, Clay, Nassau, and St. John's (ICURR, 2007)<br><br>• City-County Consolidation: "Jacksonville city became consolidated with Duval County in 1967 in order to help solve regional issues such as land use planning, rapid growth, housing, urban sprawl" (ICURR, 2007, 8) Four communities (6% of the area's population) chose not to take part in the merger (Wisconsin Policy Research, Inc., 2002). All public services, including health, public works, and police and fire services, were delegated to the new Jacksonville-Duval government (ibid.) |
| **Cooperative Mechanisms** | • Northeast Florida Regional Council (NEFRC)<br><br>• NEFRC is a regional planning council, which is a body authorized by Florida law; it was formed pursuant to Chapter 163, Florida Statutes, by an inter-local agreement (NEFRC, "About Us")<br><br>    - The Florida Interlocal Cooperation Act of 1969 allows local governments to "make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage" (sec. 163.01)<br><br>• Covers Regional District 4, which includes seven counties and 27 municipalities (NEFRC, "Our Region")<br><br>• Its mission is "to provide visionary leadership and coordination between counties and governmental agencies to preserve and enhance the quality of Northeast Florida's natural, man-made, economic, and social environment" (NEFRC, "About Us")<br><br>• It focuses on convening regional issues, building consensus to solve regional issues, providing a forum for planning, raising public awareness of issues facing the region, maintaining staff and technological expertise, and "identifying trends, issues, and opportunities for the region" (NEFRC, "About Us")<br><br>• Aside from NEFRC, the First Coast Metropolitan Planning Organization oversees "transportation related air, noise and water quality planning" as well as other functions of an MPO (ICURR, 2007, 9) (subsequent points from FCMPO, 2007, except where noted)<br><br>    - The FCMPO was established by an inter-local agreement<br><br>    - Its membership includes appointees from six City of Jacksonville Citizens' Planning Advisory |

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| | Committees; three county Boards of Commissioners and from local neighbourhood groups, business, and other special interest groups |
| | - The Board includes fifteen voting members and five non-voting or ex officio members: two Clay County commissioners; one St. Johns County commissioner; one Nassau County commissioner; the City of Jacksonville mayor; the City of St. Augustine or St. Augustine Beach mayor (rotating); three Jacksonville City Council members; one mayor from one of three Beaches communities; representation from the Jacksonville Port Authority Board, Aviation Authority Board, and Transportation Authority Board; the St. Augustine-St. Johns County Airport Authority Board; and the Nassau County Ocean, Highway and Port Authority board |
| | - Ex-officio members: District 2 Secretary, Florida Department of Transportation, U.S. Navy, and the Baker, Flagler, and Putnam County Commissions |
| **Services Provided** | • Assists local governments and others in a technical and administrative capacity (NEFRC, "About Us") |
| | • For regional transportation planning, the organization "works closely with the Jacksonville Urbanized Area Metropolitan Planning Organization, Florida Department of Transportation, Jacksonville Port Authority, Jacksonville Transportation Authority, local governments, and the private sector" (NEFRC, "Regional Transportation"): |
| |    - Other transportation activities include traffic planning and studies, a Transportation Disadvantaged program, and alternative fuel vehicles |
| | • Other services: |
| |    - Affordable housing and weatherization programs (NEFRC, "Affordable Housing") |
| |    - Dispute resolution (NEFRC, "Dispute Resolution"; see "Dispute Resolution Mechanisms" below) |
| |    - Economic development, including small business loans through a Business Development Corporation, economic impact analysis, support of ecotourism efforts, encouragement of intra-regional cooperation and work with individual economic development organizations (NEFRC, "Economic Development") |
| |    - Emergency preparedness, including a Local Emergency Planning Committee, hurricane and local mitigation studies, addressing natural disasters and hazardous materials incidents (NEFRC, "Emergency Preparedness") |
| |    - Human services, including projects aiming to improve mothers' and babies' health, address high infant mortality rates, support substance-affected families in a "high-risk" area of Jacksonville, involve children in Florida's affordable health insurance program, assist uninsured pregnant |

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| | women, and examine fetal and infant mortality (NEFRC, "Human Services") |
| |    - Information services and data analysis, including data management and analysis, economic impact analysis, geographic information systems (GIS), information technology (NEFRC, "Information Services and Data Analysis") |
| |    - Ecosystem management, advocacy for protection of natural resources, nature-based tourism, Coastal Heritage Corridor, Clean Cities program (NEFRC, "Natural Resources" |
| |    - Planning and development services such as strategic planning, a Regional Policy Plan, a Local Government Comprehensive Plan Review, Evaluation and Appraisal Report, project planning, review of activities, Developments of Regional Impact, Intergovernmental Coordination and Review, power plant site plans, Community Development Block Grant (NEFRC, "Planning and Development") |
| | • "The Wisconsin Policy Research, Inc. group maintains that the quality of many services has been raised and the service delivery areas have been expanded due to the city-county consolidation, but large financial savings are not apparent. Citizen polls demonstrate a high opinion … that the consolidation has resulted in service improvements" (ICURR, 2007, 10) |
| | • However, the consolidation has led to a long-term per-capita expenditure increase (Wisconsin Policy Research Institute, Inc., 2002) |
| **Sources of Funding** | • NEFRC receives local, state, and federal funding (NEFRC, "About Us") and may also receive funds from "private and community sources" (NEFRC, *Interlocal Agreement*, 11) |
| **Decision-Making/Voting Mechanisms** | • The governing Board of Directors consists of 35 members (NEFRC, "Board Member Directory" except where noted): |
| |    - Representation is organized on a county-by-county basis. Most counties have four representatives: two county appointees, one gubernatorial appointee, and one municipality appointee (two counties have five appointees) |
| |    - Each county has at least three locally appointed representatives (two of which are ordinarily "elected representatives of the governing body" of the county, and one of which is ordinarily "an elected municipal representative" of a municipality within the county) and one representative who is a gubernatorial appointee (NEFRC, *Interlocal Agreement*, 8) |
| |    - Municipal representatives are appointed by the member government's governing body (NEFRC, *Interlocal Agreement*) |
| |    - County officials currently include commissioners, a "representative," and councilmen/councilwomen (some titles unspecified) |

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| | <ul><li>Municipal officials currently include mayors, vice mayors, and a "representative" (some titles unspecified)</li><li>Gubernatorial appointees currently include representatives from a Chamber of Commerce, a mortgage company, and an auto clinic (some titles unspecified)</li><li>There are also four non-voting ex-officio Governor's appointees as representatives of state and regional agencies (the St. Johns River Water Management District, the Florida Department of Transportation, the Florida Department of Environmental Protection, and Enterprise Florida, Inc.) (NEFRC, *Interlocal Agreement*)</li><li>Each appointed representative is allotted one vote (NEFRC, *Interlocal Agreement*)</li></ul>• For issues before the BOD that affect only one county, a weighted vote procedure can be enacted (NEFRC, *Interlocal Agreement*):<ul><li>If a majority of representatives from two or more counties request a weighted vote, the county that is affected will have an additional four votes for each of its representatives, and all other representatives have one vote</li><li>A majority of present and voting representatives is needed for the vote to pass</li><li>A weighted vote "may be set aside only by two-thirds (2/3) vote of the member governments [counties] wherein each representative of a member government shall cast one (1) vote only" (9)</li></ul>• Four Standing Committees exist to address "policy direction, input and recommendations" regarding specific issues (NEFRC, "Board Member Directory"):<ul><li>Planning and Growth Management Policy</li><li>Personnel, Budget and Finance Policy</li><li>Florida Regional Councils Association/Legislative Policy</li><li>Special Committee on the IRIS Implementation</li></ul> |
| **Dispute Resolution Mechanisms** | • Regional Dispute Resolution Process, developed by the Florida Legislature in conjunction with "legislation to facilitate intergovernmental problem-solving" (NEFRC, "Dispute Resolution"):<ul><li>The NEFRC is authorized by the State to use this process; it can act as a mediator not only to local governments, state agencies, and regional agencies, but to individuals and organizations in the region</li><li>"The process offers a reasonable approach and neutral setting for solving public problems in a timely, informal, and cost-effective manner"</li><li>Developed around a "settlement meeting" at which opposing sides explain their views and "seek a mutually acceptable agreement"</li></ul> |

| Pros | Cons |
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| **Notes** | • The area covered by NEFRC does not correspond exactly to the Jacksonville MSA. The City of Jacksonville comprised approximately 59.18% of the population of the NEFRC region as of the 2000 Census; the Jacksonville MSA accounted for about 90.33% of the NEFRC region's population.[20] |

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[20] Calculated using regional data [including US Census data] from NEFRPC, "Our Region"; and US Census Bureau Population Division data: Table 1:  Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007; and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

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Regional Research, *Express Research Request: City/Regional Cooperation,* 2007. (See attachment to this
document)

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| Name of Region | Colorado Springs, CO | Population (est. 2006) | 599,127 |
|---|---|---|---|
| Name of Largest Municipality | Colorado Springs, Colorado | Population (est. 2006) | 372,437 |
| | | % pop in region | 62.16 |

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| City-Region Terminology | Metropolitan Statistical Area |
| Cooperative Mechanisms | <ul><li>According to a Colorado Springs city official, the City "is protective of its status as a 'home rule' city under Colorado law. This means that the city can adopt its own laws, so long as they are constitutional, unlike 'statutory' cities and counties which have only those powers expressly granted to them by statute. Because of this posture, the city does not seek to impose its thinking on other governmental entities. If a particular issue requires a 'regional' or intergovernmental approach, the city will enter into an intergovernmental agreement (a form of contract) to address that particular issue or problem. … [T]he city would provide urban services and the unincorporated county would provide [rural services]. In recent years this dynamic has changed, and the city is contemplating whether a more proactive and collaborative approach may be necessary" (2007)</li><li>The Pikes Peak Area Council of Governments (PPACG) is a voluntary organization of governments, initiated in 1967 under Colorado law (PPACG, "About Us")<ul><li>State legislation dictates that governments "may cooperate in the creation of a regional planning commission" (Regional Planning Commission, sec. 30-28-105 [1])</li></ul></li><li>It covers three counties: Park, Teller, and El Paso (Young, 2007) and provides a "forum to discuss issues that cross [governments'] political boundaries, identify shared opportunities and challenges, and develop collaborative strategies for action" (PPACG, "About Us")</li><li>Three counties and 12 municipalities (six cities and six towns) are members (PPACG, "Member Governments")</li><li>Five levels of membership exist (PPACG, *Bylaws*):<ul><li>Participating Members: Participating municipal and county governments are allotted at least one voting representative (an elected representative of that government) and have full privileges and voting rights</li><li>Associate Members: "Designated by governmental taxing bodies, other than municipalities and counties" (PPACG, *Bylaws,* 4). They are allotted one representative who may meet with Council officers. They may suggest individuals for certain types of committees and receive certain documents</li></ul></li></ul> |

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| | at reduced rates.<br>- <u>Supporting Members</u>: Representatives of organizations concerned with regional issues; such organizations choose one representative. These members may serve on the Community Advisory Committee, suggest members for other committees, and receive all general publications<br>- <u>Honorary Membership</u>: Elected by Participating Members. Regional state representatives from State Representative Districts, state senator(s) representing the region, and other elected members of local governments in the region: informed of meetings and have the right of the floor, and receive publications upon request<br>- <u>Special Membership</u>: Colorado Transportation Commission and Colorado Air Quality Control Commission (one member or alternate, non-voting members of the board; selected by governor and approved by the Board of Directors), Public Transportation Representative (a non-elected citizen, selected by the Executive Committee and approved by the BOD – non-voting), Military Community Representative (non-elected citizen, approved by the BOD – non-voting)<br>• Business and industry are not formally involved; however, there are often representatives from these areas (for example, chambers of commerce, economic development corporations, or realtors' associations) on standing committees, which are advisory bodies (Young, 2007)<br>• Implementation of plans and policies is the responsibility of member counties and municipalities—a plan or policy adopted by PPACG must be approved by a member government before it is obligated to implement that plan or policy (PPACG, "About Us")<br>• Aside from PPACG, the Pikes Peak Regional Building Department, formed through an intergovernmental agreement, enforces building code standards and inspects new buildings, as well as additions and alterations (Pikes Peak Regional Building Department, 2007) |
| **Services Provided** | • Service and breadth of focus "waxes and wanes" depending on regional needs, timing, and organizational capabilities (Young, 2007):<br>- For example, PPACG is handling military impact planning for a part of the region, which is a fairly new mandate brought about by specific circumstances (see below) (Young, 2007)<br>• PPACG is designated by the State of Colorado as the MPO for the Colorado Springs Urbanized Area (PPACG, *Bylaws* except where noted):<br>- Responsible for urban transportation planning in that area<br>- Plans must be developed in order to direct federal, state, and local funding (PPACG, "Transportation") |

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|  | - Participating members of the BOD, as well as non-voting special members, are responsible for MPO activities<br>• The Pikes Peak Rural Transportation Authority, administered by PPACG, was formed in response to funding shortfalls and collects a one-cent sales tax, which is directed towards rural transportation projects (PPACG, "Pikes Peak RTA")<br>  - It consists of "three Colorado Springs City Council members, three El Paso County Commissioners and one elected official each from the City of Manatou Springs and one from the Town of Green Mountain Falls" (ICURR, 2007)<br>  - Its Board of Directors includes a PPACG representative (PPRTA, "PPRTA Board of Directors")<br>• Other types of planning:<br>  - <u>Environmental</u>: PPACG is the designated leading air and water quality planning agency for the region (Young, 2007)<br>  - <u>Regional economic</u>: The Pikes Peak region is encountering increasing growth rates; PPACG measures and studies implications of this growth (PPACG, "Economic Planning")<br>  - <u>Military impact</u>: A military establishment in the region is set to experience an influx of 10 000 troops by 2011, plus an estimated 15 000 related persons (family, etc.). PPACG was approached to oversee a comprehensive plan and initiative to address the impact of this change on the region (PPACG, "Military Impact")<br>• Area Agency on Aging "provides programs and services for older adults and their caregivers" (PPACG, "Area Agency on Aging")<br>• Other services (PPACG, "About Us"):<br>  - Repository for US Census data<br>  - Allocation of transportation and aging services funds<br>  - Technical assistance to member governments<br>  - Evaluation and impact assessment of laws and regulations |
| **Sources of Funding** | • PPACG is supported by membership dues from local governments, and by state and federal funding dollars (PPACG, "About Us") |
| **Decision-Making/Voting Mechanisms** | • PPACG is governed by a Board of Directors (Young, 2007, except where noted):<br>  - Members that sit on the BOD are Participating Members (voting) and Special Members (non-voting)<br>  - The number of seats allotted to each member government varies; representation and dues are determined based on population and assessed value (in terms of property and tax value) |

|  | <ul><li>Quorum consists of Council members present at a meeting, but the Chairperson can declare that there is an insufficient number present to conduct business and any member present at a meeting can call for a quorum consisting of a majority of Council members (PPACG, *Bylaws*)</li><li>A simple majority is needed for an issue or motion to pass</li></ul><ul><li>Composition of the BOD (PPACG, "Board of Directors"):<ul><li>The City of Colorado Springs has three representatives (currently two council members and the vice mayor) and an alternate</li><li>The other five cities have either one member (the mayor) or one member and one alternate (currently the mayor or mayor pro tem and a councilmember respectively)</li><li>El Paso County has three members and an alternate (currently all commissioners)</li><li>The other two counties have one member each (currently: Park County – coroner; Teller County – commissioner)</li><li>The six towns have either one member (currently mostly the mayor) or one member and one alternate (currently the mayor and a trustee or vice mayor, respectively)</li><li>In addition, there are currently four non-voting members (two of whom have one or two alternates) representing the four Special Members</li></ul></li><li>The Executive Committee (EC) has "general responsibility for the affairs" of the PPACG and makes recommendations to the BOD (PPACG, *Bylaws,* 3):<ul><li>The EC is made up of the BOD officers, plus the Executive Director, who does not vote</li><li>Quorum is a majority of voting members</li></ul></li><li>The Legislative Committee drafts an annual Policy Statement on Legislative Issues, helps develop legislative bills and position statements, meets with elected representatives and lobbyists, testifies, and works with similar organizations (PPACG, *Bylaws*, 3):<ul><li>It consists of the EC, and is open to BOD members</li></ul></li></ul> |
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| **Dispute Resolution Mechanisms** | <ul><li>In Young's personal experience, there has been a lot of consensus (2007)<ul><li>When this is not the case, a simple "up-or-down" (yes or no) vote is used to resolve issues (Young, 2007)</li></ul></li></ul> |

| **Pros** | **Cons** |
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| <ul><li>This model presents an ideal of collaboration that could be seen as desirable in theory (Young, 2007)<ul><li>Trying to build regional consensus can be difficult but is "handled fairly well" in PPACG</li></ul></li></ul> | <ul><li>"Parochial" issues that affect local governments can sometimes threaten consensus-building at a regional level (Young, 2007)</li><li>The current approach, in terms of fairly separated service provision, "often defers</li></ul> |

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| | | difficult decisions or sometimes ignores them" (Colorado Springs city official, 2007) |
| | | • Tax duplication due to counties charging for services that city residents do not receive, as well as service inefficiency, are problematic (ibid.) |
| **Notes** | • The area covered by PPACG does not correspond exactly to the Colorado Springs MSA. The City of Colorado Springs comprised approximately 60.43% of the population of the PPACG region as of July 1, 2006 (est.); the Colorado Springs MSA accounted for about 97.22% of the PPACG region's population at the same time.[21] | |

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[21] Calculated using US Census Bureau Population Division data: Table 1: Annual Estimates of the Population for Counties of Colorado: April 1, 2000 to July 1, 2006 (CO-EST2006-01-08), released March 22, 2007, http://www.census.gov/popest/counties/CO-EST2006-01.html (accessed August 14, 2007); and Table 1: Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-01), released April 5, 2007, and Table 1: Annual Estimates of the Population for Incorporated Places Over 100,000, Ranked by July 1, 2006 Population: April 1, 2000 to July 1, 2006 (SUB-EST2006-01), released June 28, 2007) (see footnotes 1 and 2)

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| Name of Region | Wichita, KS[22] | Population | 592,126 |
|---|---|---|---|
| Name of Largest Municipality | Wichita, Kansas | Population | 357,698 |
| | | % pop in region | 60.41 |
| | | | |
| City-Region Terminology | Metropolitan Statistical Area [23] | | |
| Cooperative Mechanisms | • Although there is regional collaboration on economic development and transportation planning (in the form of an MPO), there is no overarching regional planning or governance structure (Hampel, 2007) <br><br> • A push for regional collaboration on planning or service provision would have to come from elected officials, but politicians often do not want to give up power; regional planning is therefore "not a top priority" (Hampel, 2007) <br><br> • As the region has developed, municipalities have "gradually come to understand that the competition is not with each other [which was the previous situation], but with other metro areas both regionally and around the world. … [T]hey have realized that they must collaborate and cooperate if they are to thrive" (ICURR, 2007, 21) <br><br>    - This sentiment is evident mostly in economic development, for example the Regional Area Economic Partnership, which is open to cities and counties that can gain voting privileges "through petition for membership and payment of dues," with each member community choosing a representative (ibid.) <br><br> • The Wichita-Sedgwick County Planning Commission has some responsibilities for the metropolitan area (City of Wichita, "Metropolitan Area Planning Commission (MAPC) Main," except where noted): <br><br>    - Making recommendations to government concerning zoning, subdivision applications, and development issues <br>    - Overseeing a Comprehensive Plan for Wichita and Sedgwick County <br>    - Functioning as the MPO to oversee transportation planning <br>    - Only one city and one municipality participate in the MAPC; the Planning Commission consists of 14 | | |

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[22] Although Wichita has no formal regional governance structure, it has been included because, firstly, its population percentage is fairly similar to that of Edmonton within its region; secondly, for comparative purposes it provides a very different situation from the other American regions examined, and its situations and mechanisms may provide useful options that might be incorporated into a regional structure.

[23] Wichita is part of both a Metropolitan Statistical Area and different census designation, a Combined Statistical Area (Wichita-Winfield, KS) with an estimated population of 627,057 in 2006 (US Bureau of the Census, "Table 2. Annual Estimates of the Population of Combined Statistical Areas: April 1, 2000 to July 1, 2006 (CBSA-EST2006-02)," 2007, available from http://www.census.gov/population/www/estimates/CBSA-est2006-annual.html [accessed July 9, 2007]). Wichita's population as a percentage of this CSA is approximately 57.04.

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| | board members, 7 appointed by Wichita city councilors and 7 by Sedgwick county commissioners (City of Wichita, "Metropolitan Area Planning Commission [MAPC] Board Members") |
| |  - "Issues are worked out on an informal basis, and sometimes facilitated by organizations like SCAC (Sedgwick County Association of Cities) or the Sedgwick County Board of Commissioners" (ICURR, 2007, 23) |
| | • The South Central Kansas Economic Development District, a nonprofit corporation serving 14 member counties, oversees loans and weatherization grants, and works to assist businesses and communities (SCKEDD, "About SCKEDD") |
| | • The Metropolitan Area Planning Department plans around land use, transportation, and community facilities for the City of Wichita and Sedgwick County, as well as making recommendations regarding development issues, and supporting the Wichita Area MPO (Sedgwick County, 2007) |
| |  - Funding sources include Sedgwick County and the City of Wichita (through an interlocal agreement), federal and state grants (ibid.) |
| **Services Provided** | • There is "no collaboration" on services; municipalities provide their own services (Hampel, 2007) |
| |  - Services could be consolidated, but the push would have to come from elected officials, not staff |
| | • "The City of Wichita Water Utilities Dept. provides water and sanitary sewer services to the City of Wichita, and also serves as a de facto regional utility provider to some neighbouring urban municipalities on a contractual basis (at a 50% surcharge rate above in-Wichita rates)" (ICURR, 2007, 21) |
| | • "Sedgwick County provides EMS services to all 20 cities in the county as well as the unincorporated areas of Sedgwick County" (ibid.) |
| **Sources of Funding** | • As all MPOs, the Wichita area MPO would direct federal transportation funding (see Introduction to this document) |
| | • Funding sources for the Metropolitan Area Planning Department include Sedgwick County and the City of Wichita (through an interlocal agreement), federal and state grants (Sedgwick County, 2007) |
| **Decision-Making/Voting Mechanisms** | • There are "no regional decisions to make"—the structure of municipalities providing their own services is fairly straightforward (Hampel, 2007) |
| **Dispute Resolution Mechanisms** | • Municipalities sometimes disagree over annexation (Hampel, 2007) |
| |  - When such a disagreement occurs, the Board of the Sedgwick County Commission makes a decision and resolves the dispute as provided for by Kansas state law |
| |  - The Board consists of five elected commissioners |

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| Pros | Cons |
|------|------|
| • Citizens are not upset with the current system, so from a grassroots perspective it seems to be working (Hampel, 2007) | |

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# Case Studies – International

**Introduction:**
**Unimodal international case studies of municipalities with a population of 55-80% of the city region, metropolitan area or state**

**Summary of Findings:**

**1. Amsterdam, NE (pp. 2-5):** City Region Amsterdam, or Stadsregio, is a voluntary partnership of 16 municipalities in the Amsterdam Region. Its highest administrative body is a regional council consisting of 56 seats. The administrative bodies of Stadsregio's municipalities choose representatives for the council, which is comprised of aldermen and mayors from the Amsterdam region. The mayor of Amsterdam chairs the Executive Council. De Stadsregio works together "in the sphere of social development, traffic and transport, economic affairs, housing and youth welfare."

**2. Berlin, GER (pp. 6-9):** The German experience of regional development is a lengthy and complex case. Regional planning between the three well-established tiers of spatial planning (the state, the regional and the local tiers) is regulated by the 1965 Spatial Planning Act, but does not follow a straight-forward hierarchical governance logic. Each level of government is treated on an equal plane. Since 1989 there have been multiple efforts to develop regional planning initiatives and partnerships to aid in spatial planning and economic development in the Berlin-Brandenburg region. Measurable outcomes have been negligible because of the difficulties arriving at consensus even on particular issues and tasks.

**3. Glasgow, UK (pp. 10-13):** Scotland's recent *Building Better Cities* initiative has a special focus on partnership and service delivery to improve policy making at the city-region level. It is intended to address the perceived problematic "patchwork of formal and informal arrangements" since a reorganization of Local Government in 1996. Since 2003, the priority for regional service delivery is to ensure labour and land markets can respond to economic growth, and to ensure the benefits are maximised well beyond the construction phases.

**4. Liverpool, UK (pp. 14-16):** Liverpool's Local Area Agreements (LAA) are three-year contracts between central and local governments. These agreements support the "Liverpool First" network of public, private, voluntary, and community-sector organizations. A wide-scale consultation process regarding regional cooperation strategies is underway at the local levels of government. The overarching ambition of these agreements is to foster increased private sector investment and to create confidence in the area's future prospects.

**5. Melbourne, AU (pp. 17-20):** Local government in the state of Victoria is closely linked to its state counterpart and is administered by councils under the direction of locally elected

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councilors. Through the promotion of partnerships with councils and local government associations "Local Government Victoria supports best practice and continuous development in local governance and local government to all Victorian Communities" (Local Government Victoria). Disputes in Metropolitan Melbourne are handled in Melbourne city council and addressed through mandatory voting mechanisms as specified under the *City of Melbourne Act*.

**6. Perth, AU (pp. 21-24):** The State of Western Australia has expressed its commitment to the development of "strong and vibrant regions" in the "Indicator of Regional Development in Western Australia" report. The report focuses on principles of regional sustainability across the state. The State Government recently allocated $3 million to the "Connecting Local Governments" initiative. This initiative has two separate funding streams "to assist the capacity and efficiency of local government in Western Australia through collaborative service delivery between local governments." The Regional Development Council provides advice on regional development to government through the Cabinet Standing Committee on Regional Policy, and the ongoing promotion of local government partnerships.

| **Name of Region** | Stadsregio Amsterdam (City Region Amsterdam)[24] | **Population** | 1,359,906 |
| --- | --- | --- | --- |
| **Name of Largest Municipality** | Amsterdam, NE | **Population** | 743,027 |
| | | **% pop in region** | 55 |
| | | | |

| **City-Region Terminology** | <ul><li>City-Region is translated as Stadsregio in Dutch.</li><li>Stadsregio Amsterdam is a voluntary and *ad hoc* partnership of mayors and aldermen. It works with all three levels of government.</li></ul> |
| --- | --- |
| **Cooperative Mechanisms** | <ul><li>City Region Amsterdam, or Stadsregio, is a partnership of 16 municipalities in the Amsterdam Region that works with the three levels of government on a contract basis.</li><li>The administrative system of the Stadsregio is based on deliberation and consensus-building.</li><li>Stadsregio's highest administrative body is a regional council consisting of 56 seats. The administrative bodies of Stadsregio's municipalities choose representatives for the council, which is comprised of aldermen and mayors from the Amsterdam region. The mayor of Amsterdam chairs the Executive Council. De Stadsregio works together "in the sphere of social development, traffic and transport, economic affairs, housing and youth welfare."</li><li>A dialogue occurs annually on the stipulated objectives. At the end of the agreement period the cities and regions give accounts of the achievements realized. Central government determines its final contribution to projects on the basis of their accounting documentation.</li><li>Stadsregio's highest administrative body is a regional council consisting of 56 seats. The administrative bodies of Stadsregio's municipalities choose representatives for the council and meets 4 times a year.</li><li>The executive committee is comprised of aldermen and mayors from the Amsterdam region. The mayor of Amsterdam chairs the Executive Council.</li><li>The stadsregio has portfolio councils that are also made up of mayors and aldermen from the 16 municipalites. These councils provide recommendations to the executive council. Portfolio councils are used for Physical Environment (spatial</li></ul> |

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[24] This is a census designation, and includes the sub-regions Zaanstreek, Waterland and Amstel-Meerland. Retrieved from: http://www.os.amsterdam.nl/pdf/2006_yearbook_region.pdf

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| | development, economic affairs and housing), Traffic and Transport, Youth Care and General Affairs.[25] |
| | • Within the portfolios there are also advisory committees which are chosen from the regional council. |
| | • A dialogue occurs annually on the stipulated objectives. At the end of the agreement period the cities and regions give accounts of the achievements realized. Central government determines its final contribution to projects on the basis of their accounting documentation. |
| | • The relationships between the central, provincial, and local government levels are the most significant regional arrangements in the City Region of Amsterdam. |
| | • Until recently, the province opted to keep a low profile in regional decision-making, but currently claim a more pronounced role in the negotiation process between tiers of government. This has created conflict between the provinces and regional bodies such as Stadsregio. |
| **Services Provided** | • The Stadsregio works together with other levels of government "in the sphere of social development, traffic and transport, economic affairs, housing and youth welfare." It "focuses on direct results for participating municipalities in the form of improvements to quality of life, accessibility and economic development." It has recently developed a series of plans called the *Regionale Agenda 2006-2010.* |
| | • The Stadsregio encourages participation of the 16 municipalities in the region. |
| | • The Stadsregio works to promote the interests of the region to the higher levels of government. |
| | • Most importantly, it works to implement a housing policy; act as an authority for public transport; assist in the development of a regional traffic and transport policy; subsidize regional infrastructure; and for organizing youth care programmes. |
| | • It also concerns itself with the rehabilitation of ecosystems (such as restoration of regional hydrological processes or improvement of habitat connectivity within the landscape). |
| | • Regional agreements help to translate strategic, integrated plans (created by the province) into operational plans and concrete measures. |
| **Decision-Making/Voting** | • Authority and decision-making is established on an *ad hoc* and contract basis. Decisions are made in response to needs such as planning, and agreements are formulated to solve |

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[25] http://www.stadsregioamsterdam.nl

| Mechanisms | specific and short-term problems. |
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| **Dispute Resolution Mechanisms** | • There are no formal dispute mechanisms in place at this time. Failure to agree ends in deadlock. |

| Pros | Cons |
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| In conjunction with central government, acting as a funding source, the "front-line" local level of government is an important part of regional policy-making. Ground-level approaches to planning makes for responsive short-term developments in the regions. | Some argue that the close financial connection between the central and local levels of government leaves the provinces (responsible for planning) left out of the process. As a consequence, long-term and wide-scale regional planning has suffered. |

**Contextual Notes and Additional Information:**

1. The Dutch provinces play a mediating role between central government (the Government of the Netherlands – a constitutional monarchy located in The Hague) and the local authorities (or locally elected municipalities). The provinces seldom work alone, and form a tier of administration between the central government and the municipalities. The provincial council is the largest administrative body of the province; every four years a new council of 7 members is elected.

2. At the central government level, the Ministry of the Interior and Kingdom Relations is responsible for the development and maintenance of the urban policy system.

3. This central level of government bears collective responsibility for coherent, coordinated and result-oriented policy to tackle problems facing the country's towns and cities. The relevant individual ministers are directly responsible for policy in their respective sectors. The Ministry of the Interior and Kingdom Relations exercises oversight over coordination between the social, physical and economic areas of overall policy.

4. The towns and cities bear primary responsibility for the implementation of local initiatives both with and for their citizens, businesses and institutions. As such, measurable goals are formulated to this end in consultation with those levels of government directly concerned and with neighboring local authorities.

5. The province aims to set priorities for spatial planning, transport and traffic, environment, water, nature conservation, and the stimulation of economic growth and its involvement depends on its money, regulatory powers, know-how and land.

**Sources:**

Adri Van Den Brink, Arnold Van Der Valk, Terry Van Dijk, "Planning and the Challenges of the Metropolitan Landscape: Innovation in the Netherlands." *International Planning Studies* 11, no. 3 (2006): 147- 165.

European Urban Knowledge Network (EUKN)

Enrico Gualini and Willem Salet, "Institutional Capacity and Planning Milieux in European Urban Regions: an Introduction to the Case Studies." In W. Salet and E. Gualini (Eds.), *Framing Strategic Urban Projects: Learning From Current Experiences in European Urban Regions.* New York, NY: Routledge, 2007.

Gmeente Amsterdam: Dienst Onderzoek en Statistiek

OECD Territorial Reviews: Randstad Holland, Netherlands

Stadsregio Amsterdam ('City Region of Amsterdam')

| Name of Region | Brandenburg (Federal State) | Population | 2,567,200 |
|---|---|---|---|
| Name of Largest Municipality | Berlin (city-state) | Population | 3,405,000 |
| | | % pop in region | 75 |

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| **City-Region Terminology** | • The German experience of regional development is a lengthy and complex case. Regional planning between the three well-established tiers of spatial planning (the state, the regional and the local tiers) is regulated by the 1965 Spatial Planning Act, but does not follow a straight-forward hierarchical governance logic. |
| **Cooperative Mechanisms** | • Regional and spatial planning is based on long processes of mutual and consensual agreements.<br><br>• Since 1996 at least, five (5) Regional Planning Associations (*Regionale Planungsgemeinshaften*) have established more formal, institutionalized frameworks between Berlin and the immediate 'inner ring' of Brandenburg.<br><br>• All plans, whether a state plan, a regional plan or a land use plan, all have a legal character. They have to be approved by the state and local parliaments and are subsequently a legally binding document for all public sector institutions (Kunsmann, 161).<br><br>• Overcoming difficulties in the interest of region-wide planning in Berlin-Brandenburg has been a major political task.<br><br>• In the absence of some form of cost and income sharing arrangement, the immediate question beginning any cooperative project has been 'what's in it for me?' in terms of votes and budget.<br><br>• As a result of this 'me-oriented' characteristic, some argue that long-term regional planning (such as land-planning) has suffered because consensus cannot be reached (Fürst, 2005).<br><br>• In 1995, the Federal State of Berlin and Brandenburg signed the *Gemeinsame Landesplanungsbehörde* to carry out spatial development plans, as well as to establish a regional office.<br><br>• Since 1989 there have been multiple efforts to develop regional planning initiatives and partnerships to aid in spatial planning and economic development in the Berlin-Brandenburg region.<br><br>• For example, in 2000, the Joint Planning Office published a Strategy Report (BBR) that described trends and problem-areas in the region. It focused on inner-city development, decentralization concentration, improving quality of life in |

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| | • cities, improving public rail and transport, and the creation of freight transport schemes (Kunzmann). <br><br> • Berlin has taken a leadership role in these efforts, which in itself has been controversial for some local authorities and constituents in the hinterlands. |
| **Services Provided** | • The Body has developed over 200 inter-regional contracts, whose main responsibilities include the design of Land Development Plans and Programmes, approval of Regional Plans, ensuring that local planning complies with land planning objectives (as guidance), and management of supra-local planning procedures. |
| **Decision-Making/Voting Mechanisms** | • The establishment of single-purpose associations (*Zweckverbände*) gives full control of processes to the local government agreements. These agreements have been more politically tenable because they are less threatening for smaller local authorities involved. <br> • Agreement proceedings are formally governed by the *Gegenstromprinzip*, or the "counter current principle," which allows "lower" tiers of government to participate equally in planning with "higher" tiers. <br><br> • Formalized cooperation, an annual joint cabinet meeting, and a biannual joint session of the two parliaments was agreed upon to facilitate the exchange of policy-relevant information and to put forward a sense of good neighbourliness |
| **Dispute Resolution Mechanisms** | • To date, there are no formal dispute resolution mechanisms in place. |

| Pros | Cons |
|---|---|
| • There have been strong economic arguments in favor of a complete merger between Berlin and Brandenburg; and the latter has not been completely hostile to this proposal. Yet, primarily for historical and political reasons (concerning the political perception of the West 'taking over' the East), a full merger has not occurred. | • Cooperation in the region has been more rhetorical and technocratic than substantive and solution-based. In short, cooperation has been rather non-committal on both sides. There has also been a general lack in implementation strategies to realize planning goals. Thus, many argue that not much has changed since the establishment of the Joint Planning Body in 1996. Some argue that this is because of the financial difficulties experienced (and leadership lacking) in Berlin as a result of major cuts to federal subsidies after 1989. Others argue that the planning and implementation processes are too bureaucratic and indeterminate in nature. |

**Contextual Notes and Additional Information:**
1. A territorial and administrative divide remains between the city-state of Berlin (highly urbanized) and its surrounding Brandenburg state (largely rural, sparsely populated) since the fall of the Berlin Wall in 1989.

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2. The Senate of Berlin has a dual role over land and local government for the entire city (Herrschel and Newman, 2002; Fürst, 2005). It, therefore, has a large power advantage over the 12 administrative subunits (*Bezirke*) within the city, allowing for little partnership among equals within the city.

3. What turned out to be an unsuccessful popular referendum was held in the region in 1996. The referendum sought to merge the politico-administrative systems of Berlin and Brandenburg. Interestingly, a new effort aimed towards complete merger is planned for 2010 (Kunzmann).

4. Consistent with other regions across the world, Local governments in Berlin-Brandenburg wish to prevent the establishment of a new 'regional order,' that is, a new regional decision-making body which is independent of their influence.

**Sources:**

Dietrich Fürst, "Metropolitan Governance in Germany." In H. Heinelt and D. Kübler (Eds.), *Metropolitan Governance: Capacity, Democracy, and the Dynamic of Place*. New York, NY: Routledge, 2005.

Joint Planning for Berlin and Brandenburg

Joint State Development Program of Berlin and Brandenburg

Joint State Development Plan for the Sphere of Mutual Influence

Klaus R Kunzmann. "State Planning: A German Success Story?" *International Planning Studies* 6, no. 2 (2001): 153 - 66.

Statistisches Bundesamt Deutschland

Stephen Schmidt and Ralph Buehler. "The Planning Process in US and Germany: A Comparative Analysis." *International Planning Studies* 12, no. 1 (2007): 55-75.

Tassilo Herrschel and Peter Newman. *Governance of Europe's City Regions: Planning, Policy and Politics.* New York, NY: Routledge, 2002.

| **Name of Region** | Greater Glasgow | **Population** | 1,168,270 |
|---|---|---|---|
| **Name of Largest Municipality** | Glasgow, UK | **Population** | 632,000 |
| | | **% pop in region** | 54 |

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|---|---|
| **City-Region Terminology** | • Greater Glasgow |
| **Cooperative Mechanisms** | • In 2005, the Scottish Executive asserted the need to promote greater fairness and equity through regional land use planning. As a result, "the planning White Paper, *Modernising the Planning System* (Scottish Executive, 2005), was preceded and informed by an extensive programme of research, dialogue and consultation that sought to demonstrate the Scottish Executive's commitment to modernization" (Peel, 92). |
| | • These documents proposed measures to improve "economic growth and dynamism" across the country. |
| | • Improving governance and partnership working is a priority, but it is recognized that any response is complicated by the fragmented governance structures at city-region level, and a sense of partnership overload among many parties. |
| | • The purpose of recent planning so far has been to develop a "long terms strategy [to] help competitive City-Regions grow" and to do so through the creation and promotion of cooperative regional arrangements. |
| | • The policy planning paper, *Building Better Cities*, has a special focus on partnership and service delivery to improve policy making at the city-region level. It is intended to address the perceived problematic "patchwork of formal and informal arrangements" since a reorganization of Local Government in 1996. |
| **Services Provided** | • Scotland has established a £90 million fund over three years (2003-2006) to provide support for regional development in cities and surrounding municipalities. |
| | • The priority for service delivery is to ensure labour and land markets can respond to economic growth, to ensure the benefits are maximised well beyond the construction phases. |
| | • Glasgow received £40.1 million for various projects during this period, such as the M74 Motorway Extension, the Housing Stock Transfer and the Schools PPP. All 29 secondary schools in Glasgow have been replaced or refurbished. |

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| | • Major 25m initiative by Scottish Enterprise to address construction skills needs in Glasgow; New Intermediary Technology Institute for Communications and Digital Media; |
| | • Major investment over 10 years in Glasgow's health infrastructure, and other Lifelong Learning initiatives. |
| | • A "Quality of Life" initiative to help improve the quality of people's everyday lives; and Replacing outdated homeless hostels. |
| | • "The Fund is intended to provide a dedicated source of investment funding for Scotland's six cities to result in clear, measurable improvements in each City-Region" (Scottish Executive). |
| **Decision-Making/Voting Mechanisms** | • The Ministers developed a dialogue with each region to build a vision for cities. The regional consultation processes have been driven by central government. |
| | • City councils, the Highland council and Stirling Council were invited to participate in process through Community Planning Partnerships. |
| **Dispute Resolution Mechanisms** | • Final decisions are made by the relevant Ministries involved based on funding allocations and legislation. |

| Pros | Cons |
|---|---|
| A series of planning initiatives over the past decade or so have promised to renew regional discussion and to promote the interests of the self-governing region as a whole. A sense of confidence has been generated through the experience of regional self-governance in Scotland. | Regionally, and even according to the new Scottish government, there is a sense of "stalling, institutional clutter in partnerships and that more importance is attached to starting new initiatives than seeing through to sustainability" (Scottish Parliament). The government has established a series of plans to address these concerns, but implementation remains a tenuous political challenge. |

**Contextual Notes and Additional Information:**

1. In regards to local government, Scotland is divided into 32 directly elected local Council Areas, which are each governed as unitary authorities or councils. Under the terms of the Scotland's *Local Government Act (Scotland) 1997*, and due to long processes of devolution of powers in Scotland, local councils act as single-tier municipalities and are therefore responsible for all government functions.

2. Glasgow is facing a long term and large-scale decline in income and employment growth. Its population is also declining, mostly because suburbanization has become popular for

those working in the city. It also has poorly aligned boundaries and little cooperation with surrounding authorities.

3. The government of Scotland created the "Partnership for a Better Scotland" (2003) document, as a result of the *Review of Scotland's Cities* conducted in the same year, which provided monies to promote regional cooperation.

**Sources:**

Mark Tewdwr-Jones. "Grasping the Thistle: The Search for Distinctiveness in the Devolved Scottish Planning System." *International Planning Studies* 6, no. 2 (2001): 199-213.

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D. Peel, and M. G. Lloyd. "Development Plans, Lesson-Drawing and Model Policies in Scotland." *International Planning Studies* 10, no. 3 (2005): 265-87.

_____. "The Twisting Paths to Planning Reform in Scotland." *International Planning Studies* 11, no. 2 (2006): 89-107.

Scottish Parliament.

Scottish Executive, Public Sector.

UK Office for National Statistics (ONS).

White Paper: Modernizing the Planning System, Scottish Executive, 2005. Retrieved from: http://www.scotland.gov.uk/Publications/2005/06/27113519/35231

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| Name of Region | Liverpool City Region | Population | 831,998 |
|---|---|---|---|
| Name of Largest Municipality | Liverpool, UK | Population | 477,600 |
| | | % pop in region | 59 |

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|---|---|
| **City-Region Terminology** | <ul><li>The Mersey Partnership is a body that provides one body to speak on behalf of the Liverpool City Region in the area of tourism, investment and economic development.</li><li>Liverpool City Region is comprised of various municipalites that come together to make decisions on a variety of regional issues.</li></ul> |
| **Cooperative Mechanisms** | <ul><li>The Liverpool City Region is based on a form of governance that regionally cooperates on some functions, and consolidates several services.</li><li>Liverpool's Local Area Agreements (LAA) are three-year contracts between central and local governments. These agreements support the "Liverpool First" partnership of public, private, voluntary, and community-sector organizations.</li><li>To date, *Liverpool First* enables three-year arrangements (2007-2010) between the central government, Liverpool City Council and other key partners locally. It sets out priorities and targets to enable "greater decision-making and flexibility at the local level to address local priorities and problem areas so that [it] can better deliver improvement in the quality of life of Liverpool's residents" (The City of Liverpool).</li><li>The overarching ambition of these agreements is to foster increased private sector investment and to create confidence in the area's future prospects. Furthermore, it aims to bring about "renewed economic vitality, supported by LAA actions [to] strengthen the prosperity and community cohesion in this area."</li><li>To date, the *Liverpool First* Council has established ten (10) Neighborhood Committees that are "being reconfigured to […] fit for purpose and elected members working with partners will become the decision making groups in the local areas with responsibility for delivery of the Neighborhood agreement" (LAA).</li><li>The Liverpool Partnership Group (LPG) is chaired by City Council's Chief Executive, and is also made up of the Chief Executives of partner organizations. The board is incredibly large and diverse, being comprised of some 93 representatives from both the public and the private sectors and beyond.</li></ul> |

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| | • For instance, representatives are included from the Disability network, the Liverpool Charity and Volunteer services, the Land Development Company, and members of City Council, to name only a few, and to give a sense of the diversity in the LPG.<br><br>• Liverpool City Region works with all levels of government, and other community partners.<br><br>• The Mersey Partnership is comprised of members from the municipalites, non profits and the corporate sector. Members pay a membership fee. |
| **Services Provided** | • Joint-body services include Merseyside Police, Merseyside Fire and Rescue Services, Merseyside Passenger Transport Executive, the Merseyside Waste Disposal Authority, and the Merseyside Pension. |
| **Decision-Making/Voting Mechanisms** | • Recently the board created a "tighter Executive Board," comprising 15 "key delivery partners" to meet the requirements of Strategic Issue Partnerships (SIP).<br><br>• The Executive Board is responsible for operational project decision-making and to provide vision for the partnerships, under the direction of the larger council.<br><br>• City council is assisting by reviewing the delivery and neighbourhood management structure of the LAA at the local level. |
| **Dispute Resolution Mechanisms** | • Committees are beginning a long process of establishing indicators and targets for progress at the Neighborhood Management level. |

| Pros | Cons |
|---|---|
| • Liverpool is creating in-roads to develop a nearly unprecedented and incredibly inclusive regional plan. It is also closely linked with the local levels of government, and therefore promises to put forward democratic regional strategies that consider the needs and wants of the people of Liverpool and beyond. This is a process that aims to set regional priorities by consulting both the public and private sectors of society. | • At this point, potential regional agreements have been formulated largely at formal, consultative, levels of dialogue and have not produced any concrete or measurable results, other than to further establish that there is interest to participate in inclusive debates about local priorities and regional desires. |

**Sources:**

City of Liverpool

Irene Hardill, Paul Benneworth, Mark Baker and Leslie Budd, (Eds.). *The Rise of English Regions?* New York, NY: Routledge, 2006.

Mark Sandford, *The New Governance of the English Regions.* New York, NY: Palgrave Macmillan, 2005.

Liverpool's Area Agreement

Liverpool Partnership Group

The Mersey Partnership http://www.merseyside.org.uk

UK Office for National Statistics (ONS)

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| **Name of Region** | Victoria (State) | **Population** | 4,932,422 |
|---|---|---|---|
| **Name of Largest Municipality** | Melbourne Metro. Area, AU | **Population** | 3,592,591 |
| | | **% pop in region** | 73 |

| **City-Region Terminology** | • Melbourne Metropolitan Area (including Melbourne, Yarra, Port Phillip, Stonnington, [west of Kooyong Road]). |
|---|---|
| **Cooperative Mechanisms** | • There are 30 local government areas (LGA's) in Melbourne Metropolitan Area alone, and 7 are represented on city council.<br><br>• Most importantly, the presence of LGA's ensure that the local level of government is closely linked with the state, making most city activities, in effect, governed by constraints imposed upon LGA's by the Victorian government. This means that, by definition, Local Government in Australia is "a creature of the state."<br><br>• Through the promotion of partnerships with councils and local government associations "Local Government Victoria supports best practice and continuous development in local governance and local government to all Victorian Communities" (Local Government Victoria).<br><br>• The *Melbourne 2030* initiative started in December 1999 when the State Government announced its intention to develop a long-term strategy to guide the city's growth. |
| **Services Provided** | • At the state level, Victoria has established the following partnerships and agreements: The Neighbourhood Renewal Program; the Joint State and Local Planning Project; the development of Regional Managers Forums to align local government boundaries; increased involvement of local governments in policy construction; "A Fairer Victoria" initiative aimed towards inclusive social planning; the Melbourne Transport Program (2003-2006); the Linking Victoria Program; The Metropolitan Trail Network, State Planning Policy Framework, and various other transport strategies among neighbouring Municipalities in the Melbourne area.<br><br>• The Housing Working Group, for example, has prepared and adopted a Regional Housing Statement for their respective region. Regional Housing Statements provide a strategic framework for planning for the housing needs of each region to 2031. They provide guidance and direction at a regional level for local Councils in the development of their strategic planning work including local housing strategies and activity centre structure plans. |

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| | • The Victorian government has also mandated (and provided grants under the Victoria Grants Commission to ensure) that councils develop detailed social plans, ensure equitable practices of social inclusion, conduct local area planning, follow Asset Management Guidelines, a Best Value Commission (to promote partnerships in local communities), engage in Community Strengthening, and develop intergovernmental agreements (under a set of guiding principles called "Fairer Victoria"). |
| **Decision-Making/Voting Mechanisms** | • Regional Disputes are formally addressed in <u>Melbourne City Council</u> by the Local Government Areas involved. Part of the mandate of the council is "to develop and implement strategic directions and policies for the City of Melbourne in collaboration with the Government of the State to ensure alignment with that Government's strategic directions and policies for the City of Melbourne as the capital city of the State of Victoria." <br><br> • Moreover, from the state government perspective, in the *City of Melbourne Act 2001* the state of Victoria is to recognize, both policy and funding wise that certain differences exist between the "unique capital responsibilities" of City of Melbourne and other local governments in the region. <br><br> • The Act also "prescribes electoral arrangements for the Melbourne City Council, including the direct election of the Lord Mayor and Deputy Lord Mayor. Furthermore, the Act specifies objectives for the Council, which are additional to the objectives in the Local Government Charter that apply to all councils. Except where provided in the City of Melbourne Act 2001, the provisions of the Local Government Act 1989 apply" (Local Government Victoria). |
| **Dispute Resolution Mechanisms** | • Regional Disputes are handled in Melbourne City Council and addressed through mandatory voting mechanisms as specified under the *City of Melbourne Act*. |

| Pros | Cons |
|---|---|
| • The close working relationship between State and local governments has brought about regional planning initiatives with measurable results and progress. Multiple academic and community conferences have also assisted to widen the scope of debates happening in the region. The regional experience of Victoria has much to teach those governments around the world currently interested in regional solutions and planning efforts in their own cities and regions. | • Control and authority over planning is largely focused at the state level of government in Australia, leaving local governments with few independent options of their own. This is only arguably a 'con,' depending on one's ideological perspective, and how much control one feels local governments should have over planning in their own 'back yards.' Governmentally speaking at least, Australia is a 'state-centred' country because most planning happens at the state-level of government, as opposed to the federal or local levels. |

**Contextual Notes and Additional Information:**

1.  The Commonwealth government is the federal governing body of Australia, and is responsible for social security, welfare, defence, trade and immigration. All other powers are known as *residual powers* and therefore accrue to the states. States have their own parliaments and legal frameworks and are responsible for *health*, *education*, *transport*, *urban planning* and *agriculture*.

2.  State legislation acknowledges local government as a significant player in service provision. It also encourages participation in the process of governance, especially in regards to consultation concerning urban planning matters. The Commonwealth government has less of a role to play in urban planning, but occasionally its influence does factor into political tensions and debates.

3.  In 1989 the Victoria state government passed the *Local Government Act*, which reduced the total of Local Government Areas (LGA's) from 211 to 79 in the state of Victoria. As one commentator notes, this came not without political controversy: "[M]any of the municipalities that were abolished 'overnight' were more than a century old. Many communities protested vociferously at this rough handling of local democracy" (Gleeson, 137).

4.  As one author notes, this political reality has at times been a source of deep tension and even conflict between state and local tiers of government: "the strong imbalance between the powers of second and third tiers of government has meant that states/territories have generally played a directive, not reactive, role in governance at the local level. Conflicts between local and state/territory governments frequently emerge but, more often that not, are settled in the latter's favour" (Gleeson, 135).

5.  The *City of Melbourne Act* aims to provide for greater cooperation and strategic coordination between the Council and the State government "to ensure alignment with that Government's strategic directions and policies for the City of Melbourne" (City of Melbourne Act 2001).

**Sources:**

Australian Bureau of Statistics, 2006 census.

Brendan Gleeson. "Devolution and State Planning Systems in Australia." *International Planning Studies* 6, no. 2 (2001): 133 - 52.

Local Government Victoria.

Local Government Act 1999.

Susan Thompson, "Diversity, Difference, and the Multi-Layered City." In R. Featherston (Ed.), *Urban Planning in a Changing World: The Twentieth Century Experience.* New York, NY: Routledge, 2000.

The City of Melbourne Act 2001.

The City of Melbourne *Moving People and Freight Transport Strategy 2006-2020.*

The Inner Regional Housing Working Group

| **Name of Region** | Western Australia (state) | **Population** | 2,050,884 |
|---|---|---|---|
| **Name of Largest Municipality** | Perth Metropolitan Region | **Population** | 1,507,949 |
| | | **% pop in region** | 74 |
| | | | |
| **City-Region Terminology** | | • Perth Metropolitan Region | |
| **Cooperative Mechanisms** | | • There are 142 Local Government Areas (LGA's) in the state of Western Australia, and over 30 in the metropolitan region of Perth. <br><br> • Consistent with the case of Melbourne discussed above, the presence of LGA's in Western Australia ensure that the local level of government is closely linked with the state, making most city and regional coordination activities governed by the state. <br><br> • Since 1993, nine (9) *Regional Development Commisions* (RDCs) have been established in the State. <br><br> • The Chairpersons of the RDCs –two representatives from local government and an independent chairperson – collectively make up the <u>*Regional Development Council*</u>. This council has provided two funding envelopes for regional development schemes. <br><br> • The first stream of monies provides funding for Feasibility Studies to develop partnerships between LGAs. <br><br> • The second is intended to provide support for the implementation of those findings and potential partnerships. <br><br> • The *Regional Development Council* provides advice on regional development to government through the Cabinet Standing Committee on Regional Policy, and provides advocacy for regional development and the promotion of local government partnerships. <br><br> • The Council is comprised of the State Premier; Treasurer; Minister for Local Government; Minister of Planning and Infrastructure; President of Western Australian Local Government Association (WALGA); the President of Local Government Managers Australia (LGMA); and any other Ministers required. | |
| **Services Provided** | | • The following services are offered presently: The Outer Metropolitan Community Fund 2007-8; Salaries and Allowances Tribunal Report 2007; the Active Ageing at the | |

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|---|---|
| | Local Level Fund 2007-8; Assessing Local Government Revenue Raising Capacity report; Sustainable Rural Development (SRD). |
| | • "The State Government's approach to regional development emphasizes regional service delivery, particularly in the social areas of health, education and safer communities. Initiatives already in place include $75 million Regional Investment Fund, regional investment tours, the restoration of uniform electricity tariffs, and the strengthening of Government regional purchasing agreements." |
| | • The State Government (under the Ministry of Local Government and Regional Development) has recently allocated $3 million to the "Connecting Local Governments" initiative. This initiative has two separate funding streams "to assist the capacity and efficiency of local government in Western Australia through collaborative service delivery between local governments |
| | • The region's Economic Regulation Authority is the governing body for Gas, Rail, Water, and Electricity in Western Australia and its regions. |
| **Decision-Making/Voting Mechanisms** | • In the *Local Government Amendment Act 2007*, Western Australia's Department of Local Government and Regional Development implemented a Proportional Representation Voting System at the local government level (it already applies in parliamentary and federal elections). Candidates need to obtain a quota of votes to be elected. |
| **Dispute Resolution Mechanisms** | The *State Local Government Council* receives reports on partnerships registered with the Partnership Steering Group (a Working Group that outlines Partnership Principles, provides a template for Partnerships, and established the State Local Government Council itself.) The Council also addresses issues that arise from the implementation of agreements. It is directly responsible for addressing strategic issues involved in the relationships between State and Local Government. |

| Pros | Cons |
|---|---|
| • Through the establishment of funding streams to support and connect local governments, Western Australia is moving past the planning stages of regional development. As a result, the state is currently implementing collaborative service delivery agreements between regional local governments who have common interests and are given funding incentives to work with one another. | • As in the Melbourne case, the state of Western Australia has a disproportionate power advantage over local areas. This has made for "top-down" governance hierarchies and planning procedures, as well as reactive local government areas in general. |

**Contextual Notes and Additional Information:**

1. The city of Perth is experiencing record growth in regards to inner city living, development and industry, and servicing. These contexts have intensified the push to formulate regional solutions for regional problems.

2. Thus, the State Government has expressed its commitment to the development of "strong and vibrant regions" in the "Indicator of Regional Development in Western Australia" report. The report is focused on principles of regional sustainability across the state.

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