

# MULTILEVEL GOVERNANCE

## BENEFITS, COSTS, POSSIBILITIES

PRESENTED TO THE INSTITUTE OF PUBLIC  
ADMINISTRATION OF CANADA

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GOVERNANCE, UNIVERSITY OF WESTERN  
ONTARIO

# THE MCRI PROJECT

# MULTILEVEL GOVERNANCE AND PUBLIC POLICY IN CANADIAN MUNICIPALITIES

## MAJOR COLLABORATIVE RESEARCH INITIATIVE (MCRI)

2004-2009

\$2.5 MILLION

Thanks to

Remerciements au



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

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**

# MULTILEVEL GOVERNANCE



# MULTILEVEL GOVERNANCE: BENEFITS



# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL  
OBSTACLES

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION
- **BROADER EXPERTISE**

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION
- BROADER EXPERTISE
- CO-ORDINATION: SAVING MONEY

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION
- BROADER EXPERTISE
- CO-ORDINATION: SAVING MONEY
- CO-ORDINATION: **EFFECTIVENESS**

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION
- BROADER EXPERTISE
- CO-ORDINATION: SAVING MONEY
- CO-ORDINATION: EFFECTIVENESS

- DESIGN

# MULTILEVEL GOVERNANCE: BENEFITS

- OVERCOME JURISDICTIONAL OBSTACLES
- FULLER INFORMATION
- BROADER EXPERTISE
- CO-ORDINATION: SAVING MONEY
- CO-ORDINATION: EFFECTIVENESS
  - DESIGN
  - **IMPLEMENTATION**

# MULTILEVEL GOVERNANCE: COSTS

# MULTILEVEL GOVERNANCE: COSTS

- DELAY

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: "JOINT DECISION TRAP"

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS
- **ACCOUNTABILITY**

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS
- ACCOUNTABILITY
- ACCESS TO THE PROCESS

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS
- ACCOUNTABILITY
- ACCESS TO THE PROCESS
- **MONOPOLY: LACK OF COMPETITION**

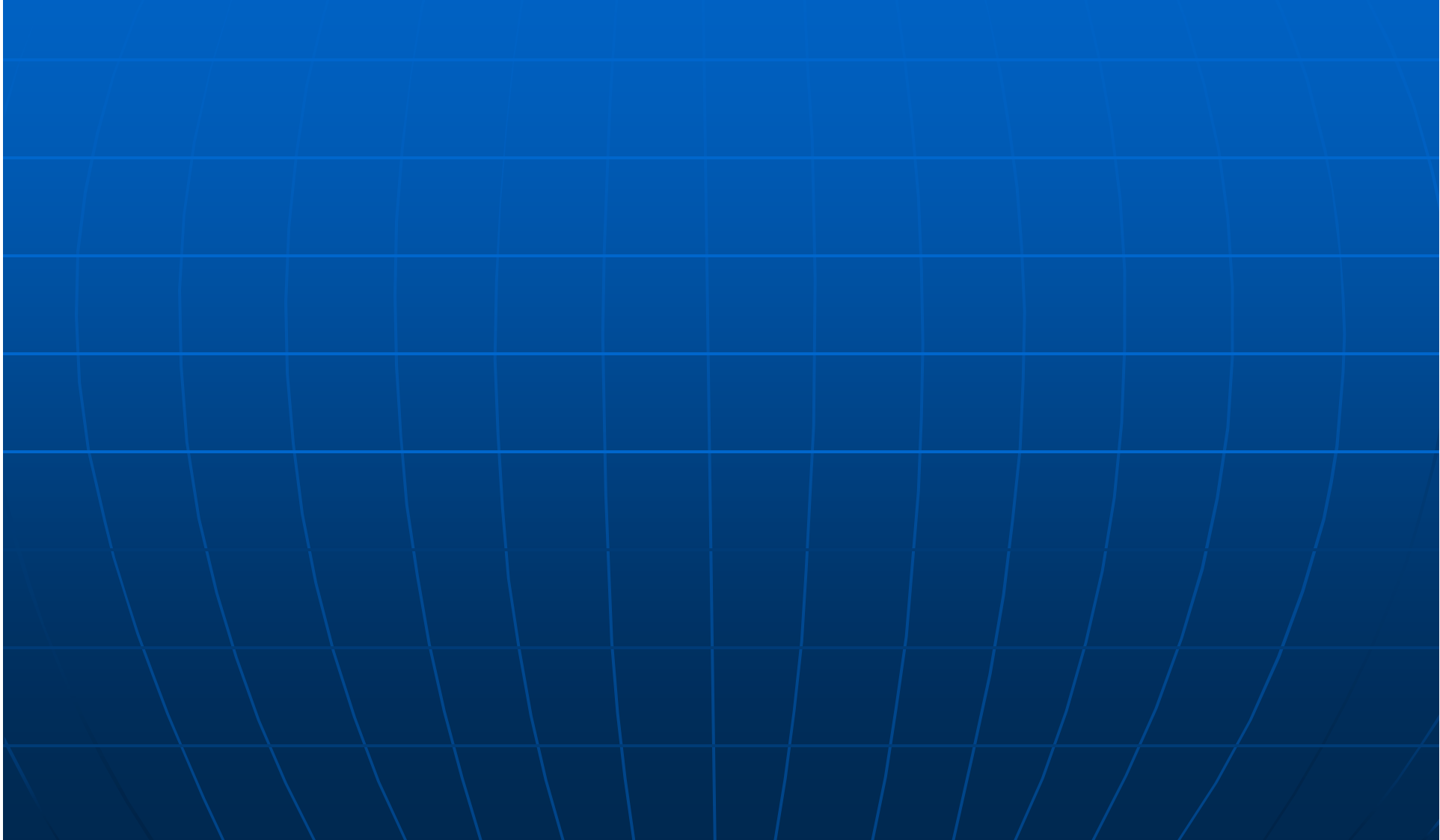
# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS
- ACCOUNTABILITY
- ACCESS TO THE PROCESS
- MONOPOLY: LACK OF COMPETITION
  - LACK OF REDUNDANCY

# MULTILEVEL GOVERNANCE: COSTS

- DELAY: “JOINT DECISION TRAP”
- TRANSACTIONS COSTS
- ACCOUNTABILITY
- ACCESS TO THE PROCESS
- MONOPOLY: LACK OF COMPETITION
  - LACK OF REDUNDANCY
  - **BIG MISTAKES**

# MULTILEVEL GOVERNANCE: POSSIBILITY



# MULTILEVEL GOVERNANCE: POSSIBILITY

- HORIZONTAL FRAGMENTATION

# MULTILEVEL GOVERNANCE: POSSIBILITY

- HORIZONTAL FRAGMENTATION
- PUBLIC OPINION

# MULTILEVEL GOVERNANCE: POSSIBILITY

- HORIZONTAL FRAGMENTATION
- PUBLIC OPINION
- POLITICAL WILL AND TRUST

# Ontario Yr. Lead-In

Federal:																																	
Trudeau				C	Trudeau					Mulroney				Chretien					Mart Harper														
Ontario:																																	
Davis									Peterson					Rae					Harris				McGuinty										
Toronto:																																	
Crombie				Sewell	Eggleton										Rowlands				Hall	Lastman				Miller									
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# BC 0 Yr.

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British Columbia:																																													
Ba Bennett															Zalm								Harcourt								Clark								G. Campbell						
Vancouver:																																													
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# Quebec 0 Yr.

Federal:																																	
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Quebec:																																	
Bour Levesque								Bourassa								Parizeau								Bouchard				Charest					
Montreal:																																	
Drapeau								Dore								Bourque								Tremblay									
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# Ontario 1 Yr. Lead-In

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Ontario:																																	
Davis					Peterson		Rae		Harris																								
Toronto:																																	
Crombie	Sewell	Eggleton																															
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THANK YOU

COMMENTS WELCOME