

Working Across Borders:

Cooperation, Competition and Collaboration in
Ontario's Municipal Sector

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Motivation and Incentives

Fiscal Incentives

Control Externalities

Fill Service Gaps

Mandated Integration

Challenges: Transaction Costs

Information and
Coordination
Costs

Negotiation and
Division Costs

Enforcement
and Monitoring
Costs

Defection Costs

Types of Agreements

Adaptive Agreements	Restrictive Agreements
Memoranda of Understanding Mutual Aid Agreements Informal Agreements	Contracts Special Authority Agreements
Lower Intensity – Easier to Finalize	Higher Intensity – Harder to Finalize

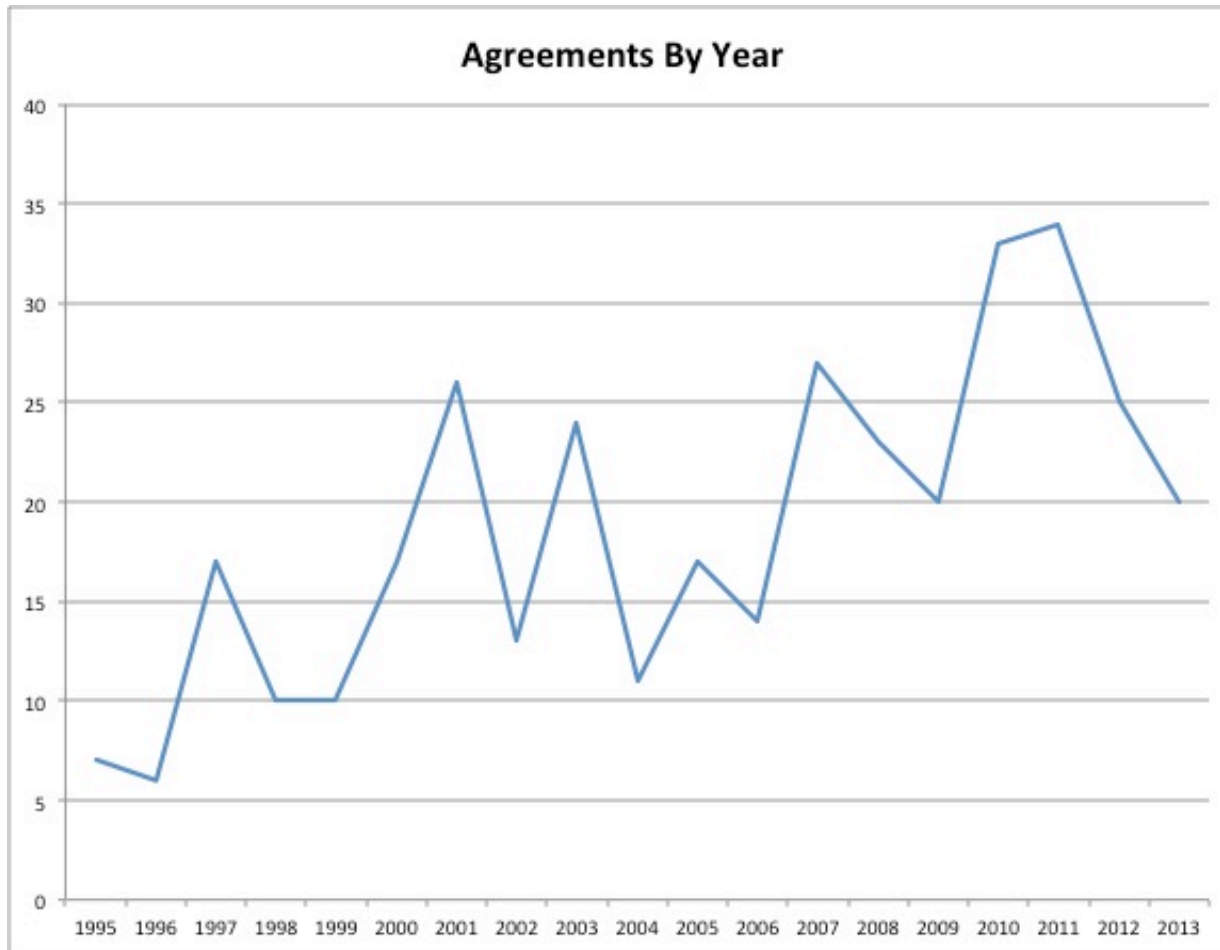
Measuring Cooperation

- Six Canadian Census Metropolitan Areas
 - Toronto
 - Calgary
 - Edmonton
 - Winnipeg
 - Regina
 - Saskatoon
- 1995 → 2013

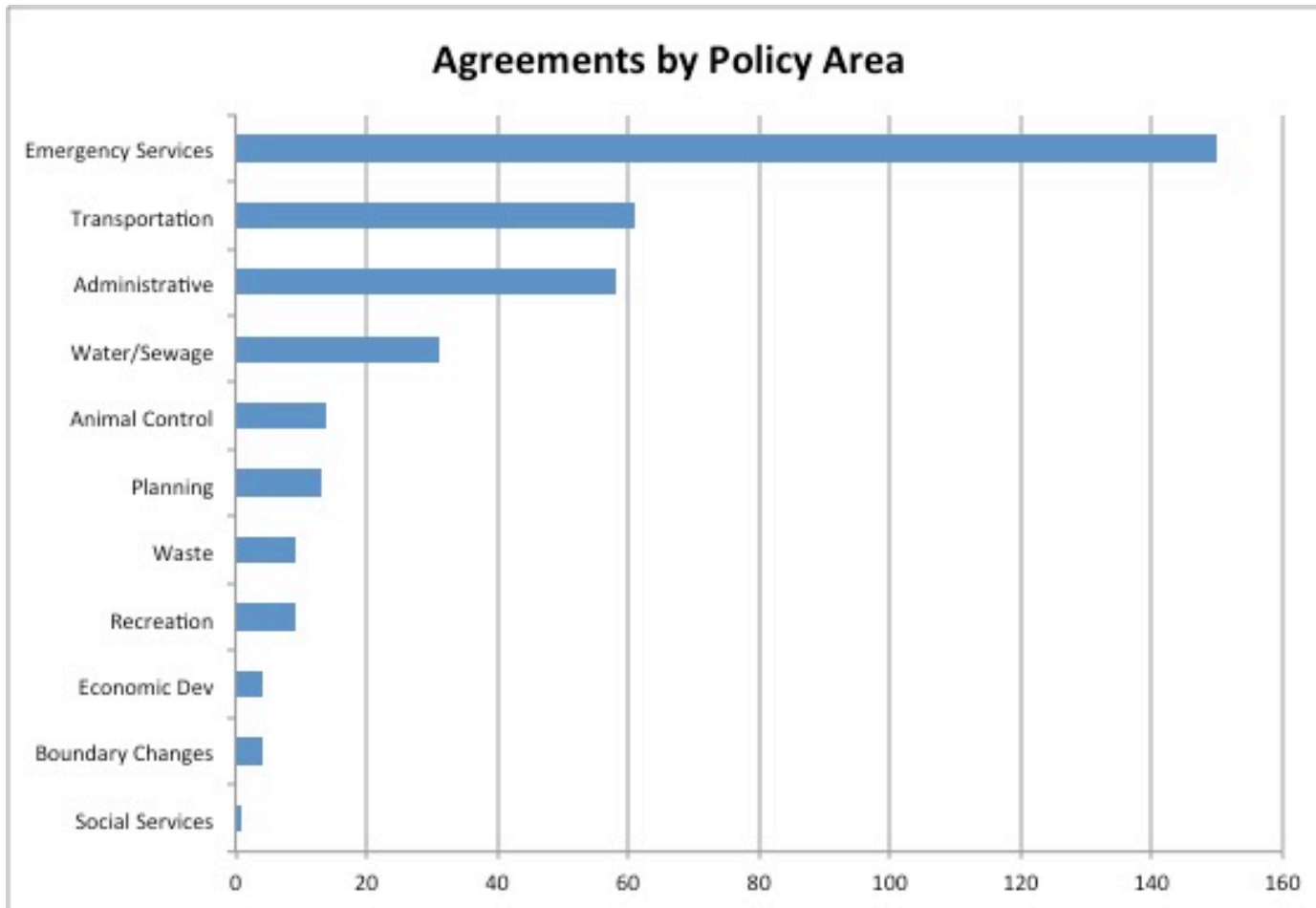
Measuring Cooperation

CMA	Gov. Units	Population	Land Area	Pop. Density	Agreements
Toronto	27	5,583,064	5,905.71	954.4	130
Winnipeg	10	730,018	5303.09	137.7	15
Saskatoon	24	260,000	5,214.52	50.0	11
Regina	16	210,556	3,408.28	61.8	13
Edmonton	31	1,159,869	9,426.73	123.0	153
Calgary	9	1,124,839	5,107.88	237.9	30

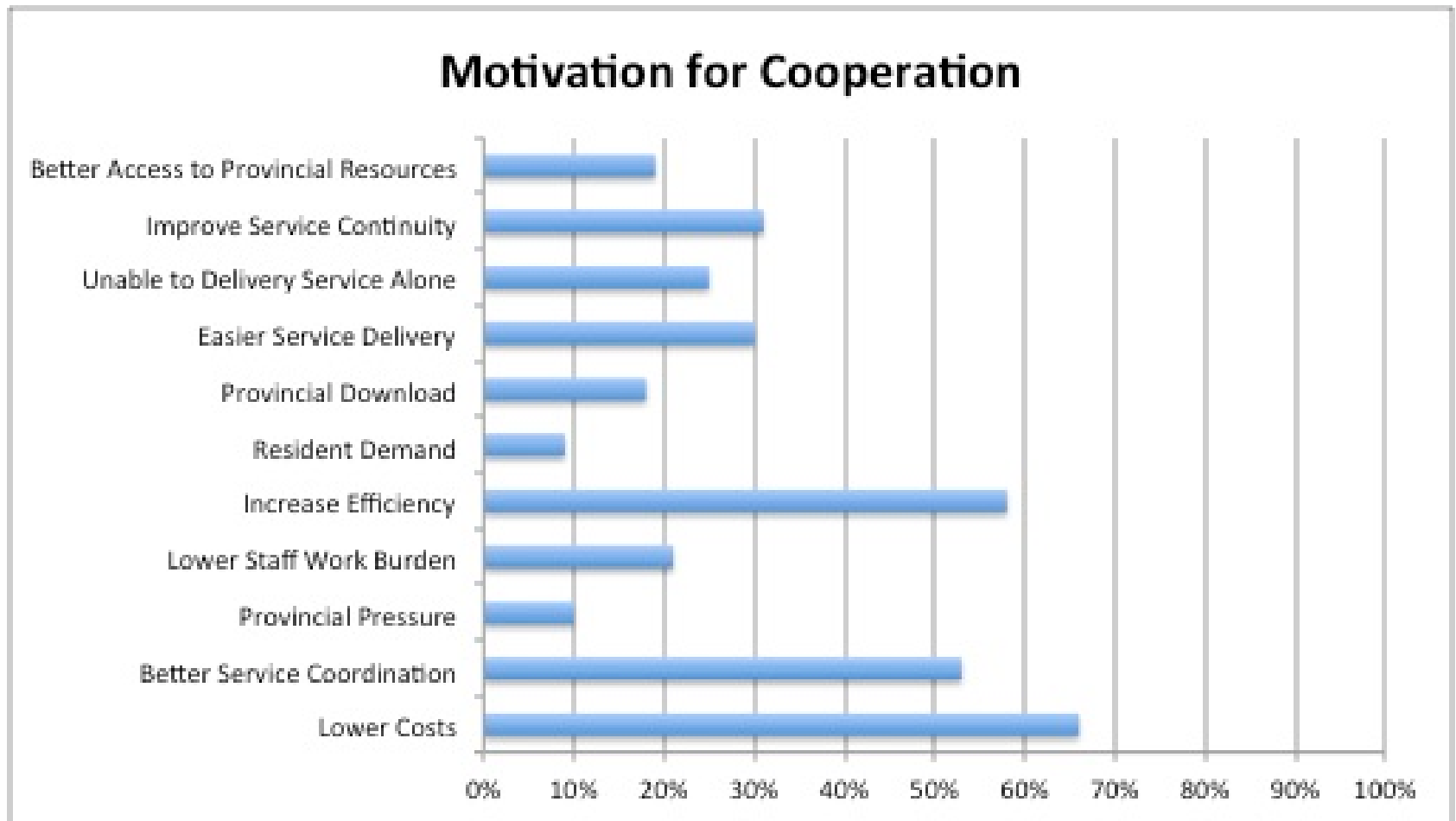
Measuring Cooperation



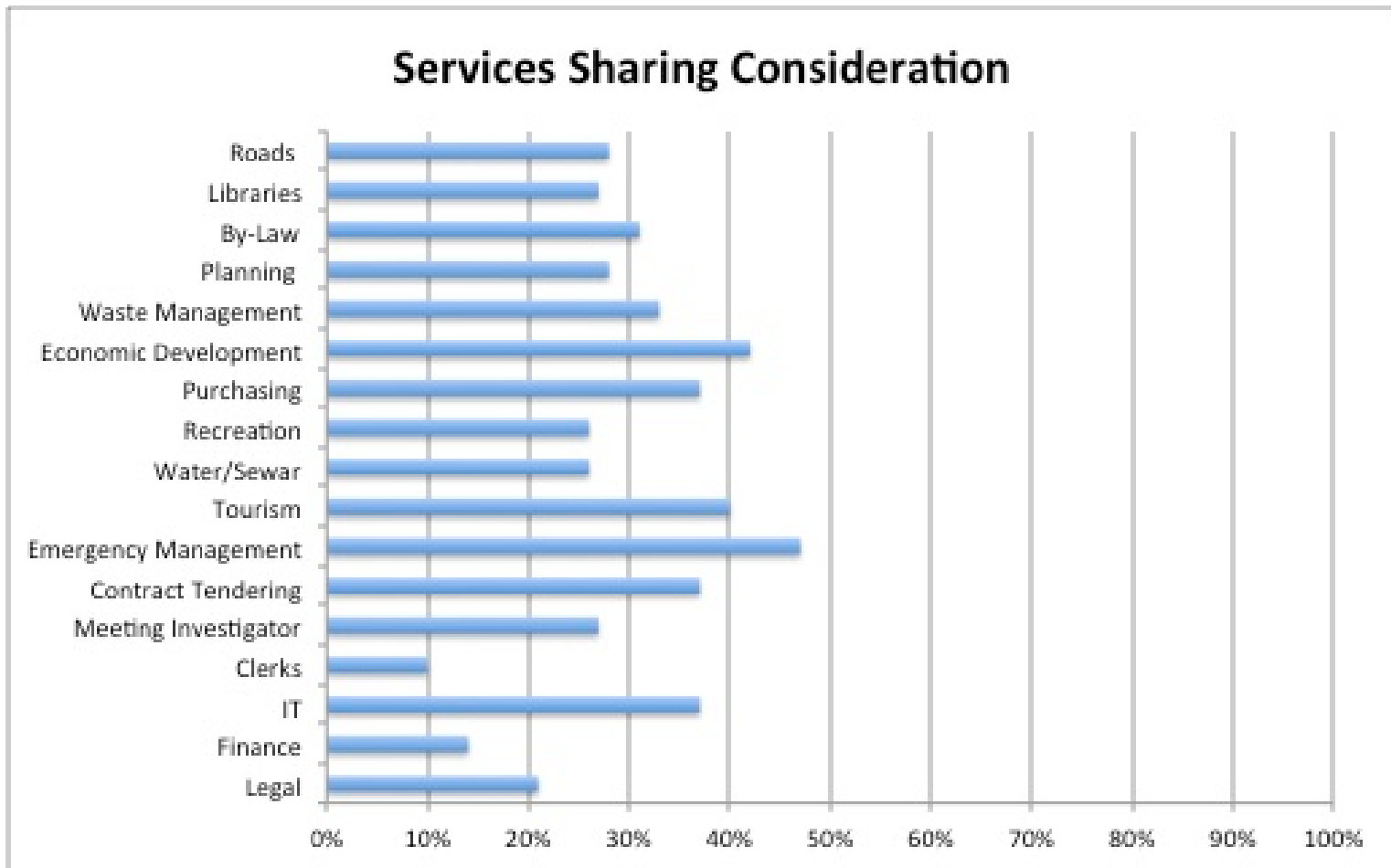
Measuring Cooperation



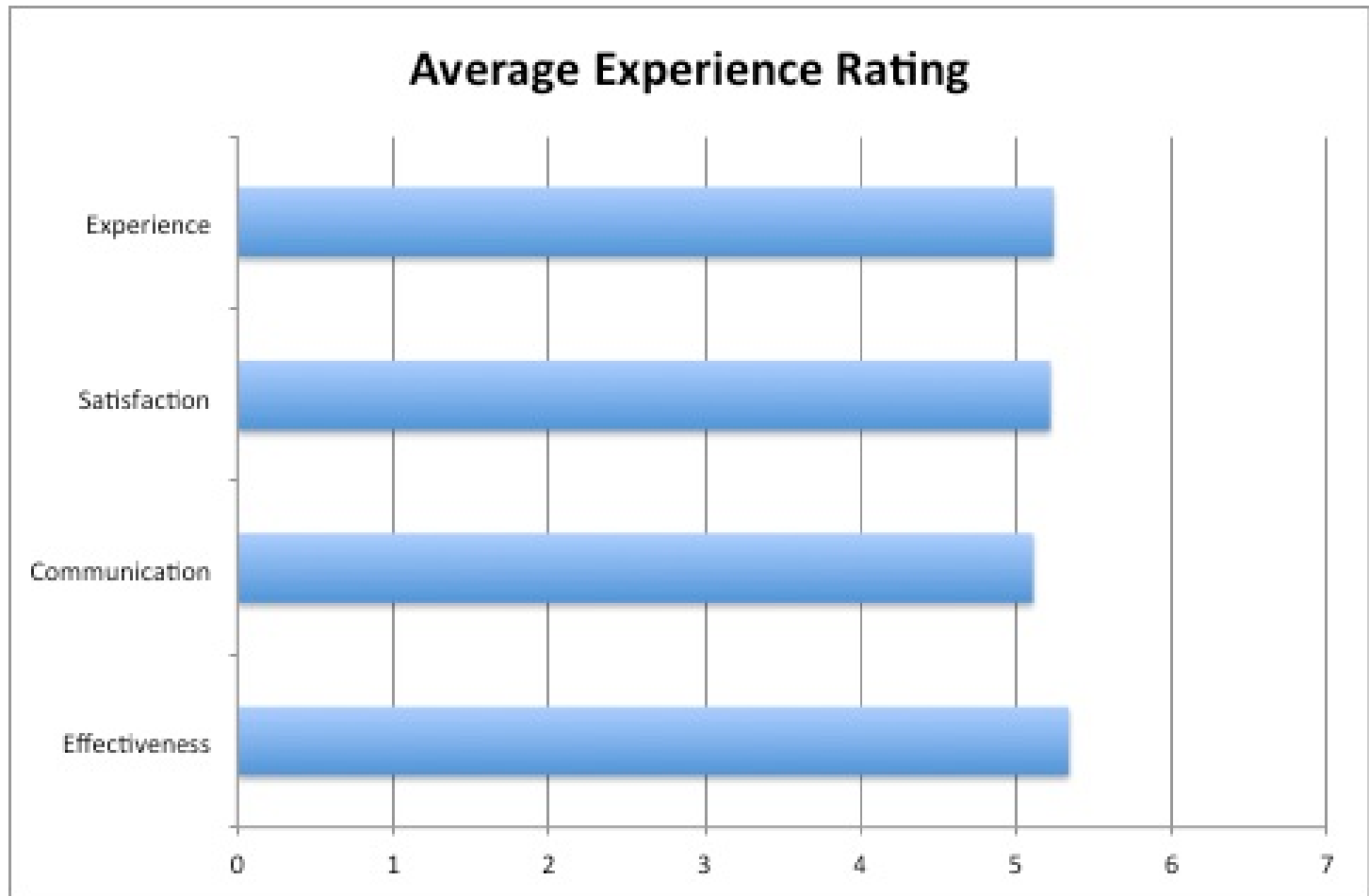
Survey Results



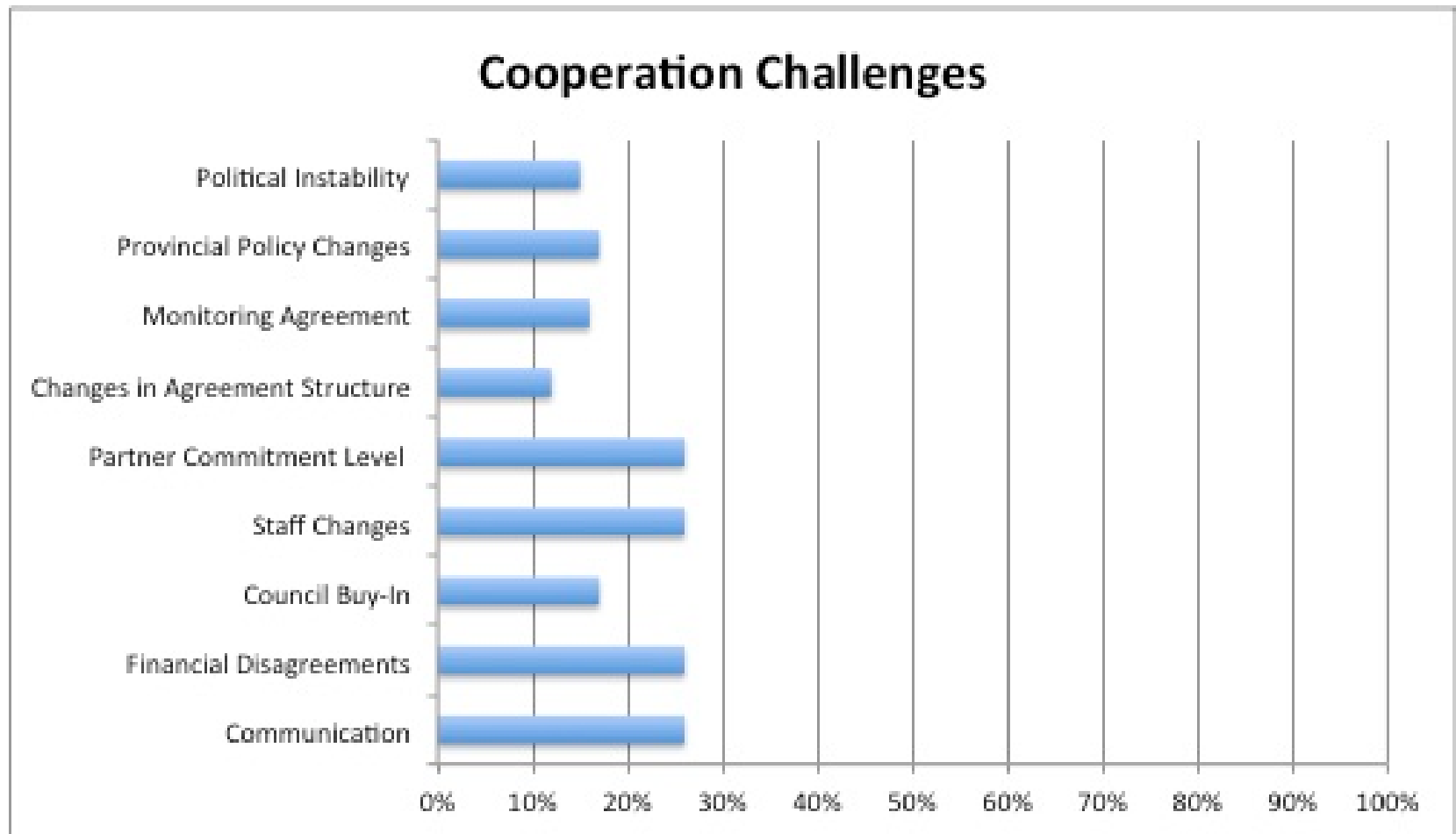
Survey Results



Survey Results



Survey Results



Additional Challenges

- “Lack of Resources”
- “Political Interference”
- “Greed”
- “Provincial Interference”
- “Poor Wording”
- “Trust”
- “Political/Admin Change”
- “Dealing with Multiple Bosses”
- “Inattentiveness”
- “Technical Issues”
- “Turf protection”
- “Short sighted goals”
- “Different Service Levels”
- “Parochialism”

Uncertainty About Cooperation

- “If we give up policy responsibility, will we ever get it back?”
- “If we give more to the county, what’s left for us?”
- “If we do less and less over time, is amalgamation inevitable?”

Survey Results

- Not as much cooperation as you may expect
- Those who do cooperate, feel positively about the experience
- Getting to the cooperative stage is the challenge

What Leads to Positive Relationships?

- Good communication
- Smaller, more homogenous groups
- Strong political and policy leadership
- Transparency
- Speak the same financial language
- Shared vision

INTERLOCAL COOPERATION

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