

## ▶▶ JSGS 836AF: Local Governance and Government

	University of Regina Campus	University of Saskatchewan Campus
<b>Instructor:</b>	Jacklyn Demerse	
<b>Phone:</b>	---	
<b>E-mail:</b>	jdemerse@uwo.ca	
<b>Office Hours:</b>	TBD	
<b>Office Location:</b>	TBD	
<b>Term:</b>	Winter 2012 (Spring Break)	
<b>Room:</b>	RIC 208	
<b>Date and Time:</b>	February 20 <sup>th</sup> – 24 <sup>th</sup> ; March 3 <sup>rd</sup>	

### CALENDAR DESCRIPTION

This course will provide students with an understanding of issues involved in the management and organization of local governance and government. Students will examine, reflect on and assess municipal government, associated authorities, institutions and ministries.

### COURSE CONTENT AND APPROACH

The goal of this course is to familiarize students with local governance and government as a field of study and as an area of management. It does so through setting local governance within its structural, historical, political, socio-economic and cultural context. It will adopt a critical perspective on local governance and engage with contemporary international, national and local debates concerning municipal governance and the evolving role of municipal governments. It will also emphasize public administration and management at the local government level. The course exposes students to the literature and thinking in the municipal sector through lectures, cases and the ideas and practices of local government managers, experts and politicians.

### REQUIRED READINGS

Sancton, Andrew and Robert A. Young eds. 2009. *Foundations of Governance: Municipal Government in Canada's Provinces*. Toronto: University of Toronto Press.

Sancton, Andrew. 2011. *Canadian Local Government: An Urban Perspective*. Don Mills: Oxford University Press.

Tindal and Tindal. 2009. *Local Government in Canada* (7<sup>th</sup> ed.). Toronto: Nelson Education.

*Selected articles as noted under each session break down. These articles are available as an e-resource to students.*

### OTHER RECOMMENDED READINGS

The readings identified in each session are there to broaden your understanding of the topics under discussion. Journal articles are available as an e-resource through the library. Others that are identified will be made available on WebCT.

## EVALUATION

**Participation (15%).** Quality participation in discussions and generation of questions and ideas are considered important, as it demonstrates not only your knowledge in the area but also the management skills required.

**Briefing note (15%).** Students will write a briefing note (1-2 pages). The issue/problem will correspond with the student's chosen policy paper topic to assist in the preparation of the final written paper and paper presentation at the end of Session #5. The Briefing note will be due the morning of Session #2, (February 21<sup>st</sup>) by 9:00 am. It is suggested students have their policy paper topic chosen in advance of the start date of the course and have discussed the topic with the instructor either prior to or during Session #1.

**One group exercise and presentation (20%).** Students will be divided into groups at the end of Session #1 and presented with a scenario regarding a local government policy problem. Each group will be given prep time at the end of sessions #1, 2 and 3 to discuss and prepare, and will present their analysis and solutions to their given problem during Session #4 (February 23<sup>rd</sup>).

**Local government policy paper (40%) and presentation (10%) = (50%).** Paper presentations will take place during Session #5 (February 24th). The policy paper is due March 3<sup>rd</sup> no later than end-of-day (4pm). In consultation with the instructor, students will write a policy paper regarding a local government policy issue of their choice. The paper should include the main elements of a policy paper and should be 12-15 pages in length when completed. The afternoon of Session #5 will be blocked for paper presentations. Each student will get 10 minutes to present covering the policy topic or issue chosen, research found/conducted to date and conclusions or analysis drawn from the exercise. The presentations will be graded on clarity and organization, demonstrated understanding of the topic and the ability to handle questions or inquiries.

## LATE ASSIGNMENTS

Late penalties will be applied, except with documented medical reasons. Assignments are not accepted after 7 days without documented medical reasons.

## STUDENTS WITH SPECIAL NEEDS

Students in the course who, because of a disability, may have a need for accommodations are encouraged to come and discuss accommodations with the instructor, and to contact the Coordinator of Special Needs Services at 585-4631.

## ACADEMIC INTEGRITY AND CONDUCT

Understanding and following the principles of academic integrity and conduct as laid out in the University of Saskatchewan's Guidelines for Academic Conduct is vital to your success in graduate school (as attached; and available at [http://www.usask.ca/university\\_council/reports/archives/guide\\_conduct.shtml](http://www.usask.ca/university_council/reports/archives/guide_conduct.shtml)), and at the University of Regina (available at [http://www.uregina.ca/gradstudies/calendar/policy\\_univ.shtml#conduct](http://www.uregina.ca/gradstudies/calendar/policy_univ.shtml#conduct)). Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact any faculty member and we can discuss your questions.

## READINGS

Due to tight time lines it is strongly recommended that Sancton and Young's *Foundations of Governance: Municipal Government in Canada's Provinces* be read in advance of the beginning of the course, as this book gives a good contextual and comparative analysis of municipal government prior to the course. The comparisons written in this text may be used to help inform and add breadth to assignments – including the policy paper – throughout the course.

Sancton's *Canadian Local Government: An Urban Perspective* and Tindal and Tindal's *Local Government in Canada (7<sup>th</sup> ed)*, will be sectioned out according to each session's theme, along with additional required and supplementary readings as indicated below.

## SESSIONS

### **Day 1: February 20th, 2012**

#### **Morning 9:00 am - 11:45 am**

The morning session will provide an overview of the course and a review of its requirements. Students will be introduced to the to

the field of local government through an examination of the history of local government, the current socio-economic context and its functions and structure. Some of the central challenges will be identified as a means of setting the stage for analysis of various areas to be covered in later sessions.

### **Afternoon 1:15pm – 5:00 pm**

The afternoon session will look at the constitutional and legislative mandates and frameworks of local government and briefly explore intergovernmental relations among federal, provincial and municipal government.

#### **REQUIRED READINGS**

Sancton: Chapters under Part I (Chapters 1 through 4)

Tindal and Tindal: Chapters 1, 2, 3 and 6

Magnusson, Warren. "Are Municipalities Creatures of the Provinces?" Journal of Canadian Studies 39:2 (Spring 2005) 5-29.

Magnusson, Warren. "Introduction: The development of Canadian urban government" in Magnusson and Sancton (eds) City Politics in Canada. (Toronto: University of Toronto Press) 1983.

Young, Robert and Kelly McCarthy. "Why do municipal issues rise on the federal policy agenda in Canada?" Canadian Public Administration Special Issue 52:3 (September 2009) 347-370.

#### **SUPPLEMENTARY READINGS**

Government of Saskatchewan. The Municipalities Act 2005.

Government of Saskatchewan. The Cities Act 2007.

Government of Saskatchewan. The Northern Municipalities Act, 2010

Government of Saskatchewan. Northern Municipal Regulations.

Taco Brandsen, Marcel Boogers and Pieter Tops. "Soft Governance, Hard Consequences: The Ambiguous Status of Unofficial Guidelines." Public Administration Review 66 (July/August 2006) 546-553.

Young, Robert. "Provincial Involvement in Municipal-Federal Relations" Paper for the Conference on Municipal-Federal-Provincial Relations: New Structures/New Connections (Institute of Intergovernmental Relations: Queens University) 2003.  
< [www.queensu.ca/iigr/conf/Arch/03/03-2/Young.pdf](http://www.queensu.ca/iigr/conf/Arch/03/03-2/Young.pdf) >

Garcea, Joseph and Ken Pontikes. "Provincial Roles in Federal-Municipal-Provincial Relations in Saskatchewan" Paper for the Conference on Municipal-Federal-Provincial Relations: New Structures/New Connections (Institute of Intergovernmental Relations: Queens University) 2003.  
< [www.queensu.ca/iigr/conf/Arch/03/03-2/Garcea and Pontikes.pdf](http://www.queensu.ca/iigr/conf/Arch/03/03-2/Garcea%20and%20Pontikes.pdf) >

McIntosh, Tim. "Intergovernmental relations, social policy and federal transfers after Romanow" Canadian Public Administration 47:1 (Spring 2004) 27-51.

Stoney, Christopher, Katherine Graham. "Federal-municipal relations in Canada: The Changing organizational landscape" Canadian Public Administration Special Issue 52:3 (Fall 2009) 371-394.

### **Day 2: February 21st, 2012**

#### **Morning 9:00 am - 11:45 am - Briefing Note DUE -**

The morning session will examine local government, governance and politics. It will do so by first looking at the internal structure and organization of local government, including municipal councils, mayoral systems and the democratic-management interface between council and executive management.

#### **Afternoon 1:15pm – 5:00 pm**

The afternoon session will explore municipal elections and citizen participation.

## REQUIRED READINGS

Sancton: Chapters under Part III (Chapters 9 through 12)

Tindal and Tindal: Chapters 8, 9 and 10.

Siegel, David. "The Leadership Role of the Municipal Chief Administrative Officer" Canadian Public Administration 53:2 (June 2010), 139-61.

Steyvers, Kristof, Herwig Reynaert, Koenraad De Ceuninck and Tony Valcke. "Mayors in Governance: Heading for Efficiency and Democracy? The Belgian Case." Local Government Studies 32 :4 (August 2006) 429 – 445.

Nyholm, Inga and Art Haver. "Between Government and Governance – Local Solutions for Reconciling Representative Government and Network Governance." Local Government Studies 35:1 (February 2009) 109 – 124.

Hambleton, Robin and David Sweeting. "U.S.-Style Leadership for English Local Government?" Public Administration Review 64 (July/August 2004): 474 - 488

## SUPPLEMENTARY READINGS

Saskatchewan. The Local Government Elections Act 1982-83.

Schneider, Mark and Paul Teske. "Toward a Theory of the Political Entrepreneur: Evidence from Local Government" American Political Science Review 86:3 (September 1992) 737-747.

## **Day 3: February 22<sup>nd</sup>, 2012**

### **Morning 9:00 am -11:45 am**

The morning session will look at the role of municipal associations, leadership and strategic management.

### **Afternoon 1:15pm – 5:00 pm**

The afternoon session will continue to focus on local government leadership, strategic management and explore the policy making process at the local government level in more detail.

## REQUIRED READINGS

Tindal and Tindal: Chapter 11.

Bolton, Nicola and Steve Leach. "Strategic Planning in Local Government: A Study of Organisational Impact and Effectiveness." Local Government Studies 28:4 (2002): 1–21.

Owen, Stephen, Malcolm Moseley and Paul Courtney. "Bridging the gap: An attempt to reconcile strategic planning and very local community-based planning in rural England." Local Government Studies 33:1 (2007): 49 – 76.

Kaufman, Sanda and Janet Smith "Framing and Reframing in Land Use Change Conflicts" Journal of Architectural and Planning Research 16:2 (Summer, 1999) 164 – 178.

Baumgartner, Frank and Bryan Jones. "Chapter 7: Cities as a National Political Problem" in Agendas and Instability in American Politics 2<sup>nd</sup> ed. (Chicago: University of Chicago Press) 1993.

Mazmanian, Daniel and Sabetier, Paul "Chapter 1: The Implementation of Public Policy: A Framework of Analysis" in Effective Policy Implementation (Lexington: Lexington Books) 1981.

Pralle, Sarah "The Mouse that Roared: Agenda Setting in Canadian Pesticides Politics" The Policy Studies Journal 34:2 (2006) 171- 194.

## SUPPLEMENTARY READINGS

Carmeli, Abraham. "The Managerial Skills of the Top Management Team and the Performance of Municipal Organisations." Local Government Studies (2006): 153 – 176.

Sanger, Mary Bryna. "From Measurement to Management: Breaking through the Barriers to State and Local Performance." Public Administration Review Special Issue (December 2008): S70 - S85.

Quirk, Barry. "Localising Efficiency – More than Just Saving Money." Local Government Studies 31:5 (2005): 615 – 625.

Birkland, Thomas. "Focusing Events, Mobilization and Agenda Setting" Journal of Public Policy 18:1 (1998) 53-74.

### **Day 4: February 23<sup>rd</sup>, 2012**

#### **Morning 9:00 am - 11:45 am**

The morning session will look at local government financing and financial management.

#### **Afternoon 1:15pm – 5:00 pm – Group Presentations –**

The afternoon session will look at the role and management of services, infrastructure and land use planning, as well as the challenges local governments face with increase in growth and economic development pressures. It will also examine trends and issues related to capacity and alternative service delivery such as regional delivery, privatization and P3s.

#### REQUIRED READINGS

Sancton: Chapters under Part IV (Chapters 13 and 14 sans. Ch. 15)

Tindal and Tindal: Chapter 7 and 12

Bel, Germa and Xavier Fageda. "Why do Local Governments Privatise Public Services? A Survey of Empirical Studies." Local Government Studies 33:4 (August 2007): 517 – 534.

Feiock, Richard C. and Hee Soun Jang. "Nonprofits as Local Government Service Contractors." Public Administration Review 69 (July- August 2009): 668 - 680.

Hefetz, Amir and Mildred Warners. "Beyond the Market versus Planning Dichotomy: Understanding Privatization and its Reverse in US Cities." Local Government Studies 33:4 (August 2007): 555 – 572.

Slater, Richard. "Local Government Partnerships in Urban Management: The Case of South Asia." Local Government Studies 27:3 (Autumn 2001): 79 – 96.

### **Day 5: February 24<sup>th</sup>, 2012**

#### **Morning 9:00 am - 11:45 am**

The morning session will focus on local government reform and restructuring.

#### **Afternoon 1:15pm – 5:00 pm – Final Paper Presentations –**

The afternoon session is blocked for final paper presentations. Each student will be given 10 minutes to present their paper with a discussion of the policy topic or issue chosen, research found/conducted to date and conclusions drawn from the exercise. The intention of the presentation before the final paper is completed is to allow each student to use the feedback received from fellow classmates to clarify or expand on their paper. The presentations will be graded on clarity and organization, demonstrated understanding of the topic and the ability to handle questions or inquiries.

#### REQUIRED READINGS

Sancton Part II ( Chapters 5 through 8 and Chapter 15)

Tindal and Tindal Chapter 4 and 5

Dollery, Brian and Lin Case. "Optimal Approaches to Structural Reform in Regional and Rural Local Governance: The Australian Experience." Local Government Studies 32:4 (August 2006): 447 – 464.

Garcia, Joseph "Chapter 4: Saskatchewan's Municipal Reform Agenda: Plethora of Processes and Proposals but Paucity of Products" in Joseph Garcia and Edward LeSage (eds.,) Municipal Reform in Canada: Reconfiguration, Re-empowerment, and Rebalancing. (Don Mills: Oxford University Press, 2005).

Leach, Steve "Reorganization, Reorganization, Reorganization: A Critical Analysis of the Sequence of Local Government Reorganization Initiatives, 1979 – 2008" Local Government Studies 35:1 (February 2009) 61-74.

Slack, Enid. "Models of Government Structure at the Local Level" Working paper for the Intergovernmental Relations Institute: Queens University. 2004. < [www.aucc.ca/ pdf/english/.../ModelsofGovernmentStructure.pdf](http://www.aucc.ca/pdf/english/.../ModelsofGovernmentStructure.pdf) >

#### SUPPLEMENTARY READINGS

Warner, Mildred and Hebdon, Robert. "Local Government Restructuring: Privatization and its Alternatives" Journal of Policy Analysis and Management 20:2 (Spring, 2001) 315-336.

Friskin, Frances. "Canadian cities and the American Example: a prologue to urban policy analysis" Canadian Public Administration 29:3 (Fall 1986) 345-376.

Kearns, Ade and Ronan Paddison. "New Challenges for Urban Governance" Urban Studies 37:5-6 (2000) 845-850.

#### **Day 6: March 3<sup>rd</sup>, 2012**

**- Final Policy Papers Due -**

Policy papers due no later than 4 pm.

## Appendix A: Briefing Note Outline

### **ISSUE**

• Briefly (one or two sentences) describe the point, matter or question that requires a response. Cast as an issue in that the wording indicates a sense of urgency.

### **BACKGROUND**

• Provide any directly and immediately relevant information to the issue, including the cause of the problem and the reason the issue is important. You need to provide the decision maker with the relevant information in a concise manner (no more than two paragraphs).

### **RECOMMENDED RESPONSE**

• **Provide a response to the issue and or recommendation(s). (note: all in bold and 1.5 spacing). Should be able to state in one or two sentences.**

### **STRATEGIC CONSIDERATIONS**

• Strategic considerations (state in no more than two paragraphs)

### **RECOMMENDED STRATEGIC RESPONSE**

• Strategic response (state in no more than two sentences)

### **IMPLICATIONS**

• Where necessary, the implications of what is recommended (including financial data and/or political (small p) impact when relevant), should be included in as concise a way as possible.

### **GEOGRAPHIC CONSIDERATIONS ((constituency, ward etc) If necessary)**

• Describe the geographic area(s) most affected or sensitive to the issue.

*(The standard font for the briefing notes is 12 pt. Arial. The headers, i.e., issue, recommended response, background, implications, geographic considerations must follow in that order. The headers can be changed depending on the information to be provided, but the basic standard briefing note format must remain the same, i.e., title enclosed in horizontal lines; headers all in caps, bold and underlined; bullets as per standard; identification footer at bottom of last page. Top and bottom margins can be adjusted as required but the left and right margins should remain as per the standard.)*

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Contact:

Date Prepared:

Prepared by: