

COLLABORATION IN CITY-LEVEL ECONOMIC DEVELOPMENT

Abstract

The purpose of this article is to gain a deeper understanding of the strategic tendency and the administrative infrastructure of a city as relevant drivers of the degree of collaborative activity, the tools of development as an outstanding constituent of a city's collaborative management approach, and the collaborative processes achievable to a city for attaining its strategic goals. The findings of this study have implications for the scale and objective of city government collaborative management, the connection between the embracing of development policy advances and the level of collaborative undertaking in cities, and the extensiveness of the collaborative framework for cities and economic development.

Keywords: collaborative management; city government; economic development.

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COLABORAREA ÎN DEZVOLTAREA ECONOMICĂ LA NIVEL DE ORAȘ

Gheorghe H. POPESCU

Professor PhD, Christian University "Dimitrie Cantemir",
Bucharest

E-mail: popescu_ucdc@yahoo.com

Elvira NICA

Professor PhD, Faculty of Administration and Public
Management, Bucharest University of Economic Studies

E-mail: popescu_elvira@yahoo.com

George LĂZĂROIU

Associate Professor PhD, Spiru Haret University, Bucharest

E-mail: phd_lazaroiu@yahoo.com

Rezumat

Scopul acestui articol este de a dobândi o înțelegere mai profundă a tendinței strategice și a infrastructurii administrative a orașului ca, determinanți relevanți ai nivelului de activitate colaborativă, a instrumentelor dezvoltării, ca un constituent remarcabil al abordării de management colaborativ al orașului, și a proceselor colaborative ce pot fi realizate de orașe în vederea atingerii scopurilor lor strategice.

Rezultatele acestui studiu au implicații pentru dimensiunea și obiectivul managementului colaborativ la nivelul administrativ al orașului, legătura dintre acceptarea abordărilor politicilor de dezvoltare și nivelul de acțiune colaborativă în orașe și extinderea cadrului colaborativ pentru orașe și dezvoltare economică.

Cuvinte cheie: colaborare, oraș, infrastructură, administrativ, management, politici de dezvoltare



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1. INTRODUCTION

Cities and their public managers function in an intricate intergovernmental and interorganizational setting. In numerous operational regions, cities arrange with private-sphere agencies to provide fundamental services to citizens. Handling externalities is equivalent with administering in central cities and their neighboring outskirts. Cities hold an increasingly decisive position as the scenes for connecting possible partners. Collaboration has become an instrument that cities can employ to strategically undertake their political and economic goals. Cities inspect the setting and determine whether collaboration is an effective critical instrument, an unavoidable evil, or merely not relevant. Some cities regard collaboration as a chance, whereas others perceive it as pointless at the most and a responsibility at the worst. Some cities prefer to collaborate in any manner possible, but others refrain from it. Some cities collaborate as a way to accomplish local purposes, others as a process for not preventing the fulfillment of external goals. Countless cities collaborate with other stages of government, therefore functioning in the administrative network of federalism, others operate with local entities, exploiting the resources of profit-making and nonprofit bodies, and others capitalize on of both. (Agranoff and McGuire, 2003)

2. THE STRATEGIC TENDENCY AND THE ADMINISTRATIVE INFRASTRUCTURE OF A CITY AS RELEVANT DRIVERS OF THE DEGREE OF COLLABORATIVE ACTIVITY

Similar to performing within the city ranking, collaboration should be handled, even though in a distinct fashion. The intricate interorganizational, intersectoral, and intergovernmental scheme framework of cities supplies a chance for a city to strategically and collaboratively follow its political and economic goals. Economic development is a planned (Popescu, 2013c), prearranged, city-level undertaking. Cities make responsible judgments concerning the form and substance of economic development scheme. The city-level benefits of collaborative management differ across cities. The latter ones function in an elaborate network of jurisdictions, agencies, businesses, and nonprofit bodies, each of which having some demand on the governing undertakings of the city. Some cities prefer to employ the chances existent in the intergovernmental and multiorganizational setting, whereas some do not. (Agranoff and McGuire, 2003)

A convergence of technology improvements undertakes extensive and positive alteration in local government, modifying everything from the manner employees accomplish fundamental functions (Lăzăroi, 2015) to the fashion individuals engage with government. City workers can operate more swiftly and creatively to work out matters (Nica, 2012a) when their tasks are characterized as problem solving and not rule following. Governments that adopt the digital public switchboard will constitute it as a platform for shared undertaking with their components: cities can better prioritize resources, envision obstacles,

tailor-make feedbacks, and release the now-unexploited resources of collaborative community undertaking. The primary purpose of the digital revolution is a novel era of open-mindedness in city government, where employees carry out really beneficial performance in association with the individuals they govern (citizens are concerned more than anything else about the continuance of their own communities). Digital markets can function as the way for people to intercommunicate more vigorously and sagely when the city government operates. (Goldsmith and Crawford, 2014)

City administrators should furnish city services more proficiently while remaining within the confines of democratic values. Political economy theory may be a method for examining how politics and economics may impact city reestablishment endeavors. Eminent domain and police power are significant instruments employed by city officials to perform on the best benefits of the citizens. Eminent domain is the legal capacity city authorities own to assume responsibility of personal property aiming public enhancement. When police power is carried out, the city does not have to establish any judicial process or reimburse the property owner for any deprivation in value of the property. City governments set up, apply, and put in force regulatory public scheme via the employment of ordinances and resolutions. Total compensation is characterized as the salary and benefit packages city governments supply their workers. City governments utilize tax revenues to cover the expenses of enrolling, developing, and maintaining workers, and throughout periods of austere budgets, cities frequently have problems in financing compensation programs. A city manager who establishes a compensation plan contingent upon equity theory would concentrate on instituting a salary and benefit package that recompensed all workers having the same level of qualifications similarly. (Starnes, 2013) City managers are community developers and enablers of democracy: they have become experts at facilitative leadership (Popescu, 2013b) and building associations and common consent, and more cognizant that legality of the city manager function requires more than a legal setting up in council-manager government, the manager's adhesion to the value of cost-effectiveness. Community building is a topic that conveys a grasp of how the city management profession has developed. The notion of community building is tempting as a foundation for the routine of city management as with it occurs a perception that both politics and administration are critical, many times conjoined, and should operate in the type of association that nearly all local government experts appreciate instead of the adversarial connection with their governing entity in which they sometimes find themselves. The relevance of city managers has been entrenched in the structure of government itself. (Nalbandian, 1999)

3. THE TOOLS OF DEVELOPMENT AS AN OUTSTANDING CONSTITUENT OF A CITY'S COLLABORATIVE MANAGEMENT APPROACH

Within the diversity of collaborative management there are associations of undertaking and goal that individualize a city's advance to the intergovernmental and multiorganizational setting. Collaborative management is a ruling process attainable to cities on a regular basis, and in numerous cities it is a prevalent undertaking of public management. Cities are effective units of interpretation for inspecting the diverse features of collaborative management, and provide substantial amounts and kinds of possible collaborators with governments. Jurisdiction-based enterprise by managers in cities takes place in administrative frameworks that are the most intricate, where scheme activity is considerable and demands to carry out are the strongest. Cities handle countless intergovernmental and intersectoral participants that are not instantly considered to be positioned within a particular policy sphere. (Agranoff and McGuire, 2003) The administration of infrastructure funding at the city and city-region scales is pivotal to the exploration of novel and ground-breaking financing mechanisms for infrastructure systems: the administration of local infrastructure subsidization has been shaped by the wider processes of financialization. The supplementing of private finance, at the city and city-region scale, is molded by three determinants: (i) the character of the capacity and interlinks that are present in decentralized and centralized systems between national and subnational governments; (ii) the capacity of positions to generate organized approaches and prioritized distribution schemes that can draw and embed national and international private financing; and (iii) the strength with which public and private entities handle both responsible and emerging city-region-wide governance alliances. Some cities are better at participating in urban managerial undertaking than others, which itself generates and consolidates fluctuating and disproportionate end results between positions. (O'Brien and Pike, 2015)

The digital innovation in governance generates a much better connection between city hall and the citizens it serves. A digitally informed city does not restrict its advantages to individual-to-government link and generates benefits in the user-to-business-sphere as government more thoroughly regards data and knowledge (Lăzăroi, 2012) as a crucial service. Digital governance releases cities from the idea that government is the origin of all trustworthy data or the solution to every problem. The platform that cities supplies for involved individuals further customized and well-organized feedbacks, which stimulate them to take part as representatives of the community and not just as users gathering their proportion of services. As useful to a city government as predictive capacity is the potential to acquire from normalized information across cities. Local officials can obtain strength from comprehending how their fellow workers in other cities face down several of the influential forces that prevent data-informed governance.

(Goldsmith and Crawford, 2014) Council manager administration without a mayor is unimaginable, and since the type of administration preserves its reputation as "good government," the value and trustworthiness of the mayor is considerably unquestioned. The search for legitimacy is one for establishing what practicality the mayor attaches to a community. Mayors cannot dictate alterations as they do not handle the technical knowledge to completely grasp what they are asking for. As city staff starts to integrate facilitative management routines into their own performance, mayors who employ hierarchical supervision over them affect the frequently vulnerable arrangements staff has mediated among contending participants. Mayors are vulnerable to elected public servants and individuals disbelieving the proficiency of any government worker, even challenging the effectiveness of administration itself. (Nalbandian, 1999)

4. THE CONNECTION BETWEEN THE EMBRACING OF DEVELOPMENT POLICY ADVANCES AND THE LEVEL OF COLLABORATIVE UNDERTAKING IN CITIES

Regimes boost the potential of cities to devise and enforce public products and services. Managers in all cities may be drawn in countless connections with numerous diverse public agencies and private organizations, and in a way that is intensified potentially by manifold endeavors to advance local concerns. Numerous cities grasp to survive with the unpredictability of internal politics and advance strengths for prevailing over the political claims of the federal and state government. A city's economic capacity and degree of collaborative functioning (Popescu, 2013a) are reciprocally associated. Public servants in cities influence the level to which the public sphere interferes in the local economy, determine which policy proposals are exemplary employed to accomplish the required outcomes, and assess the planned consequences of these proposals. (Agranoff and McGuire, 2003) The influence that a city manager can have on the collaboration of a public entity may be distinct from that of a chief executive: environmental intricacy impacts collaboration by entities handled by public servants but not by those handled by chief executives. The features of public managers should be considered for the purpose of comprehending why public entities participate in collaborative undertakings. The manager's age has an important adverse consequence on collaboration (young managers tend to cooperate more than older ones). The top manager's educational background is an outstanding predictor of collaboration. The managers that have mastered better skills because of their higher educational qualifications (Lăzăroi, 2013) are less unwilling to face the administrative intricacies that collaborations require. Managers that leave their offices and are involved in organizational courses are likely to collaborate more. Male and female public managers display no dissimilarities concerning their degrees of inter-organizational collaboration. Control variables related to the impact of organizational features have a powerful impact on collaboration. The magnitude of the

entity has a significant effect on collaboration: organizations with more workers participate in more collaborative undertakings. Favorable outcome in previous collaboration is powerfully associated with participating in collaborations. (Esteve et al., 2013)

Digital governance accelerates the scope of judiciousness and materialization for city workers. Cities should maintain the public confidence and further responsibility by raising openness in return for cutting down the transactional responsibilities of the present process (cities boost the pool of bidders, decreasing public expenditures rapidly). Mayors choosing to adopt the capacity of digital data (i) can empower government workers to employ their judiciousness and reasonableness, performing toward better existences for individuals, (ii) these leaders can engage with people in the relevant supplying of services, and (iii) these digital solutions will enable persons to operate with local government on collective solutions to the impressive difficult tasks that face all citizens (cities can empower, engage, and enable both public workers and individuals). Improved by digital technology, cities will alter the manner individuals perceive local government and civic existence. (Goldsmith and Crawford, 2014) "How" a local government regulates its business, whether with its own workers or with the ruling entity or individuals, is as significant as "what" is done. The accountability of the mayor is to authorize the governing body and people by assisting in advancing and employing the instruments of participation. The facilitative leadership functions enter in framing matters and procedures to handle various concerns, to concentrate on advantages and not attitudes when problem solving, and to establish collaborative alliances in policymaking and service distribution. (Nalbandian, 1999)

CONCLUSIONS

As cities have increased their implication in economic policymaking, the amount of participants that have an interest in improving city economies (Nica, 2012b) and consequently should be driven to successfully impact economic functioning (Popescu, 2013d) has escalated. Collaborative management is an evasive goal to assess exactly, granted the various participants and feasible approaches a city may undertake. Collaborative management in cities reflects the long-term societal action with regard to collaboration and arrangements. (Agranoff and McGuire, 2003)

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