

A METROPOLITAN PERSPECTIVE:

GOOD GOVERNANCE FOR URBAN REGIONS

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KTH

Challenges for Metropolitan Urban Regions

September 20th, 2013

THE LECTURE...

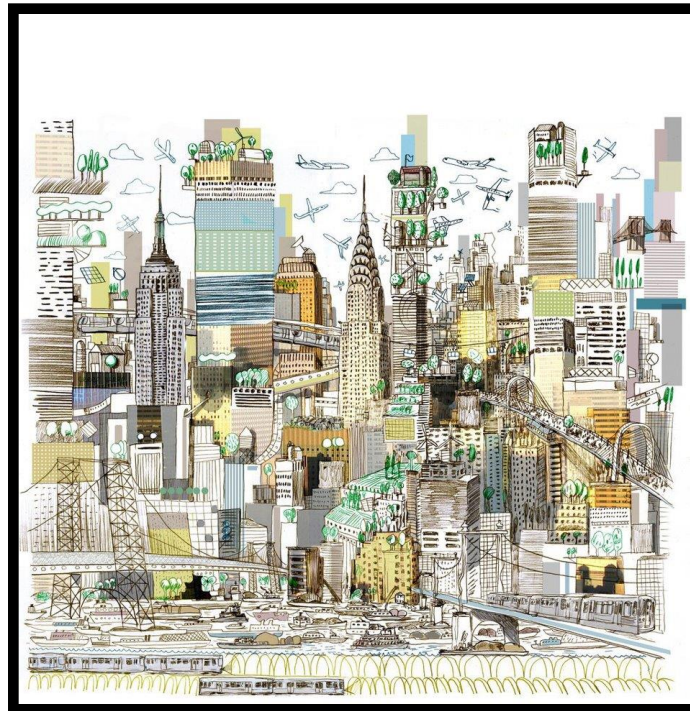
- **Governance overview**
- **From Government to Governance**
- **Stakeholders**
- **Dimensions for urban governance**
 - Integrating relevant policy sectors
 - Coordinating actions
 - Mobilizing stakeholder engagement
 - Adapting to changing contexts
 - Place-based potential
- **Considerations**

GOVERNANCE

- **A range of settings & contexts**
- **Employed descriptively, theoretically or normatively**
- **Vertical & horizontal**
- **Varies from country to country**
 - And even from city to city
 - Due in large part to the role non-governmental actors play

“There is no Democratic or Republican way to pick up garbage.”

**-Fiorello La Guardia,
Former mayor of New York City**



GOVERNANCE & THE CITY REGION

- **An integrated approach that can accommodate a range of elements**
- **Encourage shared perspectives & aims among a diversity of stakeholders**
- **A way to consider metropolitan regions as functional entities**

URBAN GOVERNANCE?

- **Mobilize the actions of stakeholders, policy communities & civil society(s)**
- **Adaptive, integrative & coordinative**
- **Divisions of power & responsibility**
- **Deliberative & place-based**
- **Tracing processes**


“Arrangements to reach policy outcomes in the public sphere & to organise the implementation process of policies, programmes & projects...that promote the integration of sectoral policies in a particular territory”

– ESPON TANGO

URBAN SUCCESS?

Prepare for opportunity™ Economist Intelligence Unit

A Summary of the Liveability Ranking and Overview August 2011



www.eiu.com

BIGBIR FOR BANDUNG: INDONESIA'S HIGH-ALTITUDE HUB OF CRAFT, CREATIVITY AND COOLER LIVING

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

Issue 65 • Volume 07
JULY/AUGUST 2013

- ▲ **AFFAIRS** Mayors' race: five urban leaders with a plan
- **BUSINESS** Patches and holes: the evolution of the city farms
- **CULTURE** Good news: media models worth monitoring
- **DESIGN** Showing the way: Venice's new navigators
- **EDUC** Parks, rivers, running tracks and trees – places to look back and collect your thoughts
- **EGGHEADS** A hot made visit to Helsinki's new public sauna

Our 25 cities for living, working, late nights and fresh starts

From Vienna to Sydney, Vancouver to Kyoto our correspondents survey the streets and crunch the numbers for our SPECIAL GLOBAL CITY RANKING

STREET STYLISTS

A city's streets are a reflection of its culture and identity.

ALTERNATIVE LIFESTYLES

The other side of the coin: how cities are embracing alternative lifestyles.

BIG DATA

A 10-page guide to all the cool, unique and off-the-wall.

+ FIFTY THINGS TO IMPROVE YOUR LIFE

QUALITY OF LIFE 2013

Our seventh annual ranking of the cities that have it figured out – from transport to green space, retail to residences. A 20-page index on superior settlements.

ENTERTAINING

Discover new ways to spend your leisure time.

FEEL THE BEAT

A guide to the best music venues in the world.

THAT TUN-ON

A guide to the best music venues in the world.



URBAN SUCCESS?

**the
world's
fairest city -
yours and
mine**

- Are you proud of your city?
- Does the city give you a rush?
- Do children go to school by themselves?
- Does your city make you dream?

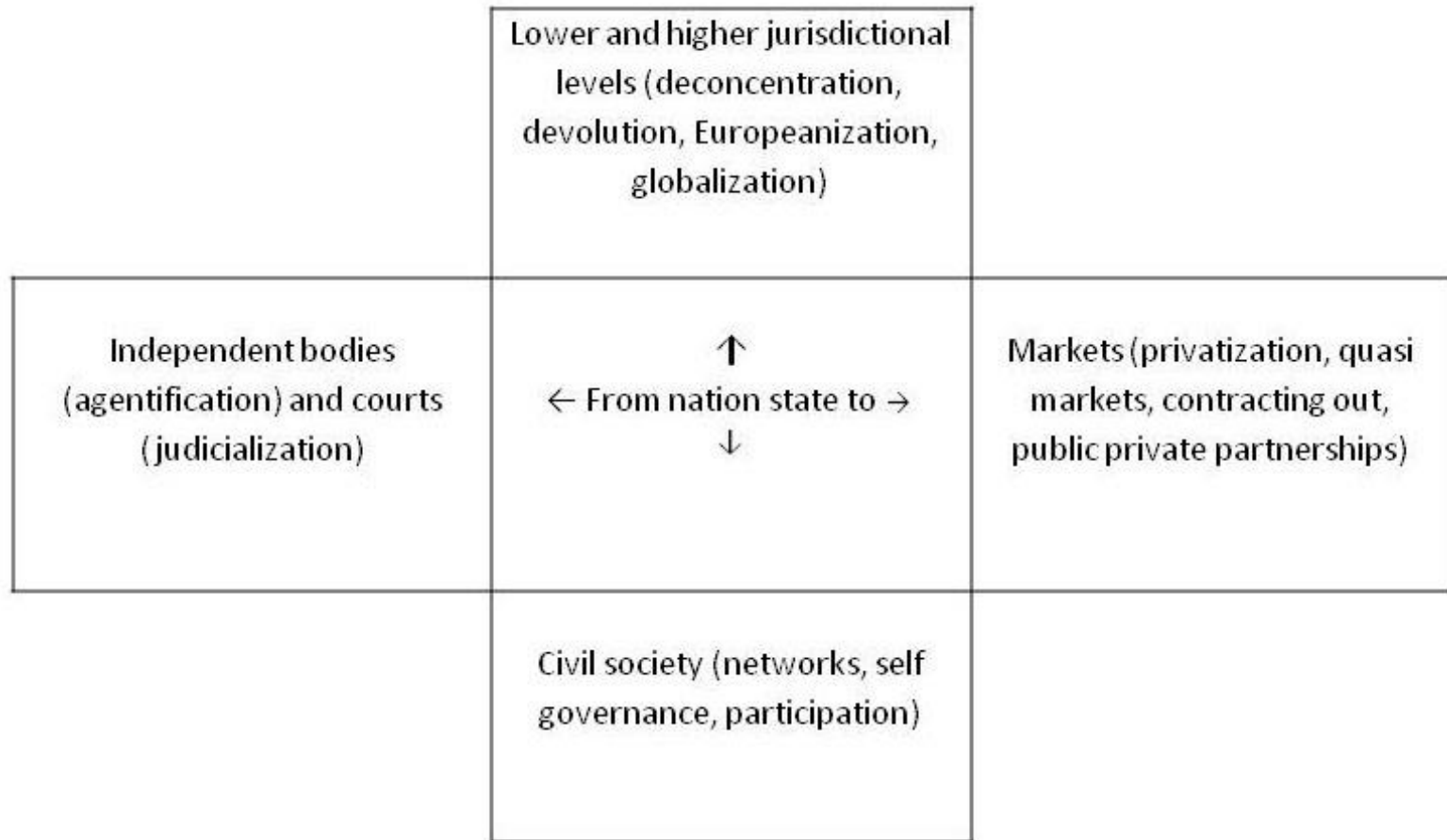
REFLECTIONS...

**When you think about urban governance,
what comes to mind?**

FROM GOVERNMENT TO GOVERNANCE

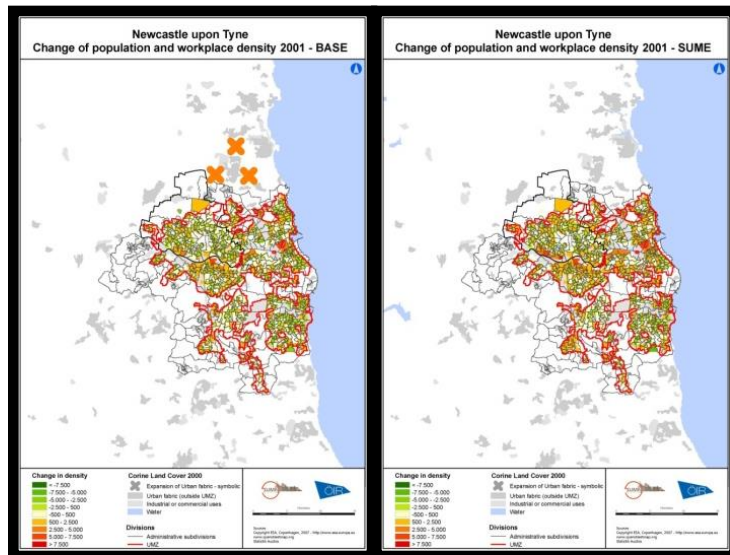
- **A gradual shift in the manner of governing**
- **From top-down to multi-directional**
- **New ‘constellations of actors, institutions and interests’**
- **New ways of organizing & interacting**
- **Managing increased complexity**
- **Towards transparency**

FROM GOVERNMENT TO GOVERNANCE

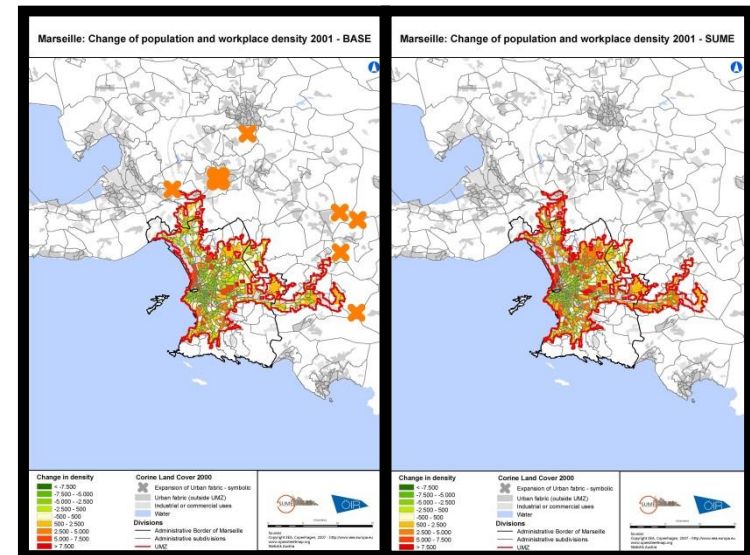


FROM GOVERNMENT TO GOVERNANCE: CONTEXT

- Unique actors & relationship dynamics
- Distinct settings
- Variation in planning & building cultures
 - Manifested by geography, reflected in the built form



Newcastle



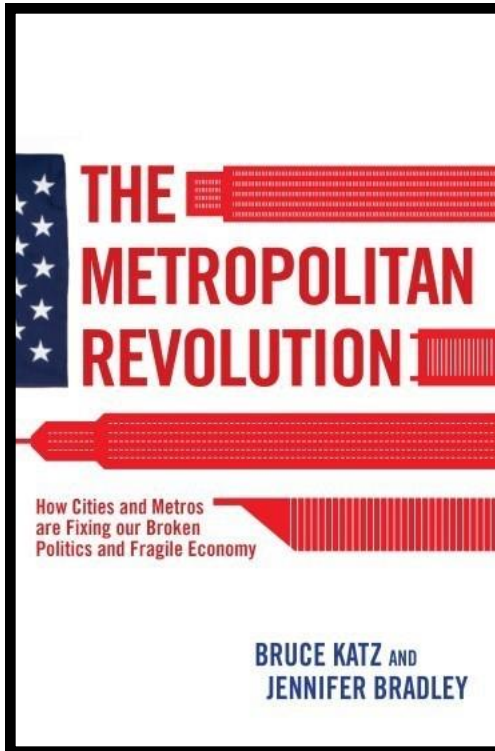
Marseille

FROM GOVERNMENT TO GOVERNANCE: PROCESS

- **Governance is continuously shaped through interactions among various actors**
- **Process trajectories can be altered through socioeconomic & political developments**
- **Mechanisms for feedback essential throughout the process**



WHAT DOES THIS MEAN FOR CITIES?

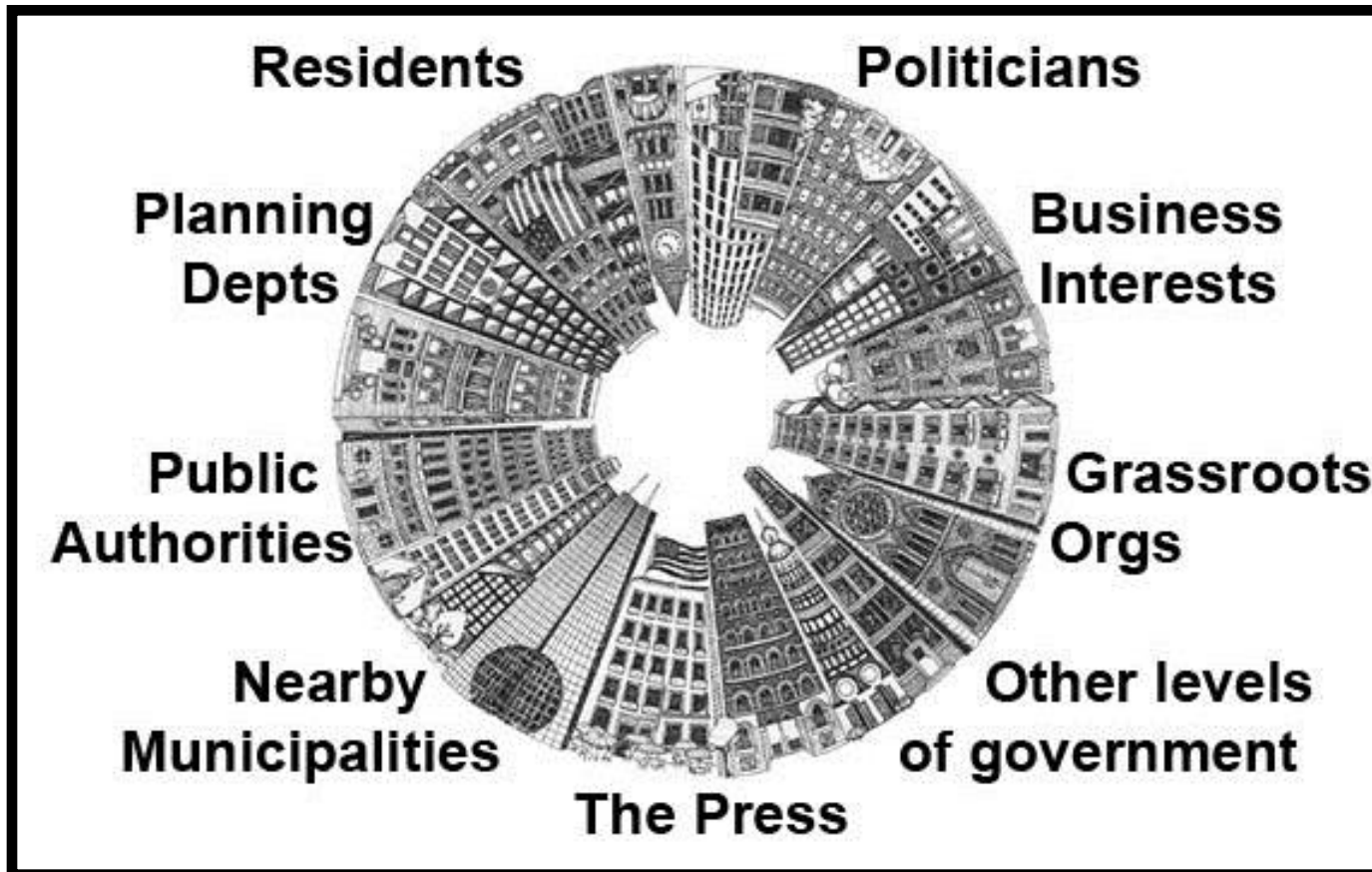


ACTORS & INPUTS

- A diversity of perspectives
- Distributing leadership, ownership & responsibility as a way to manage complexity
- Cooperation & Conflict
- Harnessing stakeholder interest & engagement

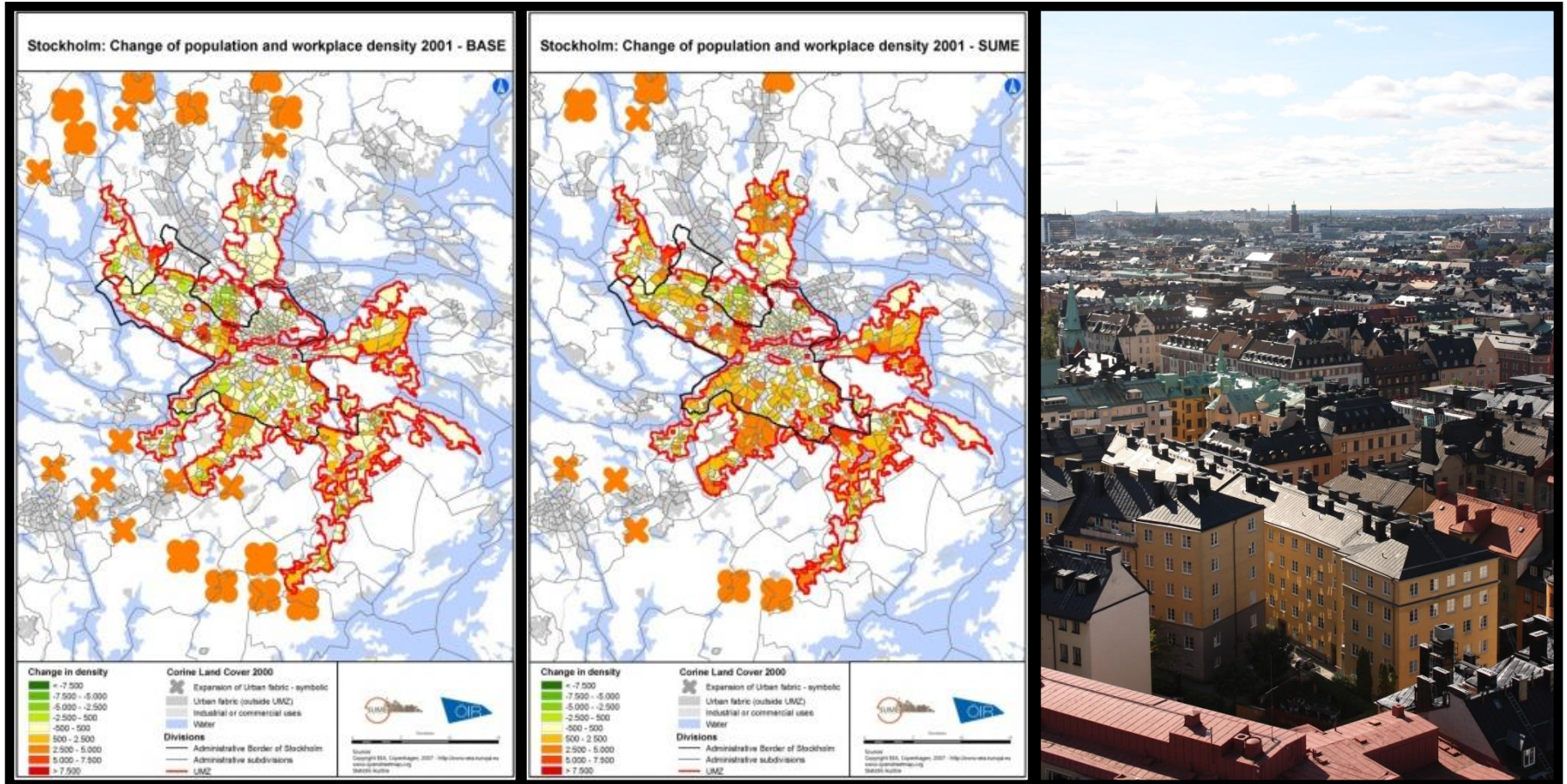


ACTORS & INPUTS



ACTORS & INPUTS

In practice – Urban Development in Stockholm



REFLECTIONS...

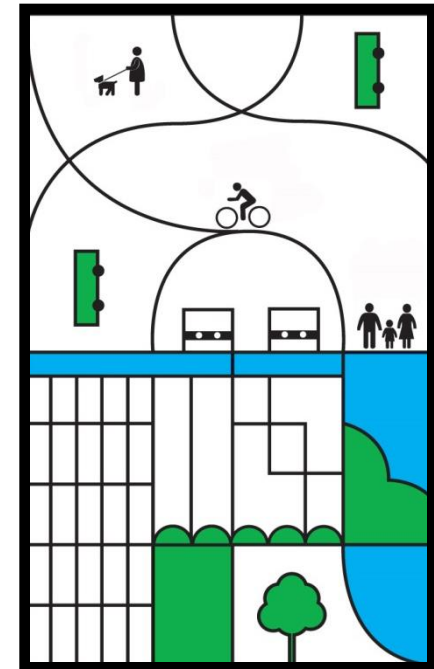
Can you think of a situation where a certain actor had a major impact on a project or policy outcome?

DIMENSIONS OF URBAN GOVERNANCE

- **Integrating relevant policy sectors**
 - **Coordinating actions**
 - **Mobilizing stakeholder engagement**
 - **Adapting to changing contexts**
 - **Place-based potential**
- ESPON TANGO**

INTEGRATING RELEVANT SECTORS

- Strategic oversight to connect related but often distinct areas
- Across public, private & voluntary sectors
- Add value & mutual reinforcement
- Breaking “silos”



INTEGRATING RELEVANT SECTORS

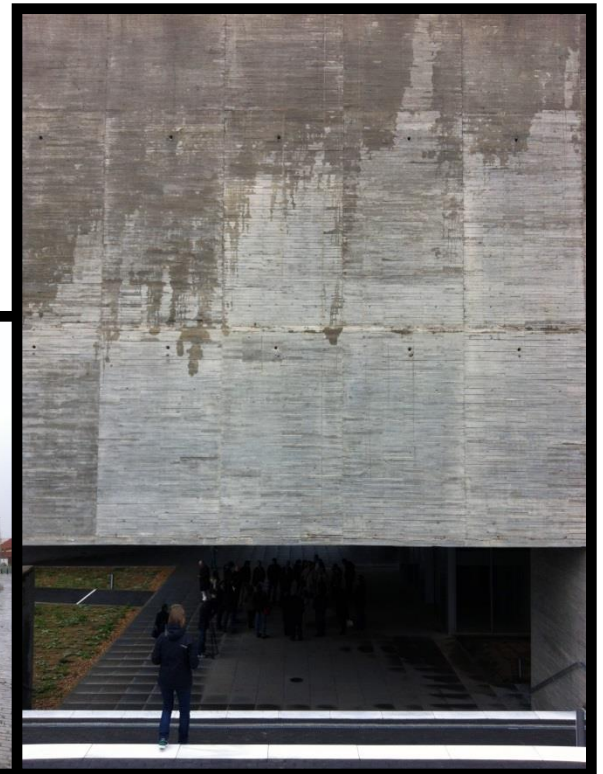
- **A departure from modernism**
- **Qualitative & quantitative approaches**
- **Big data creates new opportunities...**

And challenges

INTEGRATING RELEVANT SECTORS

Merida, Spain

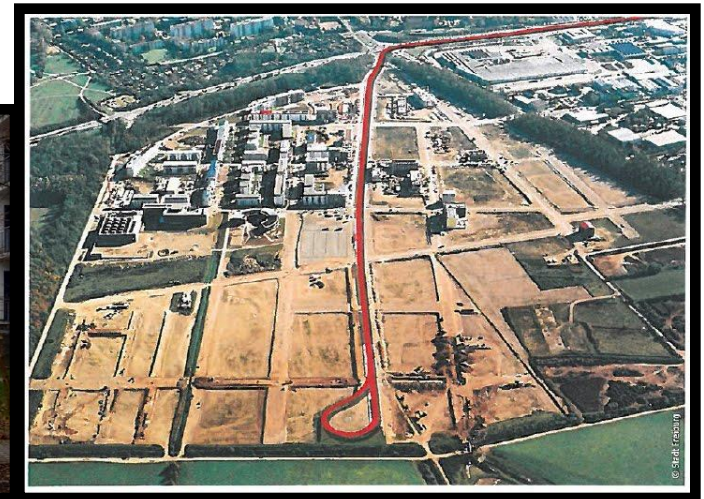
- **A newly built green government building**
 - In what way?
- **Located in a marginalized community**
 - Aim to promote social integration...



INTEGRATING RELEVANT SECTORS

Freiburg, Germany

- Land use & transport considered simultaneously
 - New built area with a viable alternative to the car
- “The best transportation plan is a great land use plan” - Brett Toderian, 2013



COORDINATING ACTIONS

- Leadership & responsibility can be distributed
- Coordinated responses to complex challenges
- Power may be shared
 - The power to get things done



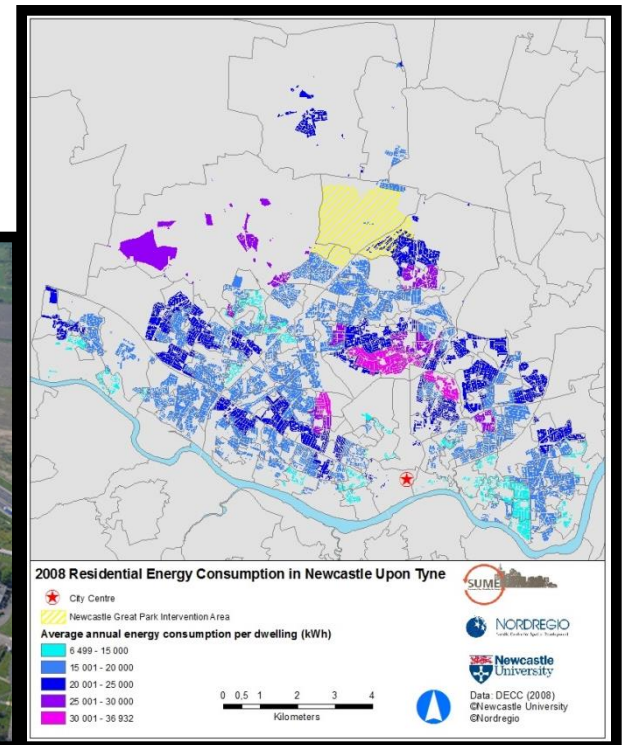
COORDINATING ACTIONS

- **Decision making at the appropriate scale**
- **Create checks & balances**
- **Productive & corrective capacity – Hendrik & Drosterij**
- **Capacity to accommodate and engage stakeholders**

COORDINATING ACTIONS

Newcastle, UK

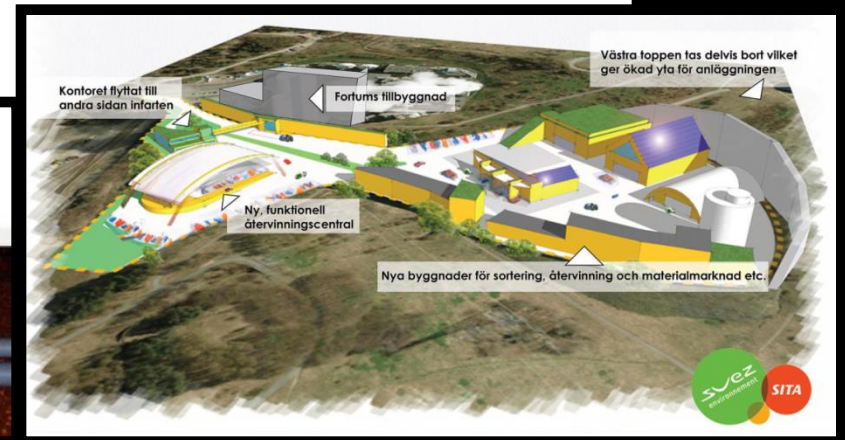
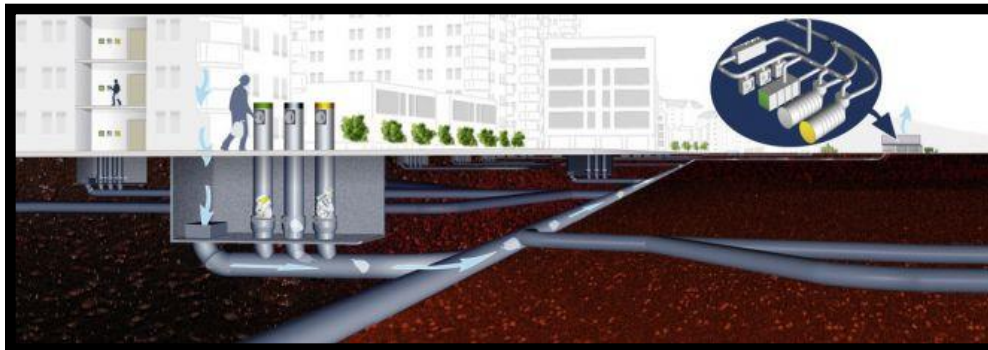
- Municipal Competition to region's detriment
- Newcastle Great Park
 - Eco-friendly or sprawl?



COORDINATING ACTIONS

Stockholm, Sweden

- Eco-district development as a green growth driver
- The Environment, branding & fostering skills
- A marketable profile through projects



MOBILIZING STAKEHOLDER ENGAGEMENT

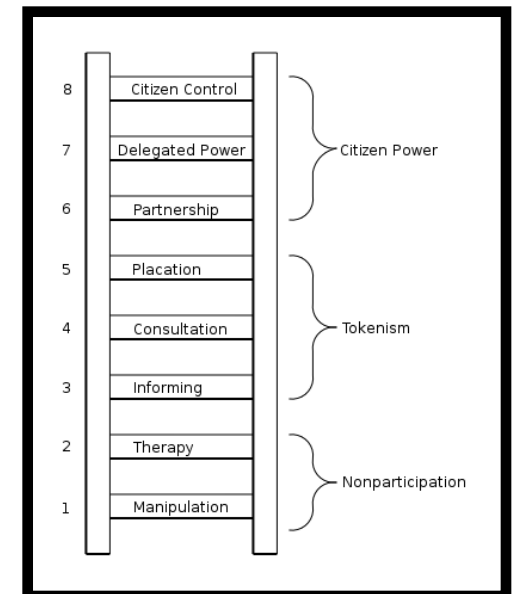
- **Transparency, oversight & scrutiny**
 - Trust & understanding in decision-making processes
- **An arena that accommodates a range of interests**
 - Stakeholder imbalance
 - Awareness of the traditionally marginalized



MOBILIZING STAKEHOLDER ENGAGEMENT

- Anchored in democracy
- A climate of openness
- Value of the press
- Mechanisms to ensure engagement efforts have an outcome

Arnstein's Ladder



MOBILIZING STAKEHOLDER ENGAGEMENT

Slussen, Stockholm


- **Planning competition in the 1990s**
 - Opposition to winning design
- **Widespread interest & engagement**
- **Process repeated...**




Epsteins STHLM

Petter rappade mot nya Slussenförslaget

Skrivet av Lars Epstein 19:21, 3 december 2011 i kategori [Aktion](#), [Demonstration](#), [Gamla stan](#), [KLICKA-FÖRSTORABILDEN](#), [Kultur](#), [Staden](#), [Södermalm](#)



Pelle Törner och Monica Nielsen.

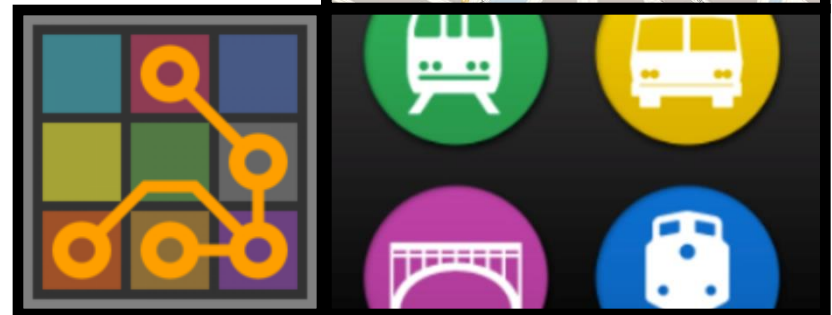


Petter och Vanessa Falk.

MOBILIZING STAKEHOLDER ENGAGEMENT

Hackathons

- Open data
- Harness creative potential
- App success results from demand



ADAPTING TO CHANGING CONTEXTS

- **The only constant is change**
- **Ability to review & revise**
- **Structured capacity to reflect**
- **Feedback mechanisms & an openness to learning**

ADAPTING TO CHANGING CONTEXTS

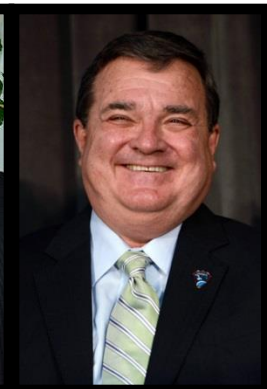
- **Future-proofing?**
 - Inter generational equity
 - Path dependency
- **Paths to resilience**



ADAPTING TO CHANGING CONTEXTS

Toronto, Canada

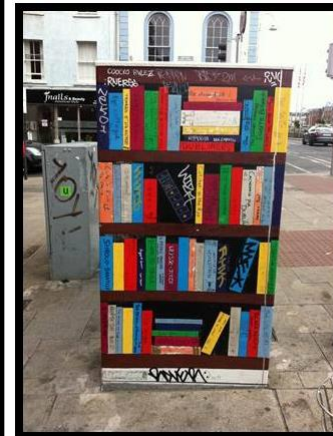
- Public transport expansion & improvement
- Mixed messages & a lack of clear leadership
- Arrested development



ADAPTING TO CHANGING CONTEXTS

Dublin, Ireland

- Tactical Urbanism
- Economic downturn
 - A new approach
- Government & Grassroots



PLACE-BASED POTENTIAL

- **Recognition of local strengths & weaknesses**
- **Capacity to identify opportunities & threats**
- **Subsidiarity – the best frame for a specific issue**
- **Responding at the most appropriate scale**

PLACE-BASED POTENTIAL

Barcelona, Spain

- Reshaping the city's profile
- Olympics as a catalyst
- Setting & culture for legitimacy



PLACE-BASED POTENTIAL

Copenhagen & Amsterdam

- **Bicycling powerhouses**
- **Flat cities with engaged stakeholders**
- **Still working to get better**



Considerations...

- **Good urban governance presents an opportunity for greater integration between formerly distinct sectors The shift from government to governance is a key element of the metropolitan revolution; a contribution to urban optimism today**

Considerations...

- **The network oriented approach of governance is reflected in wider societal trends**
- **Greater potential to harness the wisdom of crowds**

THANK YOU!

“The way people in democracies think of the government as something different from themselves is a real handicap. And of course, sometimes the government confirms their opinion.” – Lewis Mumford

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