Session 10: Working Across Political and Interjurisdictional Boundaries to Realize QII
Mats Andersson

• Integrated infrastructure planning at metropolitan scale

• QII implementation metro-wide (horizontal and vertical coordination)

• Governance arrangements for O&M
## Planning at Different Scales

<table>
<thead>
<tr>
<th>Scale</th>
<th>Discipline</th>
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<tr>
<td>1: 50 mill.</td>
<td>Global (geo-politics)</td>
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<td>1: 5 mill.</td>
<td>Regional / Continental politics</td>
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<td>1: 500,000</td>
<td>National development</td>
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<td>1: 50,000</td>
<td>Metropolitan planning</td>
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<td>1: 5,000</td>
<td>Urban planning</td>
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<td>1: 500</td>
<td>Urban design</td>
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<td>1: 50</td>
<td>Architecture</td>
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Metropolitan Scale 1:50,000
MADRID Metro Plan

Metro-Matrix Mental Map

Indicative Metropolitan Plan Map

2/3/2017
QII Implementation – Collaborative approaches

• Roundtable  Share knowledge

• Parallel projects  Coordinate

• Joint project team  Combine (e.g. funding, human resources, etc.)

• Joint metro authority  Join as ‘member/owner’
  (by sector or broader)

• Amalgamated jurisdiction  Merge

2/3/2017
Governance Models - No “One Size Fits All”

1. **Inter-municipal Forum (in a fragmented governance situation)**
   Metro Council; Committee; Partnership; ‘Mancomunidad’, Association of LGs; Consortium
   E.g. Council of Governments (COG) common in the US.

2. **Metropolitan Authority**
   2a One or more sectoral metropolitan authorities, e.g. for transport and water sectors
   2b A broad-based metropolitan authority, for planning, development and selective service delivery. E.g. Metro Vancouver

3. **Separate Metropolitan-level Local Government**
   3a For selective functions, e.g. Tokyo and Seoul metropolitan governments
   3b With broad authority over lower tier, e.g. London, Budapest, Chinese municipalities

4. **Consolidated Local Government** formed through amalgamation of LGs or annexation of adjacent land. I.e. a LG jurisdiction = its metropolitan area.
   E.g. Istanbul; and eight metropolitan municipalities in South Africa.

5. **Provincial/regional/state government managing some services**
   E.g. in Australia public transport is managed by the State governments. Mats Andersson, Jan. 2016
Metro Vancouver

2b. A broad-based metropolitan authority

• Established 1986 by provincial government for regional planning, as water and sanitation authority, and more.

• Now a public corporation owned by >20 LGs. Provides services for its member LGs (on demand) incl. solid waste, public housing, major parks, air quality matters, emergency response, among others.

• Funding sources include user charges; share of property tax; and annual contributions from member LGs.

• It does not have strong land use planning powers though.

Mats Andersson, Jan. 2016
3a. Metro government for selective functions

- For water supply, solid waste, and other services; delivered through utility corporations and other entities.
- Directly elected council and mayor
- Has an advisory body of the (larger) capital region
- Lower level city wards for housing etc. led by directly elected mayors
- Vertical coordination:
  - SMG depends on national funding.
  - SMG plans & projects expected to comply with national priorities.
  - City ward governments are to follow some SMG plans/guidelines

Mats Andersson, Jan. 2016
Governance arrangements for O&M

• Metropolitan level versus local level O&M
  *(Who does what?)*

• Metropolitan Authority, e.g. for transport, water, etc.
  *(Project implementation unit may evolve to authority.)*

• Private sector engagement
  *(BOT, service or management contract; concession; etc.)*

• Finance - *Transparent, equitable, predictable*
  • Transfer systems / tax sharing
  • Local sources (e.g. user charges, road tax, etc.)
**Vertical Coordination**

**QII Implementation:**
- Policies & Planning
- Funding
- Expertise

**Ongoing coordination (O&M):**

(a) **Service provision at the local (LG) level is shared between the local and regional/central governments**

(b) **Regional/central government agencies are carrying out investments & maintenance within LG jurisdictions**

(c) **LGs with executing function within regulatory framework, with oversight by regional/central agency**