



Municipal Governance and Regional Development

Provincial Municipal Administrators Association

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Regional Development: Strategy vs. Structure

Strategies:

- Infrastructure
- Human resource development
- Social Development / Healthy Communities
- Investment attraction
- Entrepreneurship / SMEs / Innovation
- Creative Class
- Clusters / Learning Regions
- Community/Regional Development: place based; capacity building

Strategy and Structure

- Form should follow function
- Structures enable and constrain human agency
- Beware path dependency

Regional Development Governance Challenges

- Integrating across government department “silos”
- Federal-Provincial coordination
- Meeting needs within specific regions: “one size does not fit all”
- Continuity: “that was them, this is us” syndrome
- Management skills for ruthless execution
- Regional (sub-provincial) governance capacity

Regional Development: Strategy vs. Structure

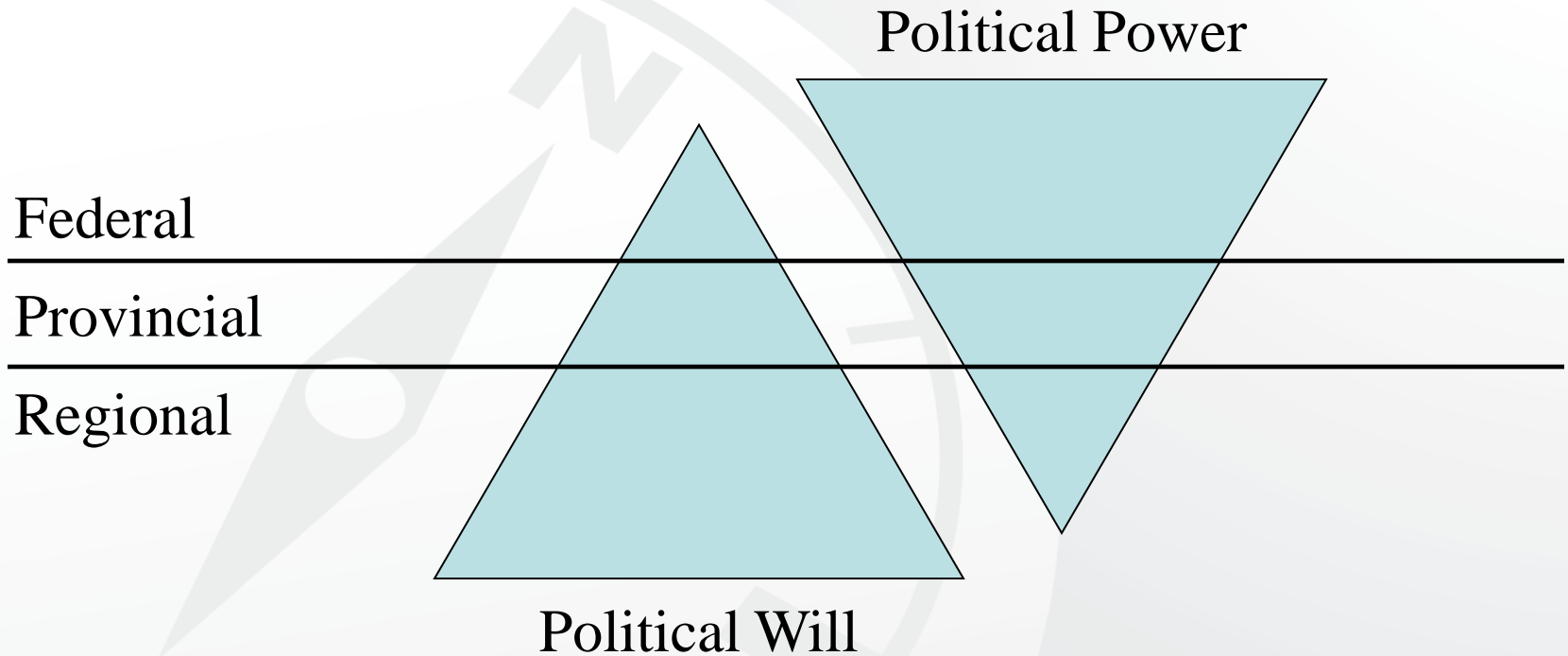
Structures:

- Federal and Provincial governments: departments / agencies
- Municipal / County
- Industry Associations / Cluster Organizations
- Community / Regional “Third Sector” organizations
- **“De-centralization” ≠ “De-concentration”**

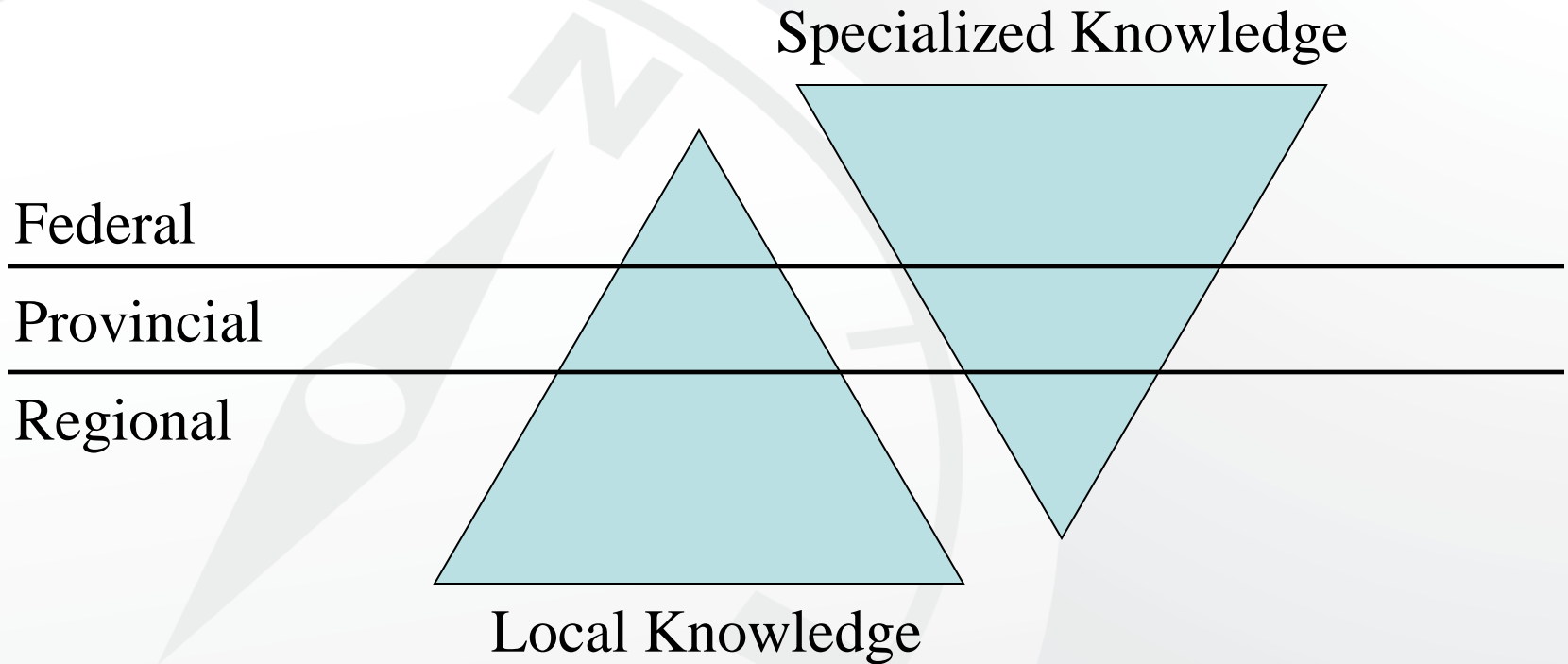
Regionalization

- Does it centralize or decentralize?
- Greater responsibility at regional level
 - Decentralizes
- Less responsibility at local level
 - Centralizes

Organizational Structures for Development: Political Power vs. Political Will

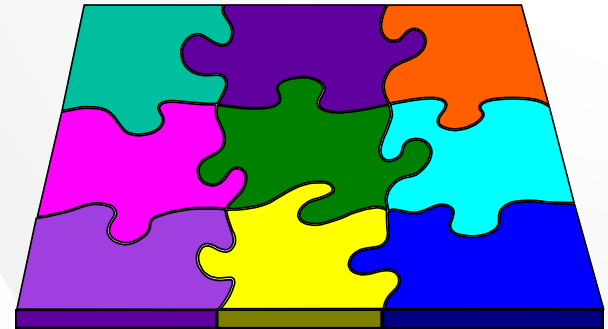


Specialized Knowledge vs. Local Knowledge



Check list of Organizational Capacity for Rural / Regional Development

- Fiscal Resources
- Human Resources
 - Leadership
 - Skilled Staff
 - Community Participation
- Legal Authority
- Local Democratic Accountability/Legitimacy
- Geographic Area
- Time



Possible Types of Regional Governance Arrangements

- Informal assistance/support
- Mutual aid – formal/written
- Contracted/purchase of service
- Formation of a joint service provider/organization
 - Incorporated and unincorporated
- Joint Councils (eg. B.C. Regional Districts; Quebec MRCs)
- New regional municipal structures
 - Mergers/regional municipalities
- Legislative options: Regional Councils or Services Boards

Organizing for Development

Municipalities Need to Collaborate in Regions

- Pool Organizational Capacities within Regions
 - Improve Rural – Urban Governance Tools
- Clarify Roles and Relationships
- Establish Common Vision
- Evidence-based Strategic Planning
- Build Trust
- Run with Champions
- Tap into outside resources: government, university, industry associations (*on tap, not on top!*)



Thank You!