

Analysing change in urban political leadership: Does introducing a mayoral form of governance make a difference?

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The reform of the institutions of urban political leadership is often put forward as a means to improve city governance. Introducing alternative arrangements for decision-making within a municipality can redistribute the powers and responsibilities of different actors within a system of urban governance. These changes usually aim to improve the quality of governance by improving such matters as representation, accountability, and public service responsiveness. In 2012, in an unusual move, the citizens of Bristol, UK, decided to abolish the former leader-and cabinet system of decision-making and replace it with a mayoral form of governance – one headed by a directly elected mayor. This paper addresses the question: Does introducing a mayoral form of governance make a difference? With reference to both UK and US literature on city leadership, the paper assesses whether a change in emphasis pertaining to leadership style and/or leadership tasks can be detected in Bristol. The analysis draws on data collected both before and after the introduction of the new system and includes data from surveys of (and interviews with) different actors in the city. The analysis explores debates around the changing nature of urban leadership, and draws conclusions that should be of broad relevance to urban governance. Themes examined include the changing nature of representational politics, the evolving relationships between the mayor and other elected and non-elected actors in the city, citizen views relating to the changes in urban governance, and the degree to which the new model has enabled the city to influence external stakeholders (such as central government).

"Influencing the Influencers": Civic leadership and collaborative governance in the Greater Toronto area

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Interest in new forms of collaborative governance at the urban scale has recently exploded. The prospect for robust governance institutions capable of crossing sectoral, political, and geographical boundaries to solve 21st century problems has gained important scholarly and practitioner attention. Cross-boundary governance arrangements to address complex and interdependent urban policy challenges require cooperation among actors often unaccustomed to joint work. An important preoccupation of recent theorizing on cross-boundary collaboration seeks to identify key variables and causal pathways that explain the establishment, durability, and performance of these governance institutions. Urban leadership consistently emerges as a critical variable, yet for its purported analytical importance, remains surprisingly under-theorized and under-studied empirically. This paper presents an empirical case study of collaborative urban leadership, tracking the formation, consolidation, and evolution of the Greater Toronto Civic Action Alliance. This detailed analysis of a collaborative governance mechanism operating in a politically fragmented, socially diverse, and geographically large city-region finds that committed multi-sector leadership capable of internalizing conflict and working across public, private and community sector boundaries is a key element accounting for Civic Action's

continuing high capacity for joint action, its adaptability over time, and its discernible impact on some of the most complex issues shaping the future growth and long term sustainability of the Greater Toronto region. Yet the analysis also underscores that important governance challenges remain; though much of the group's work focuses on social equity and inclusion, participation by invitation only and weak linkages with local elected officials raise important questions about local democracy.

Place-based leadership: A Canadian multi-level policy perspective

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In recent years, there has been growing interest across OECD countries in "place-based" approaches to public policy that align resources and promote collaboration in cities and metropolitan regions. In 2009, the European Commission produced a major report advocating a "place-based development strategy" for advancing economic and social objectives across member states. In the United States, in 2010, the Obama White House issued a government-wide memorandum on "applying place-based principles to existing policies, potential reforms, and promising innovations". In Canada, a 2006 Prime Ministerial advisory committee recommended that: "all governments in Canada adopt a place-based approach to policy-making". Despite the high level endorsements, the design and implementation of place-based policy remains a contested and complex undertaking. Scholars and practitioners continue to debate fundamental issues. What are the distinguishing features of the place-based approach and why has it arrived on national policy agendas today? What are the roles and responsibilities of central governments in enabling local leadership? How can multiple policy actors at different governance scales embed local preferences in national (provincial/state) policy? This paper takes up these questions through conceptual discussion of place-based policy and case study of three initiatives under Canada's "New Deal for Cities and Communities", an ambitious federal-local policy partnership launched in the first decade of the 21st century. Arguing that viable place-based approaches require significant administrative adaptation by upper level governments as well as enhanced municipal and community capacity, the paper highlights the challenges and opportunities for public policy innovation through local leadership, and suggests how national institutional-political contexts shape prospects for progressive change in cities.

Place-based leadership and urban innovation: The unsung drivers of progressive change in the modern era

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Place-less power, meaning the exercise of power by decision makers who are unconcerned about the impact of their decisions on communities living in particular places, has grown significantly in the last thirty years. A consequence is that societies are becoming more unequal. Even in the wealthy global cities modern capitalism is increasing inequality at a formidable rate. In a new book, *Leading the Inclusive City* (Policy Press), the author offers an international,

comparative analysis of the efforts being made by place-based leaders to create inclusive, sustainable cities. This paper draws on the evidence presented in the book to suggest that place-based leaders can play a significant role in advancing social justice, promoting care for the environment and bolstering community empowerment. An opening section outlines a way of conceptualising the political space available to place-based leaders in any given context. The paper puts forward a model for understanding place-based governance and discusses the role of multi-level leadership. The argument is illustrated with Innovation Stories documenting bold civic leadership in four cities: Malmö, Sweden; Freiburg, Germany; Portland, Oregon; and Melbourne, Australia. Leaders in these cities have attracted international praise for their bold innovations and for the success they have had in making their cities more just and environmentally friendly. The comparative discussion of place-based leadership is structured around five themes: 1) The changing possibilities for place-based leadership in our rapidly globalising world; 2) The impact of the institutional design of local government on leadership effectiveness; 3) The drive for outward-facing leadership given the changing nature of public policy challenges; 4) The role of local leadership in bringing about radical public innovation; and 5) The importance of place-based leadership as distinct from organisational (or council) leadership.