



Cities: Who Decides?

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Our research focused on eight of the world's most successful cities

- ① Vancouver
- ② Toronto
- ③ Seattle
- ④ Portland
- ⑤ Chicago
- ⑥ Austin
- ⑦ Dublin
- ⑧ Copenhagen



Each city had its own story – but a number of common themes came through strongly

Elements associated with sustained success included:

- High and sustained levels of public engagement in decision making
- Consistency of strategic direction
- Collaboration across different sectors
- Regional co-operation
- Trigger for improvement

We can also learn from themes we did not find:

- No one particular government structure was dominant
 - changing structures does not *in itself* lead to success
- There was no ‘model of development’ which worked (e.g. culture-led, government-led &c)

Residents must be given a real say in decisions

Engagement needs to:

- Happen early – before decisions are made
- Present residents with real choices, along with consequences
- Have residents negotiating with residents
- Involve a significant proportion of the population