



Cooperation, Competition and Collaboration in Canada's Municipal Sector

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at the



**UNIVERSITY OF
TORONTO**

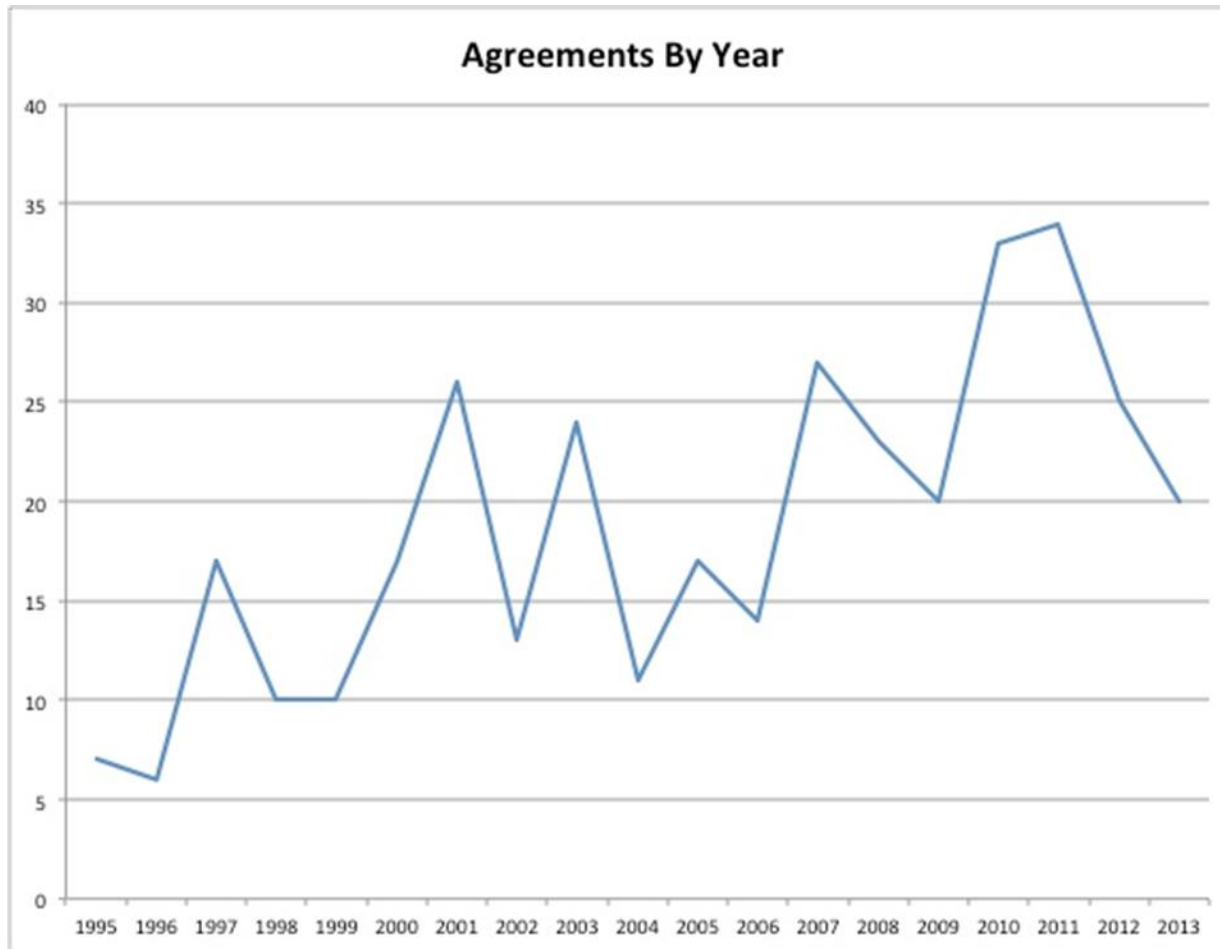
Measuring Cooperation

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

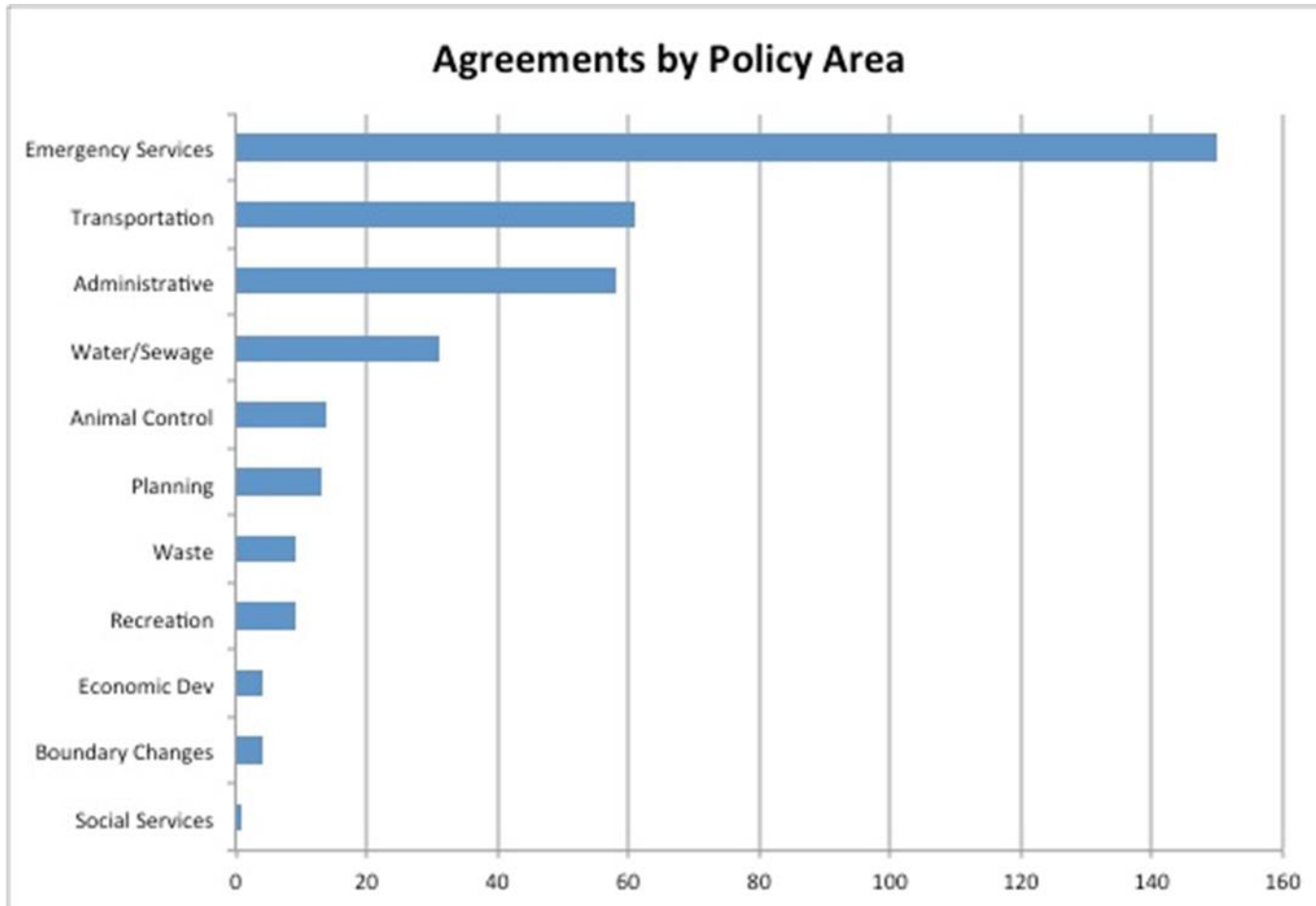
Measuring Cooperation

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

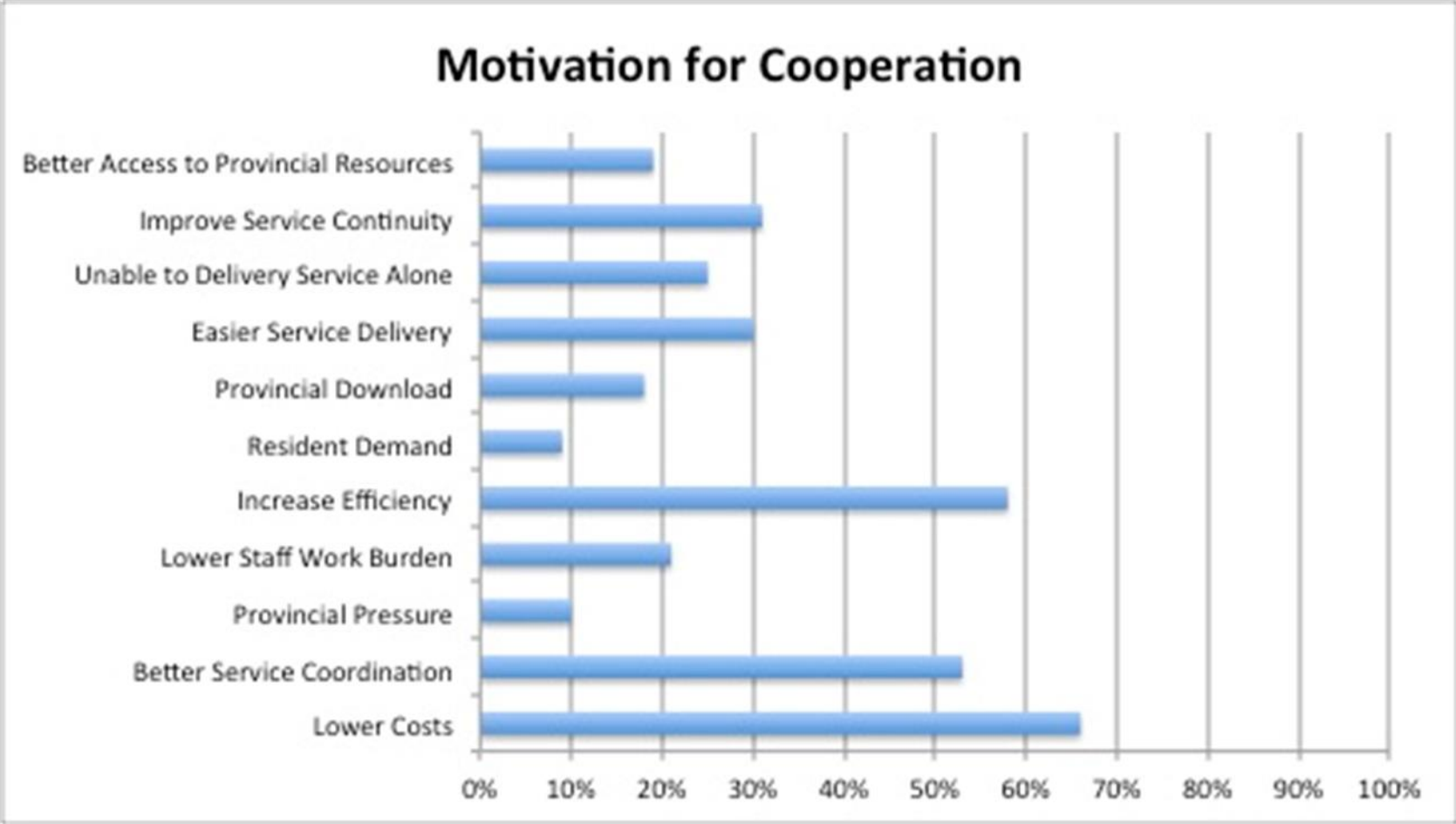
Measuring Cooperation



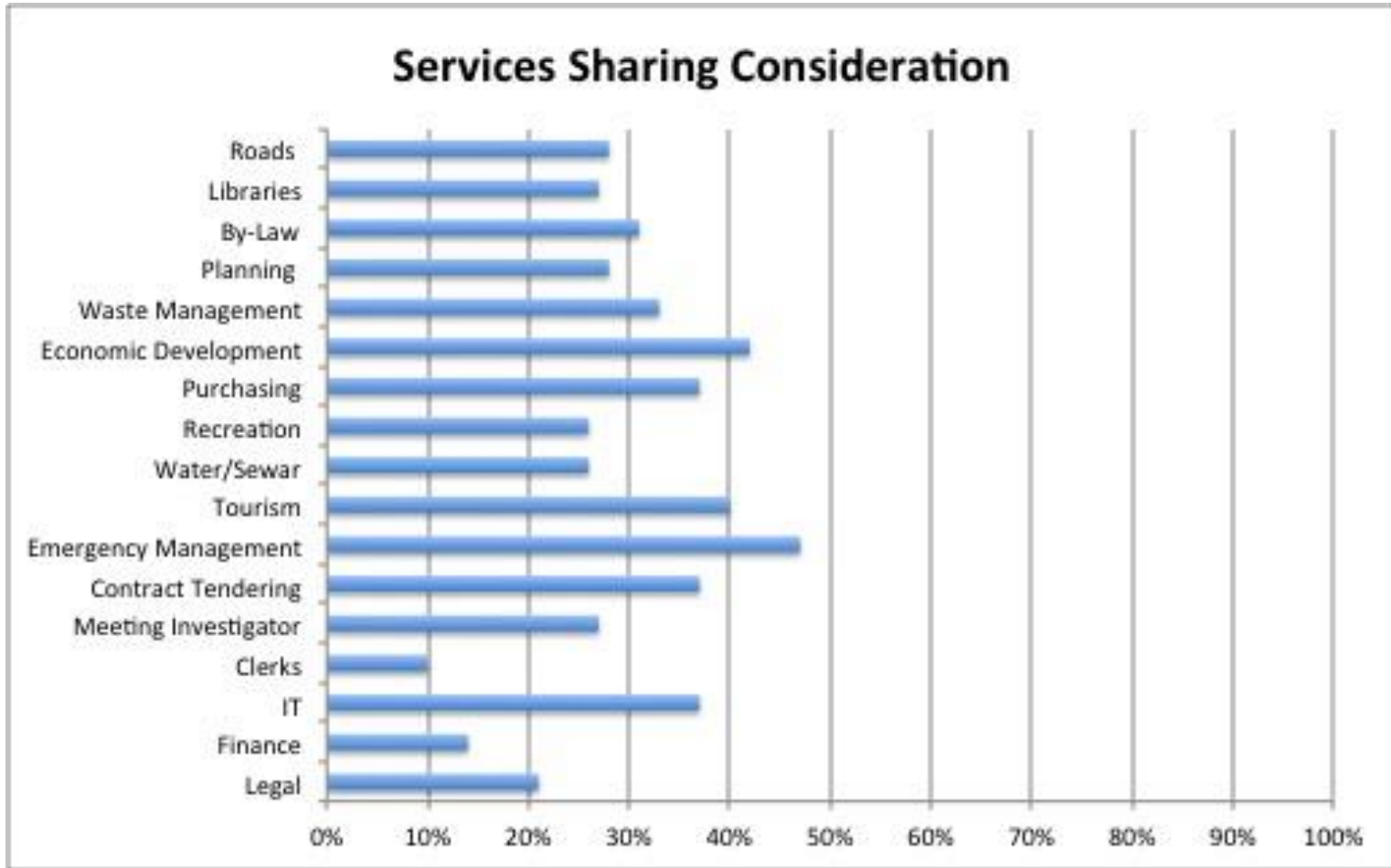
Measuring Cooperation



Survey Results



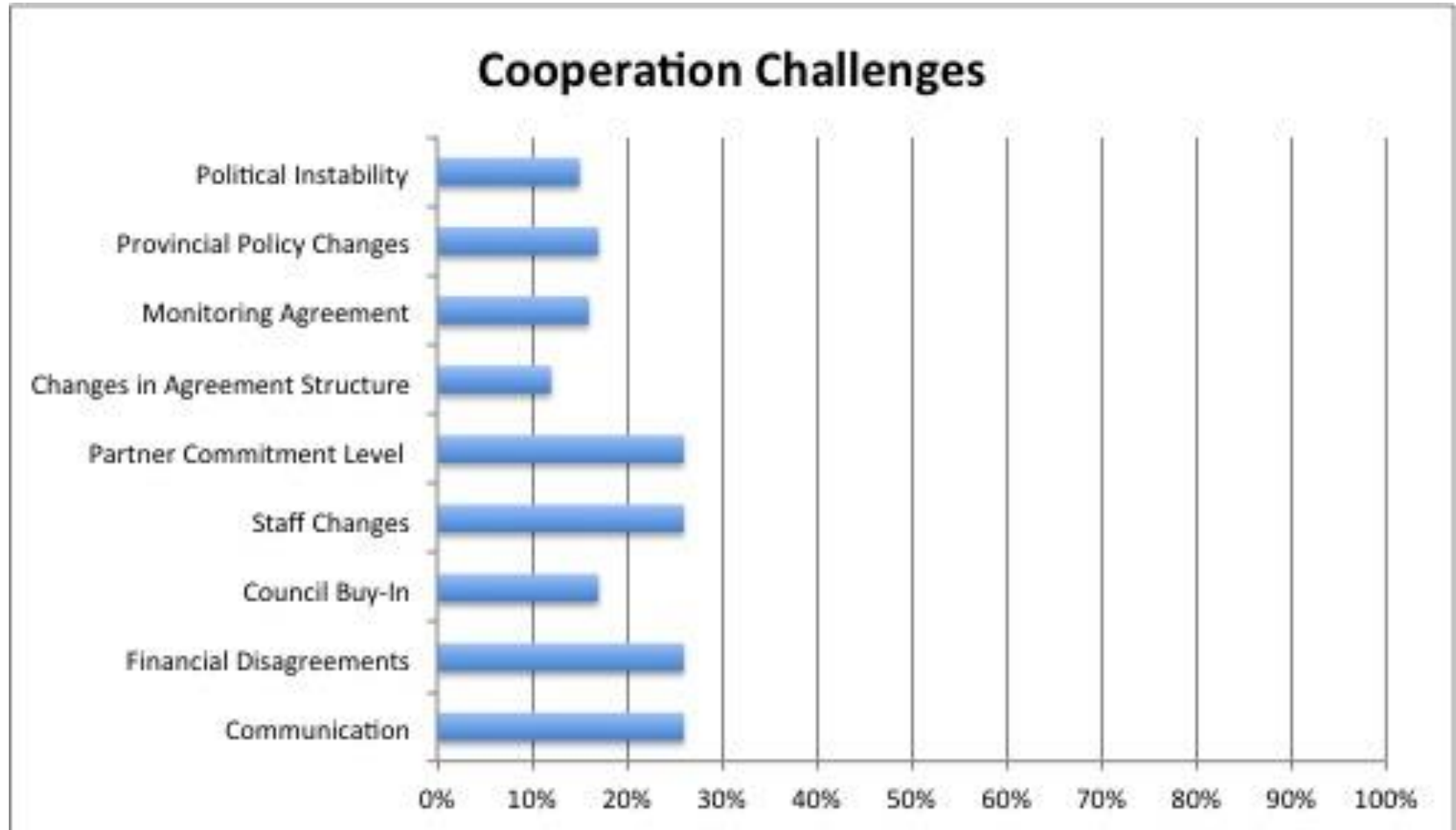
Survey Results



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?”

Conclusion

- 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

INTERLOCAL COOPERATION

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