

# Reflections on Metropolitan Governance

**European Committee on Democracy and Governance  
(CDDG), 7 December 2015, Council of Europe,  
Strasbourg, France**

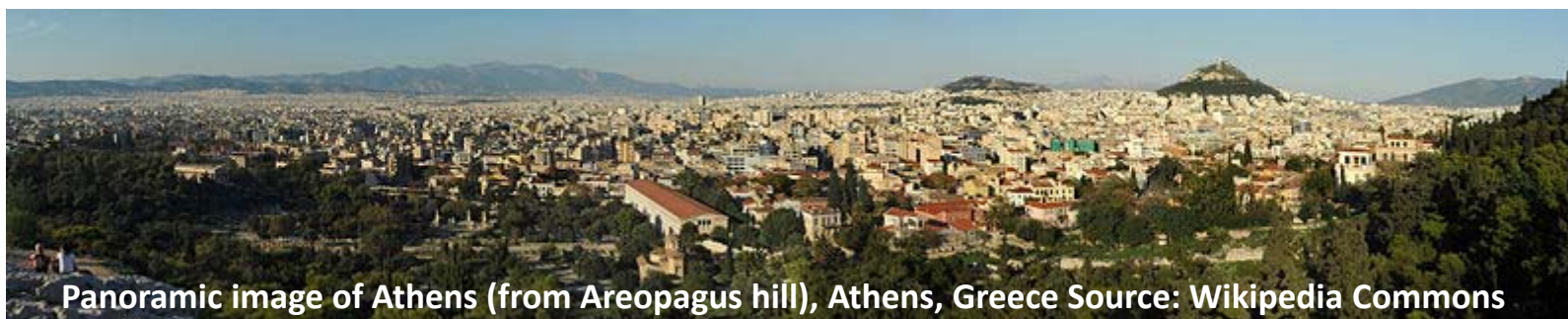
Paul Hildreth

UCL, Bartlett School of Planning  
and SURF at Salford University

[paul.hildreth.11@ucl.ac.uk](mailto:paul.hildreth.11@ucl.ac.uk)

# Content

- Why metropolitan governance?
- What is a metropolitan area?
- Metropolitan challenges?
- What Metropolitan structure?
- What about wider participation?
- What works, what fails?



## A Metropolitan World?

Although the character of the urban system is different in Western compared with Central and Eastern Europe (e.g. See Dijkstra et al, 2013; OECD, 2012)

Source: Florida R. (2005) The World is Spiky, The Atlantic Monthly

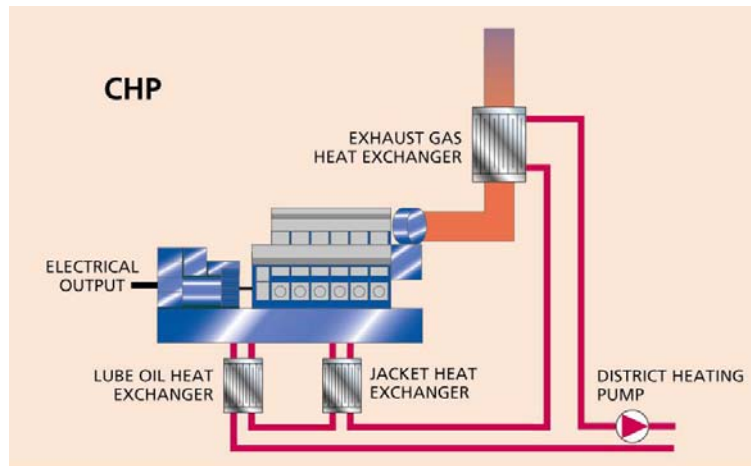


# Metropolitan issues?

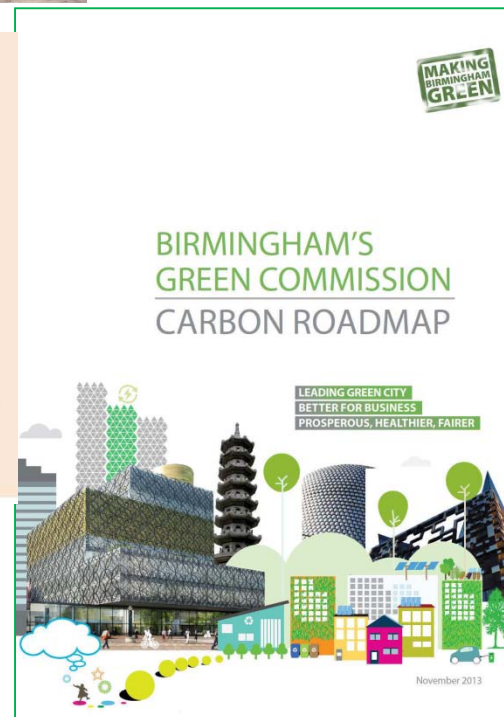


## More common Metropolitan Governance issues

- City Transportation
- Strategic Planning
- City Economy
- Sustainable Development and Climate Change



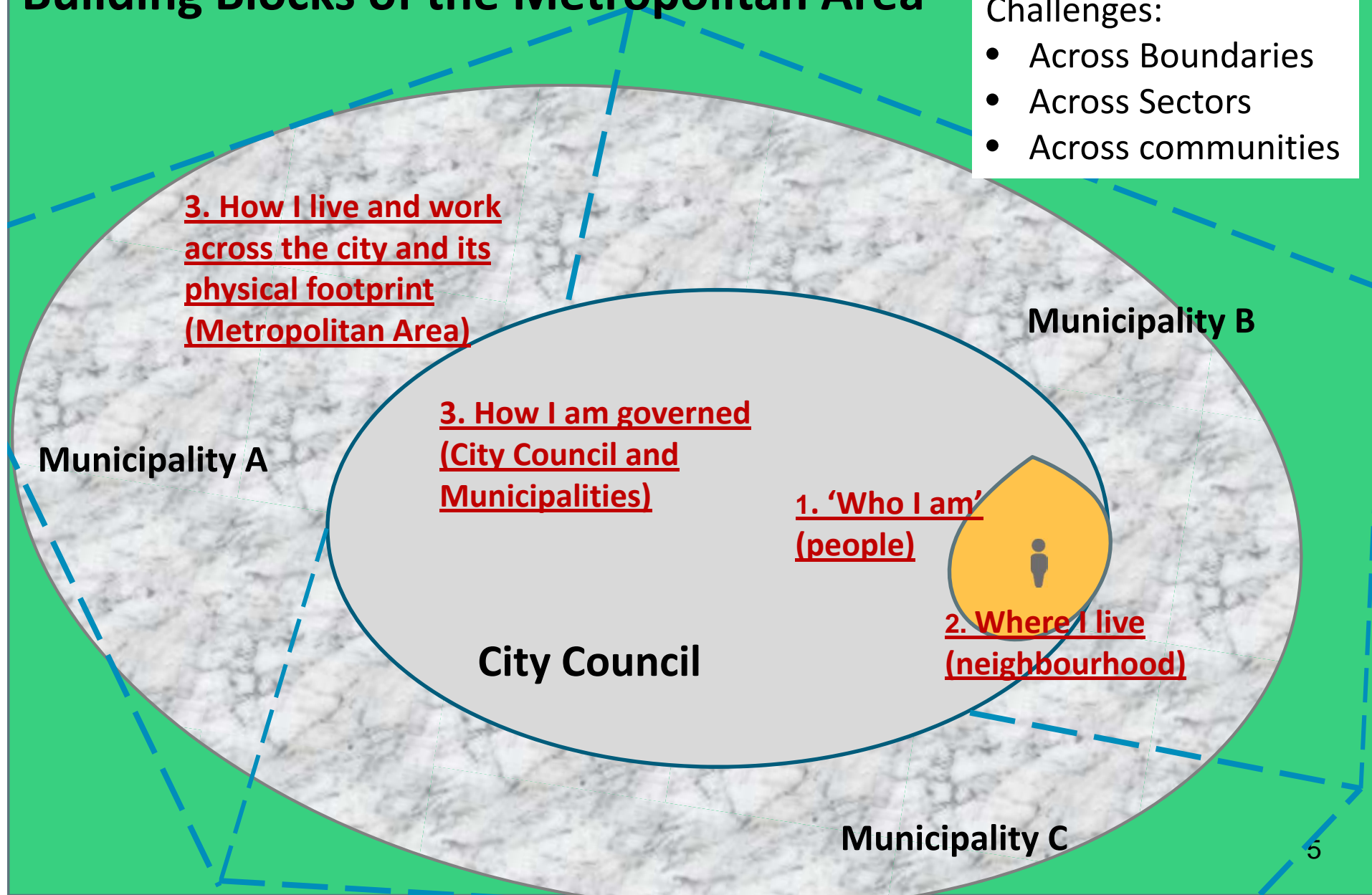
Birmingham District Energy Scheme

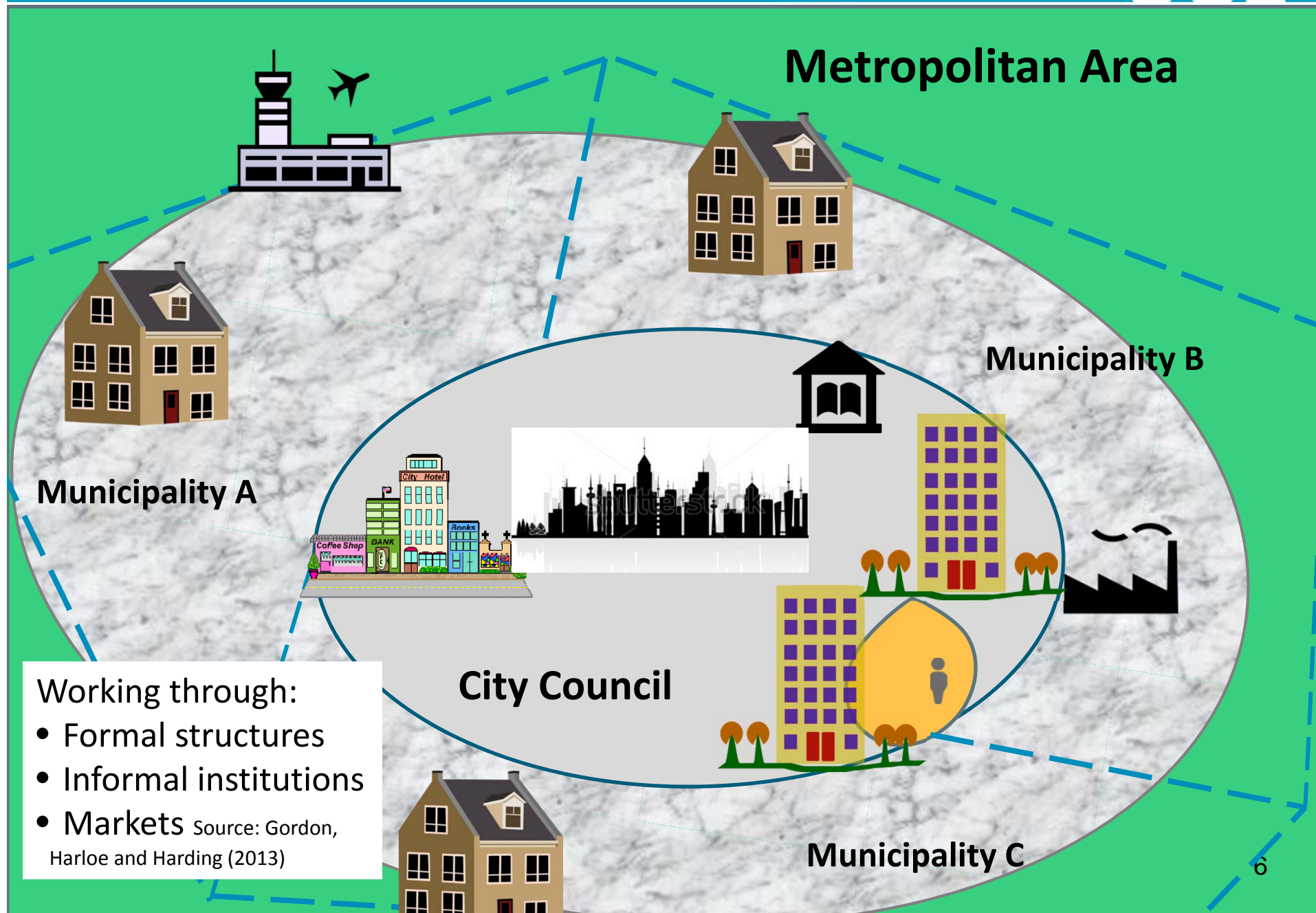


# Building Blocks of the Metropolitan Area

Challenges:

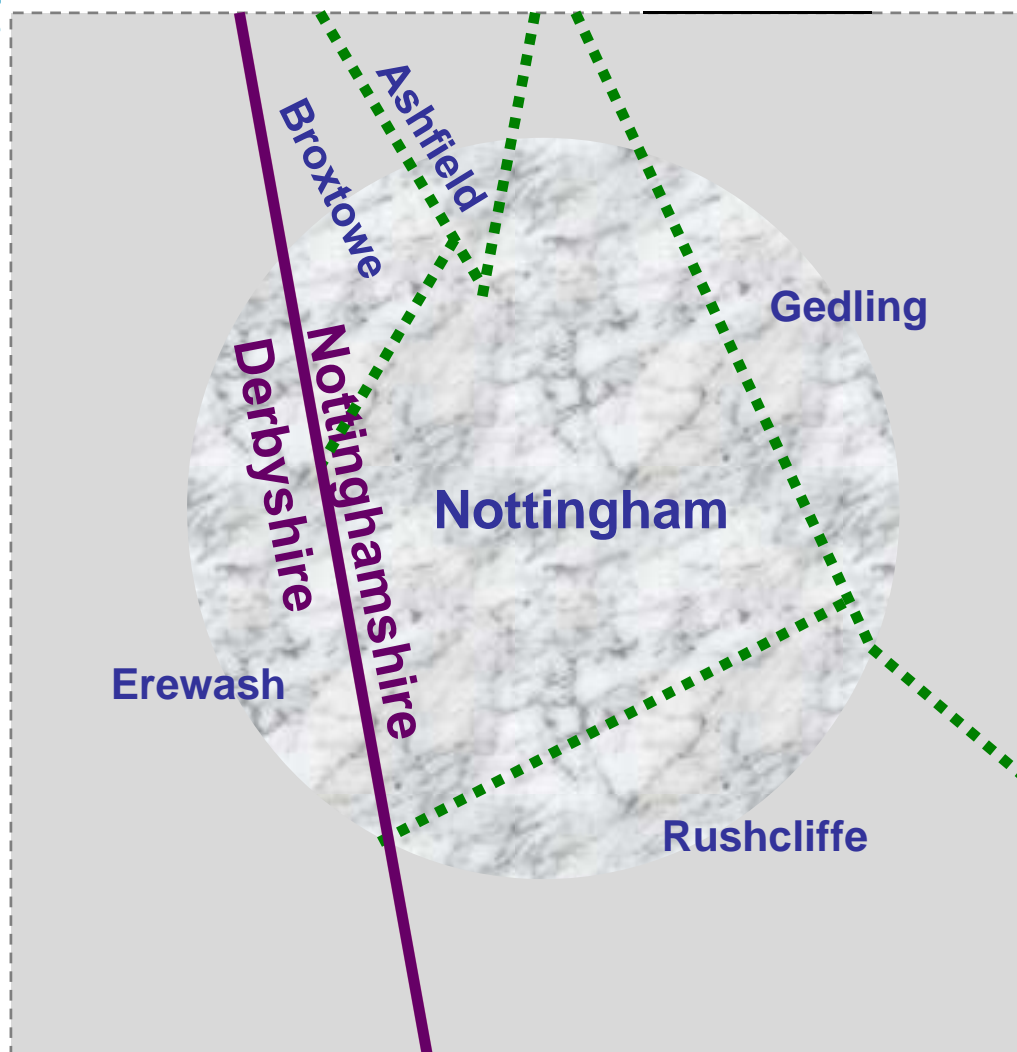
- Across Boundaries
- Across Sectors
- Across communities






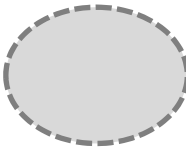


# Metropolitan governance – Where there may be Under-Bounding



Nottingham is a classic example of under-bounding.

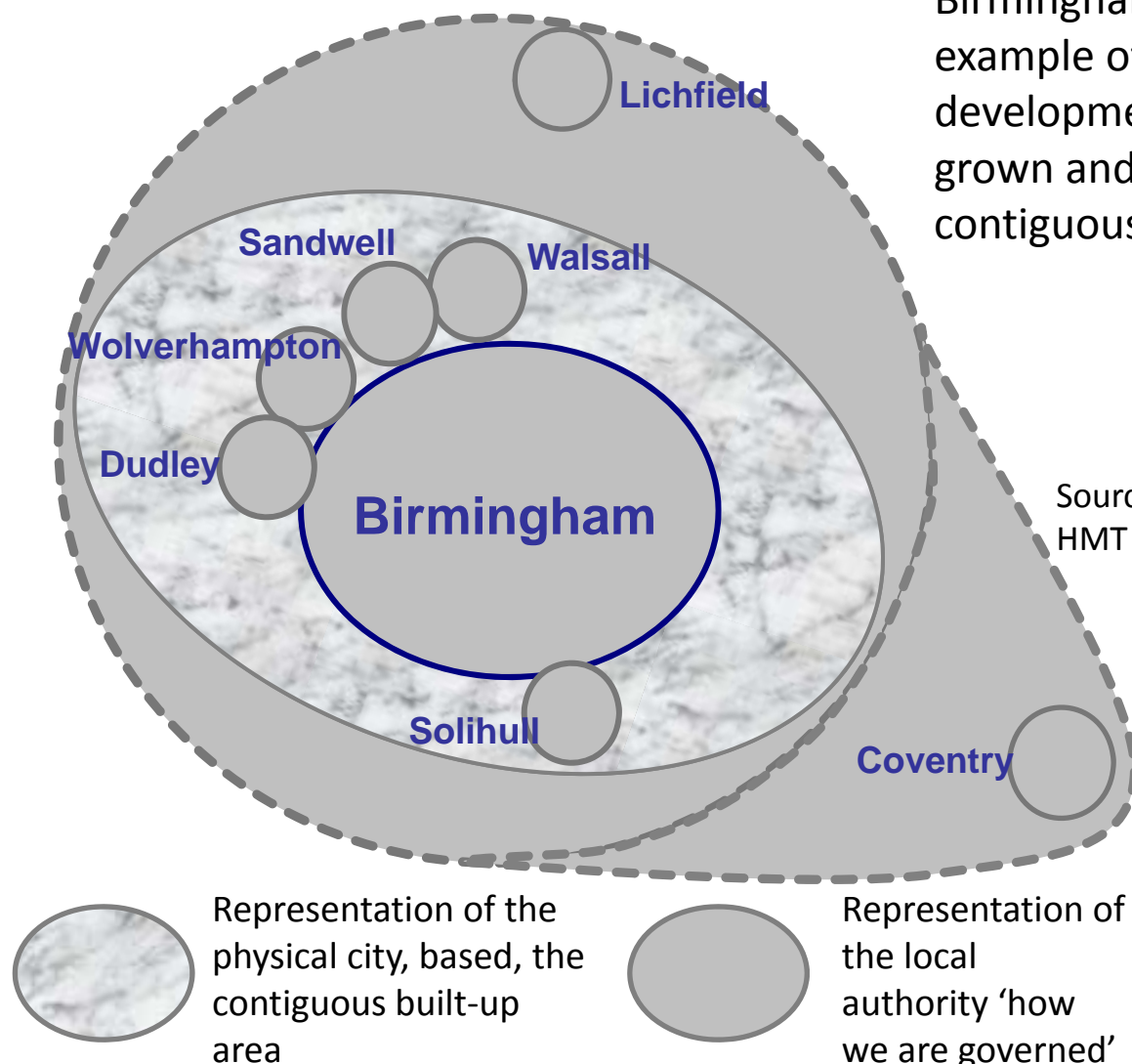
Strategic decisions can only be taken collaboratively across the City Council, five District Councils and two County Councils.

-  Representation of the physical city, based, the contiguous built-up area
-  Representation of some of the economic area of the city, based on travel-to-work area

Source: Hildreth and Bailey, 2014; Developed for HMT et al, 2006

# Metropolitan governance – Or connected cities with different identities

Birmingham and the Black Country is a classic example of where, through industrial development, existing towns and cities have grown and connected to form one large contiguous built-up area.

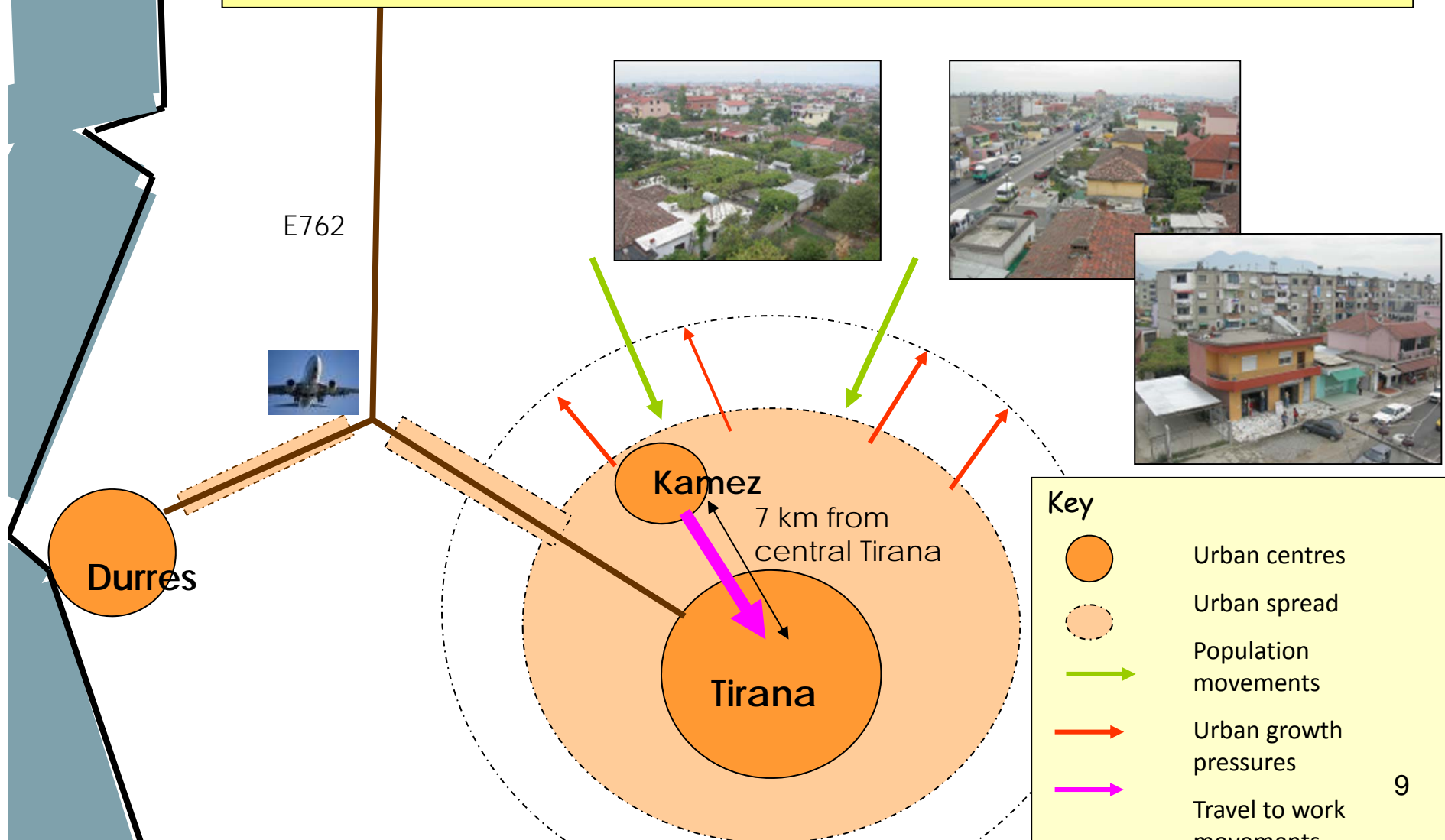


Source: Hildreth and Bailey, 2014, Developed for HMT et al, 2006



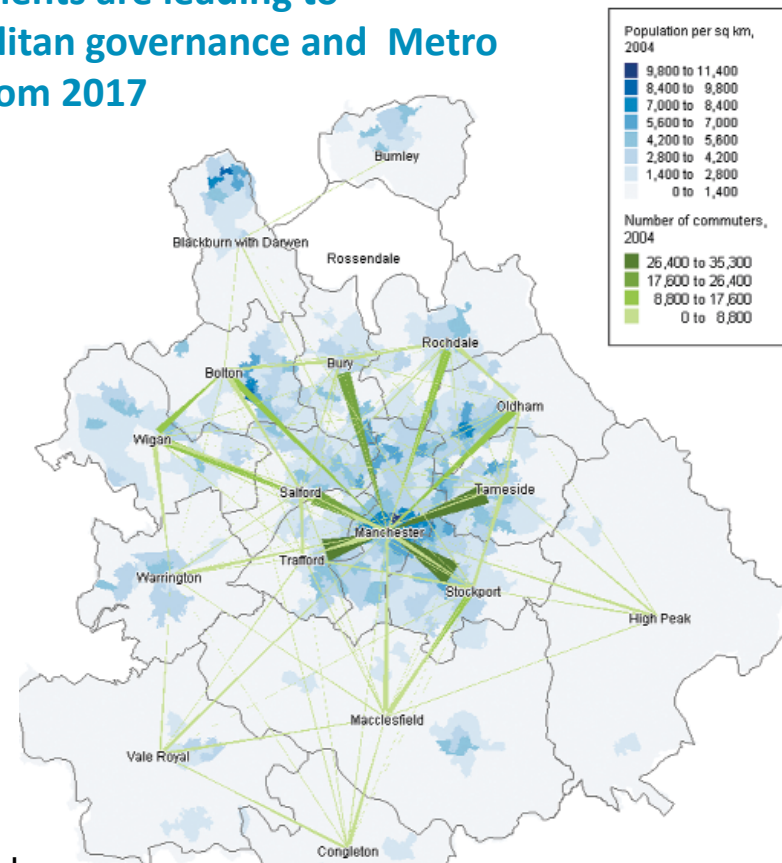
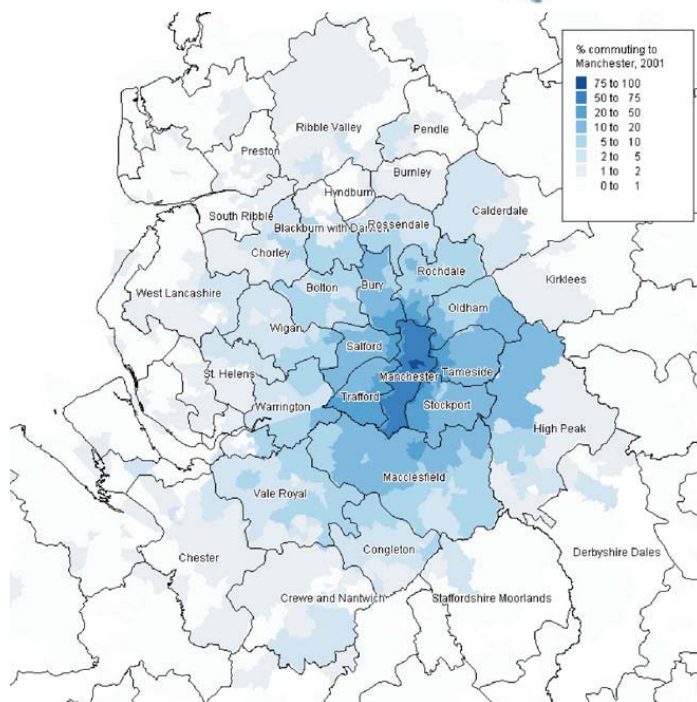
## Kamez – Albania – municipality inter-dependent with the Metropolitan City of Tirana

Is a 'edge' suburb of a rapidly expanding Tirana, with population of 90,000 (8,000 in 1990), growing through inward migration. Mainly residential area with a growing proliferation of micro-businesses (e.g. retail). Many residents work in Tirana, which is well connected by road. Under severe growth pressures through 'illegal' settlements (13,000 settlements under legalisation process) and further expansion of Tirana.





Manchester is a classic example of a connected city where joint collaboration arrangements are leading to Metropolitan governance and Metro Mayor from 2017



Travel to work movements

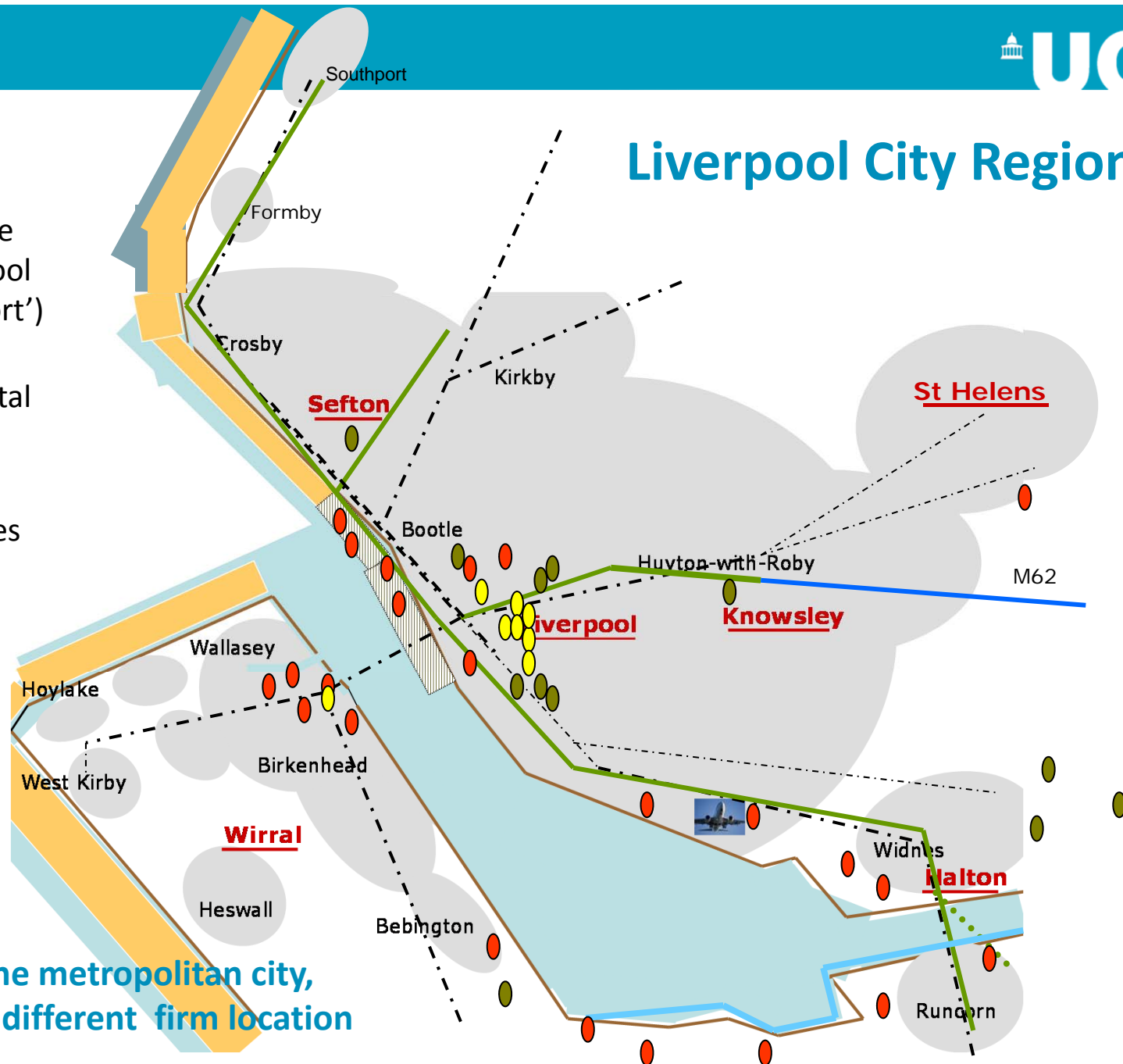
Source: Centre for Cities, SURF, Work Foundation (2009)

And where the nature of economic geography may help or hinder

**Greater Manchester**

# Liverpool City Region

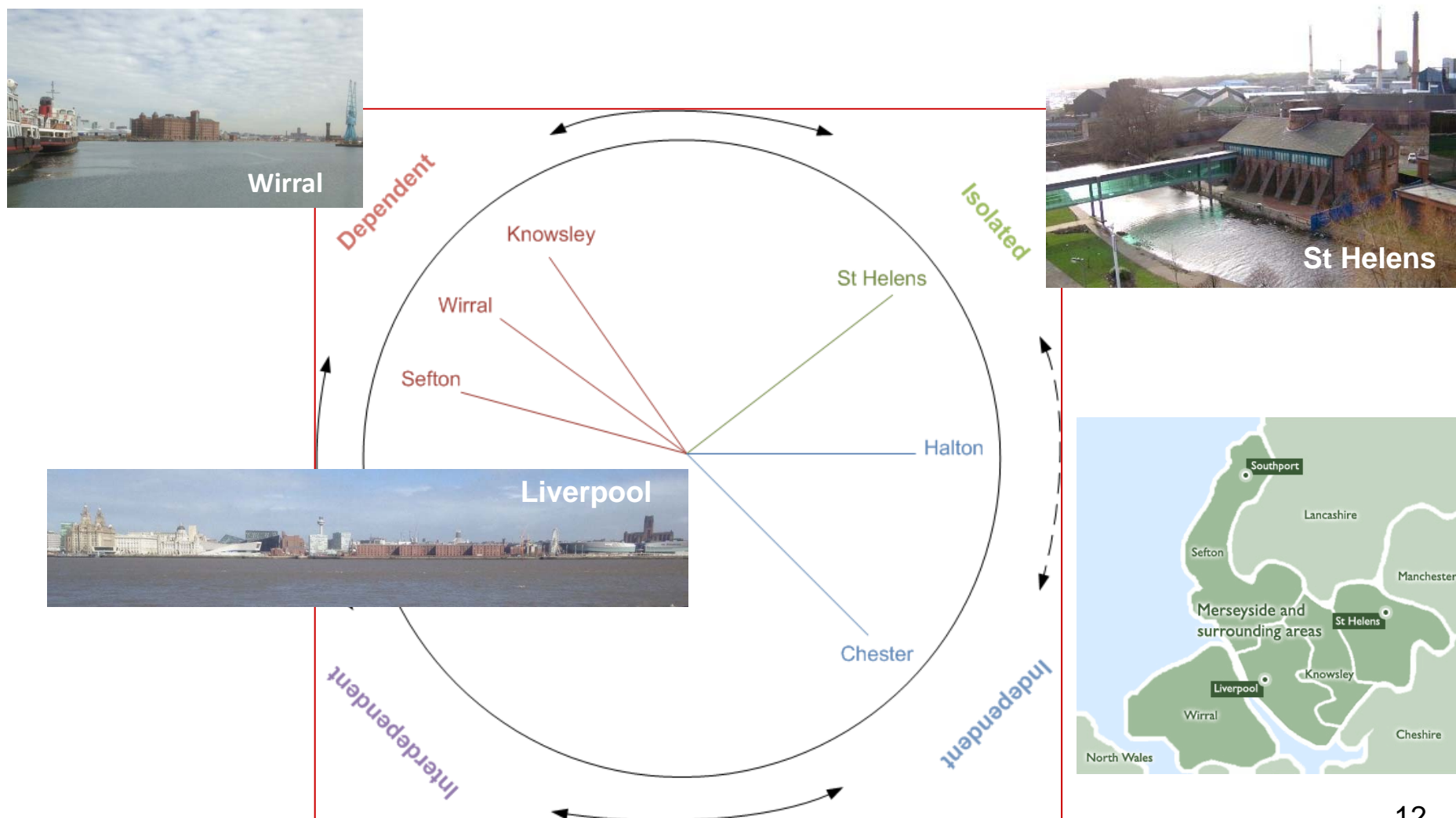
- Maritime  
(‘Liverpool Superport’)
- ICT/digital
- Creative industries



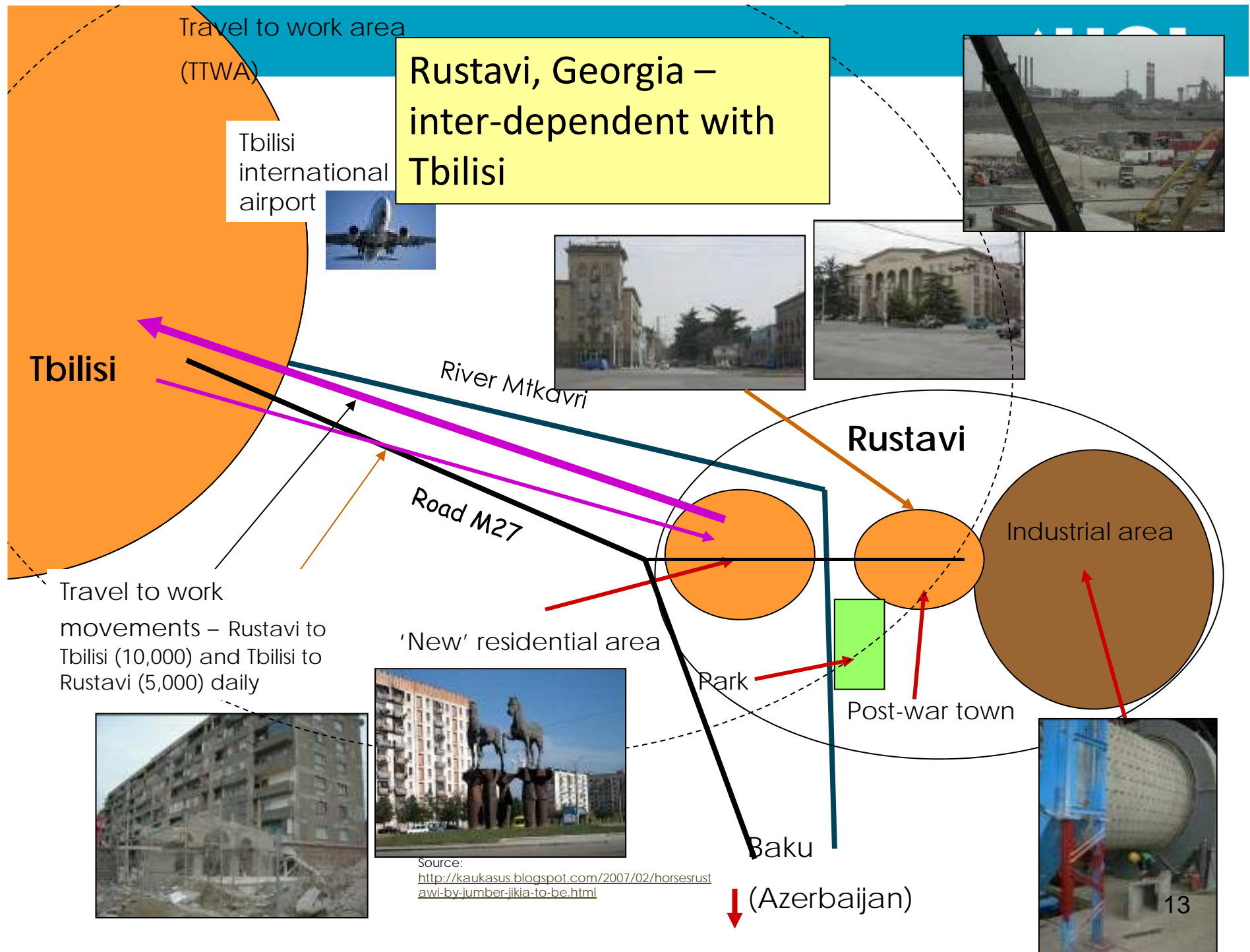
Even within the metropolitan city,  
there may be different firm location  
patterns

Source: Liverpool case study for Centre for Cities, SURF and Work  
Foundation, 2009

## Economy of different places benefit differently – Merseyside

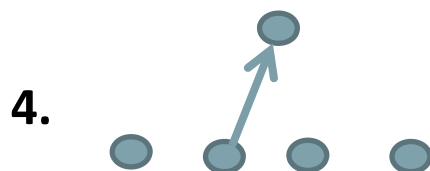
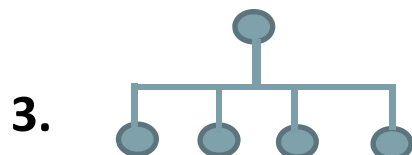
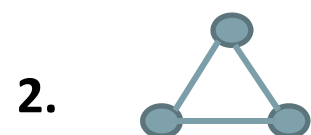






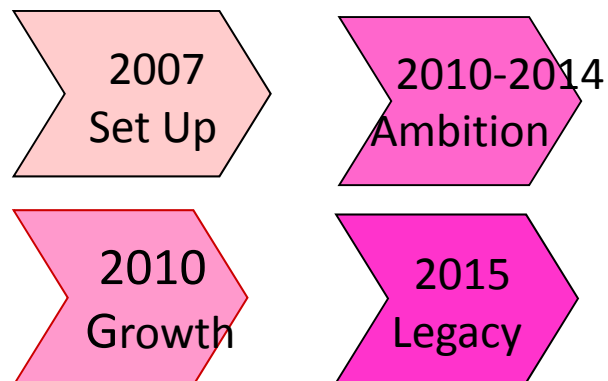
# Types of Metropolitan Governance

Source: OECD (2015),  
Governing the city



Types	Description	% of OECD Metro Areas
<b>1. Informal/soft co-ordination</b>	Provide informal collaboration arrangements to share and consult across the area. <b>e.g. Athens-Atica (Greece); DeltaMetropool (Netherlands)</b>	52%
<b>2. Inter-municipal authorities</b>	Offer more formal sharing and responsibility across member municipalities e.g. spatial planning, transport and infrastructure. <b>e.g. Regionalverband FrankfurtRheinMain (Frankfurt) (Germany); Metropolitan Planning Organisations e.g. Chicago (USA)</b>	24%
<b>3. Supra-municipal authorities</b>	An additional layer added above municipalities, e.g. elected metropolitan mayor/authority. <b>e.g. Greater London Mayor and Authority (London) (UK); Portland Metro (United States); Verband Regio Stuttgart</b>	16%
<b>4. Special status 'metropolitan cities'</b>	Cities with a defined population threshold upgraded as 'metropolitan cities' to put them on a higher tier of government with broader competencies. <b>e.g. Daejeon (Korea)</b>	8%

# Bristol Green Capital Partnership: building momentum across the City



To go from a Committee of 12 set up by Bristol City Council to 700 members from the City, a Social Enterprise and winning European Green Capital) -

1. Get the right people
2. Galvanise others
3. Build your profile
4. Stay connected
5. Behave like professionals



the Bristol Method:  
how to use  
partnerships to  
drive change

## What works, what fails?

What works?	What fails?
<ul style="list-style-type: none"> <li>Design in context for legitimacy, representation and autonomy</li> </ul>	<ul style="list-style-type: none"> <li>Uniform one size fits all with little thought for context</li> </ul>
<ul style="list-style-type: none"> <li>Reflects metro geography and civic history: transcends social, economic and political identity</li> </ul>	<ul style="list-style-type: none"> <li>No appreciation of 'winners' and 'losers' and why</li> </ul>
<ul style="list-style-type: none"> <li>Effective leadership (top down and bottom-up): cooperate to make choices, address threats and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ineffective leadership (top-down and bottom-up) unable to take difficult choices</li> </ul>
<ul style="list-style-type: none"> <li>Planned, but appreciate may take time to work</li> </ul>	<ul style="list-style-type: none"> <li>Unplanned and rushed</li> </ul>
<ul style="list-style-type: none"> <li>Part of multi-governance approach</li> </ul>	<ul style="list-style-type: none"> <li>One-off in isolation</li> </ul>
<ul style="list-style-type: none"> <li>Appropriate (National and Local) incentives and relations</li> </ul>	<ul style="list-style-type: none"> <li>Poor incentive structure</li> </ul>

## What is missing?

Scope for practical guidance and the sharing of lessons and best practice, building on established material such as the OECD publication on Metropolitan Governance (2015)