

EXPLORING PUBLIC POLICY IN CANADIAN MUNICIPALITIES: A LARGE PROJECT

Presented to the conference on
Making Vancouver a World City:
Policy and Governance Challenges for
British Columbia

Vancouver, June 19-20, 2008

OVERVIEW

1. THE PROJECT
2. PROGRESS TO DATE
3. NEXT STEPS

1. THE PROJECT

MCRI RESEARCH PROJECT

**MULTILEVEL GOVERNANCE AND
PUBLIC POLICY IN CANADIAN
MUNICIPALITIES**



FEDERAL GOVERNMENT INITIATIVES TOWARDS CITIES

1993 Infrastructure programs

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Liberal Caucus Task Force on Urban Issues

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Cities Secretariat in Privy Council Office

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Department of Infrastructure and Communities

Full sales tax rebate on municipal purchases

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Full sales tax rebate on municipal purchases

Winnipeg and Vancouver Agreements

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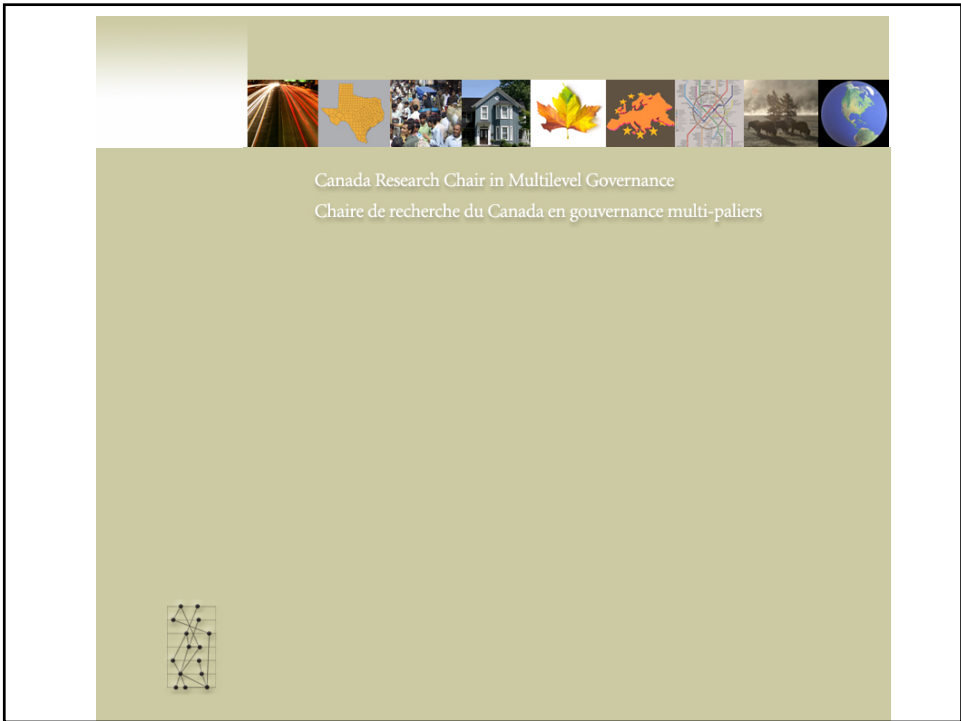
Urban transit envelope

MULTILEVEL GOVERNANCE AND PUBLIC POLICY IN CANADIAN MUNICIPALITIES

**MAJOR COLLABORATIVE RESEARCH
INITIATIVE (MCRI)**

2004-2009

\$2.5 MILLION



CITIES ON THE AGENDA

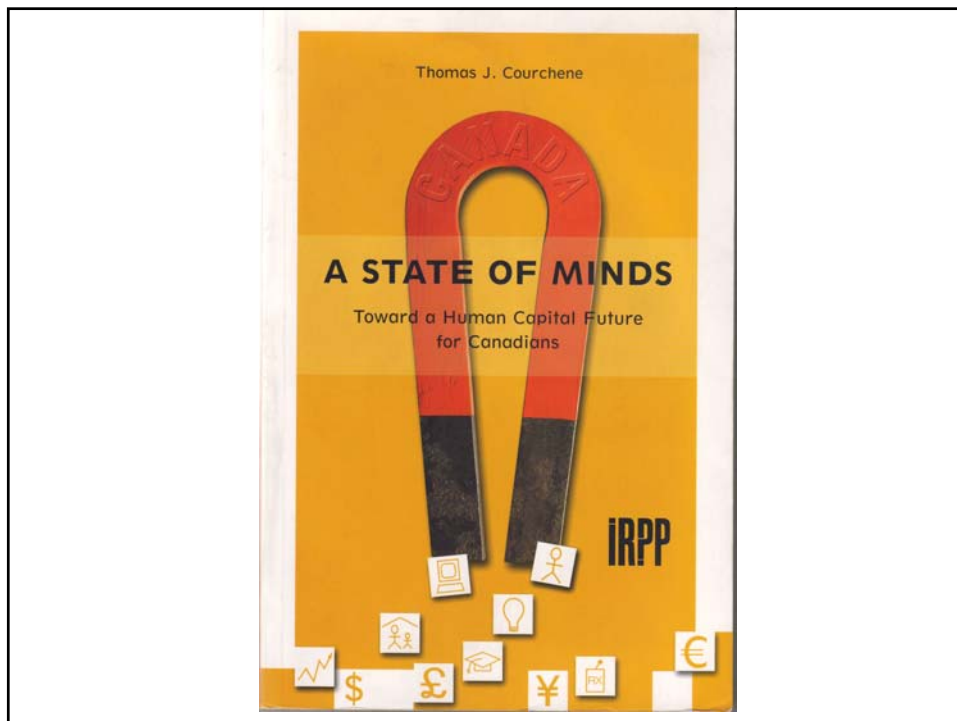
BACKGROUND FORCES

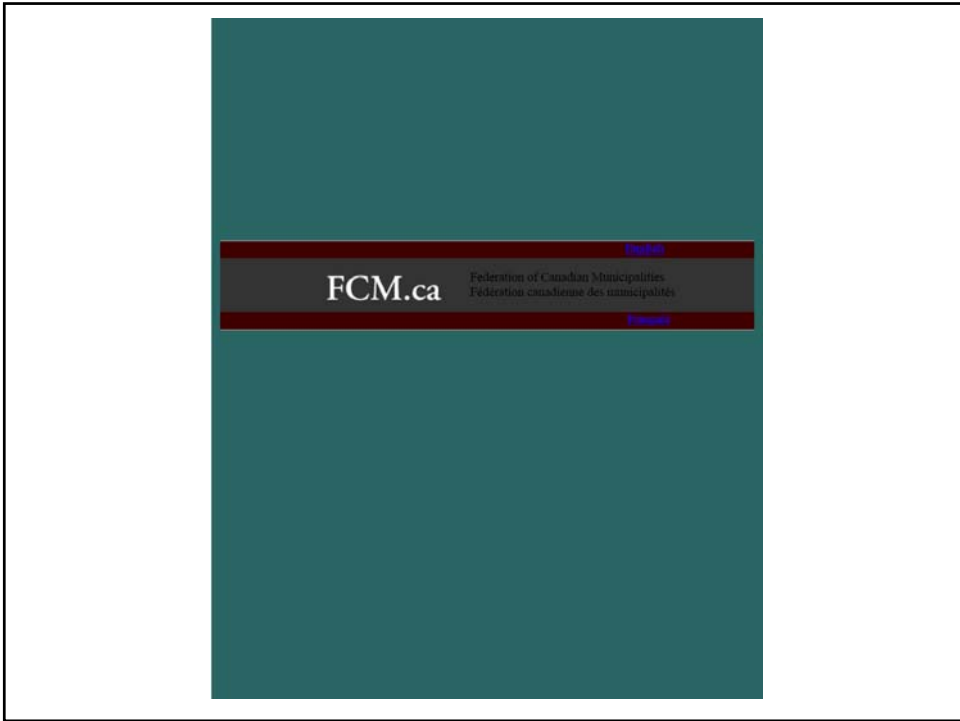
GLOBALIZATION

DEMOGRAPHIC CHANGE

VALUE CHANGE

TECHNOLOGICAL CHANGE





AB www.ifpress.com The London Free Press • Thursday, September 21, 2006

Mayors cut Ottawa slack

Anne Marie DeCicco-Best says they'll work with the feds on solving the fiscal imbalance.

BY JOE BELANGER
Free Press City Hall Reporter
and news services

London's mayor said Canada's largest cities will give the federal government "the benefit of the doubt" about whether it's willing to solve the fiscal imbalance.

Mayor Anne Marie DeCicco-Best made the comment shortly after mayors from 22 of Canada's largest cities met in Toronto yesterday to discuss the fiscal imbalance — the

difference between what Ottawa gets from cities versus what services they receive in return.

The mayors also talked about the role they want Ottawa to play in helping to plot the future of the country's urban centres.

The mayors unanimously adopted an action plan to work with the federal government on the fiscal imbalance.

DeCicco-Best will co-chair a housing working group, one of six committees looking at a

variety of issues, including revenue-sharing and a national transit program.

"We're going to put a plan of action together and pressure the government and hopefully we'll get them some sources of revenue," DeCicco-Best said.

"Now we'll be able to tell the federal government these are our priorities and how we can address them."

Toronto Mayor David Miller, who led the meeting, says the mayors will be looking for specific co-ordinated action from Ottawa on six key

issues — public transit, revenue-sharing, environmental protection, affordable housing, immigrant settlement and public safety.

"We have said at an absolute minimum the current five cents, and one cent should be made permanent," Miller said, referring to the current arrangement under which municipalities get a share of the federal gasoline tax to fund transit.

The mayors are also asking that current infrastructure funding levels be made permanent.

jbelanger@fpress.com

ERNEST GORIOZUK/Toronto Star

PLAN OF ACTION: London Mayor Anne Marie DeCicco-Best speaks to reporters in Toronto yesterday after the mayors of 22 of Canada's largest cities met to discuss the fiscal imbalance.

TORONTO DOMINION BANK PAMPHLETS

TD Bank Financial Group. "A Choice between Investing in Canada's Cities or Divesting in Canada's Future." *TD Economics Special Report*, April 22, 2002: 28 pages

TD Bank Financial Group. "Mind the Gap: Finding the Money to Upgrade Canada's Aging Public Infrastructure." *TD Economics Special Report*, May 20, 2004: 47 pages

TD Bank Financial Group. "The Calgary-Edmonton Corridor: Take Action Now to Ensure Tiger's Roar Doesn't Fade." *TD Economics Special Report*, April 22, 2003: 38 pages

TD Bank Financial Group. "The Greater Toronto Area (GTA): Canada's Primary Economic Locomotive in Need of Repairs." *TD Economics Special Report*, May 22, 2002: 37 pages

TORONTO BOARD OF TRADE PAMPHLETS

The Toronto Board of Trade. *Strong City, Strong Nation: Securing Toronto's Contribution to Canada*, June 2002: 33 pages

The Toronto Board of Trade. *Enhancing Toronto's Business Climate: A business retention and growth plan for the City of Toronto*. October 2005: 19 pages

The Toronto Board of Trade. *Making the Case for the GTTA: The GTTA is needed now*. November 2005: 7 pages

The Toronto Board of Trade. *Responsible and Representative: Better Governance for Toronto*. September 2003: 23 pages

The Toronto Board of Trade. *Strong City, Strong Nation: Update- The growing gap*. January 2006: 27 pages

The Toronto Board of Trade. *Solutions to Protect the City of Toronto's Core Services*. 2003: 5 pages

The Toronto Board of Trade. *Striking the Right Balance for a Stronger Toronto and a More Competitive Ontario: Response to Bill 53*. May 2006: 18 pages

The Toronto Board of Trade. *A strategy for rail-based transit in the GTA: Executive Summary*. July 2001: 12 pages

The Toronto Board of Trade. "Members agree City Hall needs governance overhaul." A report that follows on the 2004 Board of Trade Member Survey. 2004: 2 pages

In summary, we need to maintain a clear-sighted grasp of the 'givens' facing us: the vital role our big cities play in driving regional and national economic performance; an outdated Constitution that we're stuck with for the foreseeable future; the reluctance of many provincial governments to make cities' needs a fiscal and policy priority; and the ongoing federal involvement in many of the areas affecting cities' fates. Given this, it's no exaggeration to say that this country's future is at stake in Ottawa's decision to step up to the plate, or step aside, on a national urban agenda.

Anne Golden
President and Chief Executive Officer
The Conference Board of Canada

OBJECTIVES

- 1. DOCUMENT PUBLIC POLICY IN CANADIAN MUNICIPALITIES
- 2. EXPLAIN IT AS A FUNCTION OF
 - A. THE STRUCTURE OF INTERGOVERNMENTAL RELATIONS THAT PRODUCED IT
 - B. THE 'SOCIAL FORCES' INVOLVED - OR NOT - IN ITS FORMULATION
- 3. ASSESS THE QUALITY OF POLICY
- 4. MAKE SUGGESTIONS FOR IMPROVEMENT

POLICY FIELDS

- **EMERGENCY PLANNING**
- **FEDERAL PROPERTY**
- **IMAGE-BUILDING**
- **IMMIGRANT SETTLEMENT**
- **INFRASTRUCTURE**
- **URBAN ABORIGINAL POLICY**

RESEARCH COMPONENTS

- **INTERNATIONAL STUDIES**
- **FEDERAL STUDIES**
- **PROVINCIAL STUDIES**

INTERNATIONAL STUDIES

(HARVEY LAZAR)

- AUSTRALIA (DOUG BROWN)
- GERMANY (RUDOLPH HRBEK)
- FRANCE (EMMANUEL BRUNET-JAILLY)
- MEXICO (ALLISON ROWLAND)
- SPAIN (ROBERT AGRANOFF)
- SOUTH AFRICA (NICO STEYTLER)
- SWITZERLAND (ANDRE BACHTIGER)
- U.S.A. (RON VOGEL)

FEDERAL STUDIES

(CAROLINE ANDREW, KATHERINE GRAHAM)

- 1. OVERVIEWS
 - E.G. OTTAWA'S ORGANIZATIONAL STRUCTURE
 - E.G. THE FCM
- 2. POLICY FIELDS
- 3. INTERVENTIONS
 - E.G. COMMUNITY ECONOMIC DEVELOPMENT
 - E.G. HOMELESSNESS

PROVINCIAL STUDIES

- **1. PROVINCIAL OVERVIEW**
- **2. THE MAJOR CITY (FOUR POLICY FIELDS AND OTHERS)**
- **3. POLICY FIELDS (TWO, EACH IN FOUR MUNICIPALITIES)**
- **4. PROVINCIAL MEDIATION**
- **5. SYNTHESIS**

THEORETICAL ISSUES

- 1. THE STRUCTURE OF MULTILEVEL GOVERNANCE**
 - **A. MODES AND EFFECT OF PROVINCIAL MEDIATION**
 - **B. POLITICIANS AND PUBLIC SERVANTS**
 - **C. IDEOLOGICAL DIFFERENCES**
 - **D. RELATIVE RESOURCES**
 - **E. NPM**
 - **F. HORIZONTAL AND VERTICAL COLLABORATION**

THEORETICAL ISSUES

2. THE ROLE OF SOCIAL FORCES

- **A. THE STAGES OF INVOLVEMENT AND POLICY OUTPUTS AND OUTCOMES**
- **B. BUSINESS INFLUENCE**
- **C. SCALE-SHIFTING**

THEORETICAL ISSUES

3. GOOD PUBLIC POLICY

- **A. SPEED**
 - **B. SCALE**
 - **C. COHERENCE**
 - **D. INNOVATION**
 - **E. IMPLEMENTATION**
 - **F. EFFECTIVE, EFFICIENT, EQUITABLE, OPTIMAL**
 - **G. PROPER DEFINITION OF THE ISSUE OR PROBLEM**
- ASSESSED BY POLICY MAKERS, STAKEHOLDERS, COMPARISON, RESEARCHERS**

METHODOLOGY

A. SELECT POLICY FIELDS

B. FOCUS ON VARIATION ACROSS PROVINCES

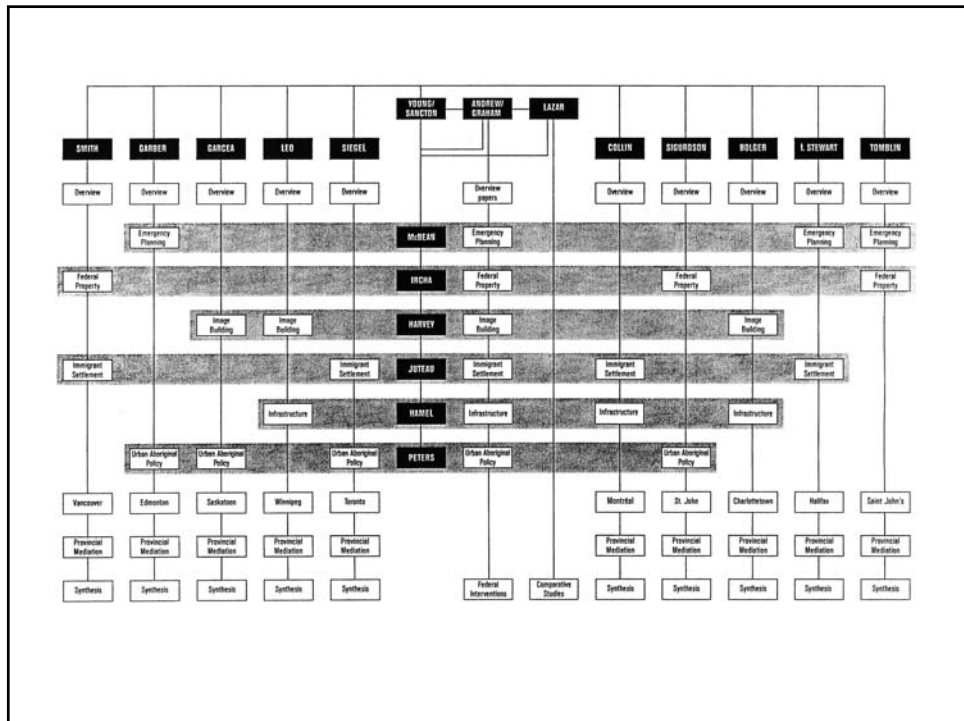
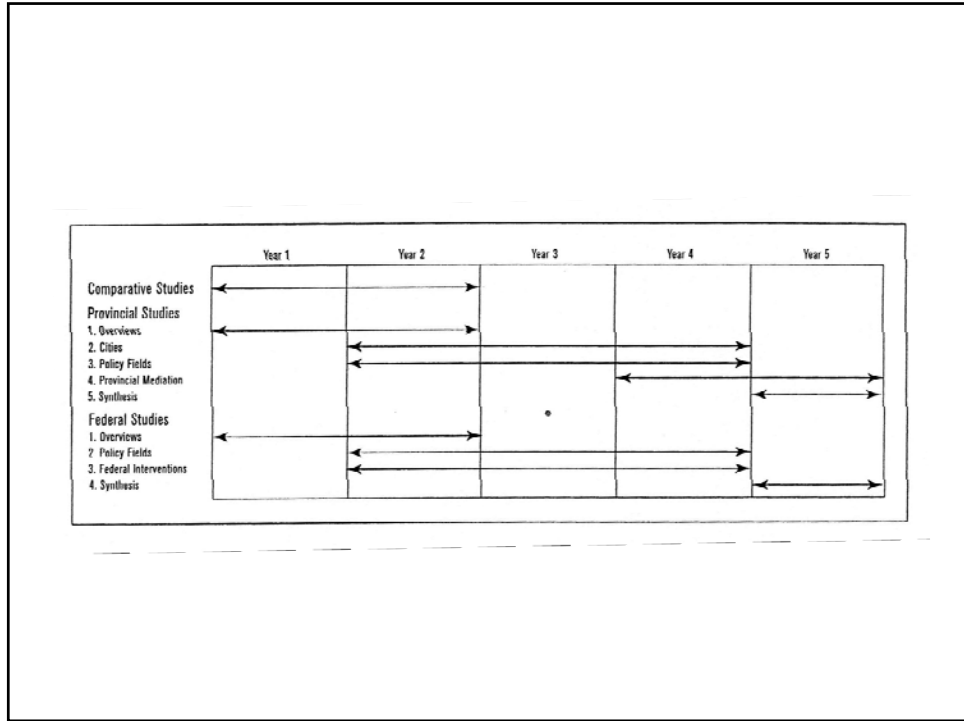
C. REPRESENTATIVE MUNICIPALITIES WITHIN PROVINCES

D. BLANKET COVERAGE OF LARGE CITIES

E. LARGE NUMBER OF CASES PROVIDES THE CHANCE FOR CONTROL OF CONFOUNDING FACTORS

- 2 FIELDS/PROVINCE WITH 4 MUNICIPALITIES
- 4 FIELDS IN 13 CITIES
- 132 CASES

Fields	NF	NS	PEI	NB	QUE	ONT	MAN	SAS	AL	BC
Emergency Planning	X	X							X	
Federal Property	X			X						X
Image-Building			X				X	X		
Immigrant Settlement		X			X	X				X
Infrastructure			X		X		X			
Urban Aboriginal Policy				X		X		X	X	



OTHER COMPONENTS

ADVISORY COMMITTEE

- CAROL AGOCS
- VIV NELLES
- RON VOGEL
- HARVEY LAZAR

PROJECT MANAGER

- KELLY McCARTHY

PARTNERS

- EPRI
- CD HOWE
- IRPP
- ICLR

STAKEHOLDERS

- NATIONAL ASSOCIATION OF FRIENDSHIP CENTRES
- CUPE
- FCM
- FMQ
- CITY OF TORONTO
- CITY OF LONDON
- INFRASTRUCTURE CANADA
- CREATIVE CITIES NETWORK

ANIMATORS

- GORDON MCBEAN
- MIKE IRCHA
- JEAN HARVEY
- ERIN TOLLEY
- PIERRE J. HAMEL
- EVELYN PETERS



Public
Policy in
Municipalities



Politiques
publiques et
municipalités

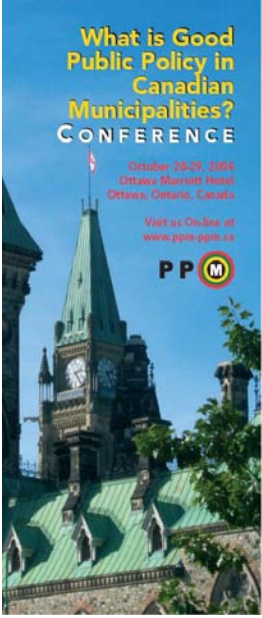


ENGLISH

FRANCAIS

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2. PROGRESS TO DATE

1. CONFERENCE: WHAT IS GOOD
PUBLIC POLICY IN CANADIAN
MUNICIPALITIES?

 <p>What is Good Public Policy in Canadian Municipalities? CONFERENCE</p> <p>October 29-31, 2004 Ottawa Marriott Hotel Ottawa, Ontario, Canada</p> <p>Visit us Online at www.ppm-ppm.ca</p> 	<p>CONFERENCE OBJECTIVES</p> <p>This conference is associated with a large research initiative to study the formation of public policy in municipalities in Canada, funded mainly by the Social Sciences and Humanities Research Council, and involving about 60 scholars from across the country. Most of these will be in attendance.</p> <p>The objective of the conference is to focus on optimal public policies in the six areas that the research will be investigating – emergency planning, federal property, municipal image-building, immigrant settlement, infrastructure, and urban Aboriginal policy.</p> <p>We expect the conference will attract other academics, students, members of various associations involved in these areas, public servants from all levels of government, and some businesspeople. Registration will be limited.</p> <p>Confirmed participants include Mike Ircha (UNB), Paul Kovacs (Institute for Catastrophic Loss Reduction), Marcel Côté (SECCR), Wayne Helgson (Social Planning Council of Winnipeg), Roger Maaka (University of Saskatchewan), Grant Hopcroft (City of London), David Ley (UBC), Demaris Rose (INRS-UCS), Uzma Shakir (Council of Agencies Serving South Asians), André Juneau (Infrastructure Canada), and Danielle Juteau (Université de Montréal).</p> <p>An updated program will be posted at www.ppm-ppm.ca in mid-September.</p>	<p>VENUE & ACCOMMODATIONS</p> <p>The Ottawa Marriott Hotel 100 Kent Street Ottawa, Ontario, K1P 5R7 (613) 783-4219</p> <p>The special conference group rate is \$140.00/CAD per person, single or double occupancy, plus applicable taxes. Guestroom reservations can be made directly by calling 1-800-853-8463 or 1-613-783-4219.</p> <p>Please be sure to mention that you are attending the Multilevel Governance Research Conference in order to obtain this rate.</p> <p>Rooms must be booked before September 27, 2004 to guarantee availability.</p> 
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2. CONFERENCE: CITIES IN MULTILEVEL GOVERNMENT SYSTEMS: LESSONS FROM ABROAD

Cities in Multilevel Government Systems: Lessons from Abroad

Friday, October 14, 2005
Toronto Marriott Downtown
Eaton Centre

Panel 1 New Forces Bearing on Municipal, Provincial and Federal Governments

Panel 2 Patterns of Change in Municipal-Provincial-Federal Relations

Panel 3 Cities' Resource Needs and How to Secure Them

Panel 4 Multilevel Government Systems and Good Public Policy in Cities

To Register www.iigr.ca
iigr@iigr.ca

INTERNATIONAL PARTICIPANTS:

AUSTRALIA:
Ding Brown
(University of Queensland)

BELGIUM:
Walter Van den Broek
(University of Brussels)

FRANCE:
Emmanuel Bouchard-Jolly
(University of Bordeaux)

GERMANY:
Ralf Wiese
(University of Cologne)

MEXICO:
Alfonso Rodríguez
CICIG, Centro de Investigación y Transparencia (Transparency)

SOUTH AFRICA:
Michael Dreyfus
(University of the Western Cape)

SPAIN:
Robert Aguado
(University of Valencia, Birmingham)

SWITZERLAND:
André Schwab
(University of Zurich)

UNITED STATES:
Russell Porter
(University of Indiana)

GERMAN PARTICIPANTS:

Caroline Andree
(University of Ottawa)

Nancy Lazar
(University of Ottawa)

Christine Legrand
(Hofstra University College)

Walter M. Wilson
(University of Ottawa)

Andreas Scharf
(The University of Western Ontario)

Françoise Wellensmeit
(University of Montreal)

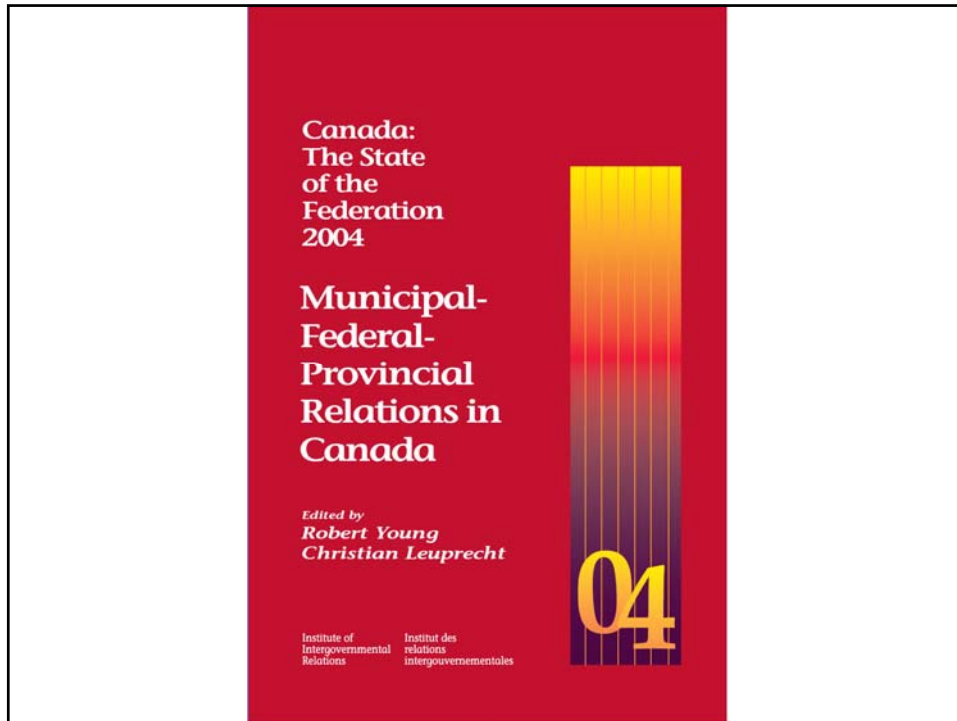
Robert Young
(The University of Western Ontario)

Sponsors

Institute of Intergovernmental Relations
Institut des relations intergouvernementales
Public Policy in Municipalities
Partnership Institute of Municipalities

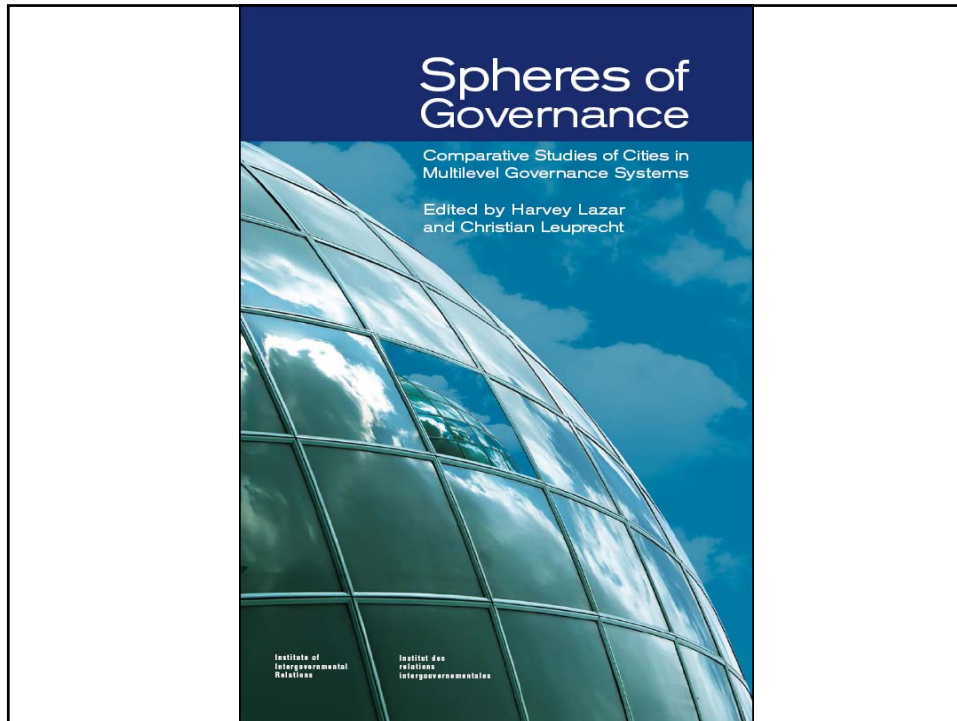
3. CANADA: THE STATE OF THE FEDERATION 2004: MUNICIPAL-FEDERAL-PROVINCIAL RELATIONS IN CANADA

JUNE 2006



4. SPHERES OF GOVERNANCE:
COMPARATIVE STUDIES OF
CITIES IN MULTILEVEL
GOVERNANCE SYSTEMS

INSTITUTE OF
INTERGOVERNMENTAL
RELATIONS/
McGILL-QUEEN'S UNIVERSITY
PRESS
JUNE 2007



5. MUNICIPAL GOVERNMENT IN CANADA'S PROVINCES

FORTHCOMING: INSTITUTE OF
PUBLIC ADMINISTRATION OF
CANADA/McGILL-QUEEN'S
UNIVERSITY PRESS

3. NEXT STEPS

- DISSEMINATION
 - FEDERAL STUDIES
 - PROVINCIAL POLICY FIELD STUDIES
 - CITY STUDIES: CONFERENCE
 - OTHER AVENUES
 - FCM AND PROVINCIAL ASSOCIATIONS
 - IPAC
 - WEBSITE

NEXT STEPS

- SYNTHESIS

**CAN ALL THIS HELP MAKE
VANCOUVER A
[BETTER]
WORLD CITY?**

1. BIG BANG vs INCREMENTAL CHANGE
 - POLICY FIELD BY POLICY FIELD
2. MOBILIZING SOCIAL FORCES
3. GETTING A BETTER MIX OF IGR
4. LEARNING FROM OTHERS

Thank you

Comments and suggestions welcome