

**PUBLIC ADMINISTRATION 9904B
LOCAL GOVERNMENT MANAGEMENT**

Instructor: Dr. Zachary Spicer
Classroom: Committee Room 4, London City Hall
Thursdays: 11:30am - 1:30pm
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COURSE DESCRIPTION

Drawing upon theories and research findings in public administration and management, this course examines administrative approaches, issues and debates arising in local governments in a changing environment. Students will learn how the complex environment of public sector organizations produces both challenges and opportunities for public sector managers, and will work through case material that requires them to apply insights from management and public administration literature to real-world local government settings.

REQUIRED TEXTS

Assigned readings are listed below, in our meeting schedule. All of these readings will be available on the course website. If you are unable to locate any of these readings, please inform the instructor as soon as possible.

COURSE REQUIREMENTS

Participation: 25%

This class is designed as a seminar. As such, each student must come prepared and participate regularly. Students will be graded based upon their attendance, understanding of reading material and quality of participation.

Policy/ Administrative Challenge: 75%

This course will examine ten policy and administrative challenges in the City of Sarnia. Students will work in groups to make informed recommendations on the following topics:

- Complaint tracking under Public Sector and MPP Accountability And Transparency Act
- Communications plan for internet/telephone voting
- Organization-wide review of records management practices
- Implementation of communications and engagement strategy
- Committee governance review
- Procedure by-law update and Deputy Mayor implementation
- Delegation of authority by-law review

- Meeting changes resulting from the Modernizing Ontario's Municipal Legislation Act (2017)
- Noise by-law update
- Policy binder review

James Jenkins from the City of Sarnia will join us during our first class on January 11th to elaborate on the City's interest in each area. During our first meeting you will also select your group members and topic. Students will compile and submit an initial brief of their topic, before handing in their final report and presentation, at which representatives from the City of Sarnia will provide each group with feedback. Presentation dates will be randomly assigned. The dates for each segment of this assignment are below:

January 11, 2018: Selection of Policy/ Administrative Challenge

February 8, 2018: Initial Solution Brief (10%)

March 29, 2018 and April 5, 2018: Presentation (25%)

April 5, 2018: Final Report (40%)

More information on assignment requirements will be made available in class.

SCHEDULE OF TOPICS AND REQUIRED READINGS

January 11 - Course Introduction

No Assigned Reading

Special Guest: James Jenkins, City of Sarnia

January 18 - Thinking About Public Sector Management

Hood, Christopher. 1991. "A Public Management for all Seasons?" *Public Administration* 69(1): 3-19

Denhardt, Robert and Janet Denhardt. 2000. "The New Public Service: Steering Rather than Rowing." *Public Administration Review* 60(6): 549-59

Osborne, Stephen. 2006. "The New Public Governance?" *Public Management Review* 8: 337-387

Rimington, John. "Public Management and Administration: A Need for Evolution." *The Political Quarterly* 80(4): 562-568

January 25 - Leadership in the Public Sector

Van Wart, Montgomery. 2015. "Evaluating Transformational Leaders: The Challenging Case of Eric Shinseke and the U.S. Department of Veterans Affairs." *Public Administration Review* 75 (5): 760-69

Reed, George. 2014. "Expressing Loyal Dissent: Moral Considerations from Literature on Followership." *Public Integrity* 17(1): 5-18

Borins, Sandford. 2002. "Leadership and Innovation in the Public Sector."

February 1 – The Role of the CAO and Council-Staff Relations

- O'Flynn, Patrick Eamon and Tim Mau. 2014. "A Demographic and Career Profile of Municipal CAOs in Canada: Implications for Local Governance." *Canadian Public Administration* 57(1): 154-70
- Wheeland, Chaig M. "Gregory C. Smith: A Township Manager Effectively Managing Ethnical Dilemmas." *Public Integrity* 15(3): 265-81
- Michael Fenn and David Siegel. 2017. "The Evolving Role of City Managers and Chief Administrative Officers." *IMFG Papers No. 31*. Toronto: Institute on Municipal Finance and Governance

February 8 – Community and Citizen Engagement

- Irvin, Renee and John Stansbury. 2004. "Citizen Participation in Decision Making: Is it Worth the Effort?" *Public Administration Review* 64 (1): 55-65
- Bouchard, Nancy. 2016. "The Dark Side of Public Participation: Participative Processes that Legitimize Elected Officials' Values." *Canadian Public Administration* 59(4): 516-37
- Beauvais, Edana and Andre Baechtiger. 2016. "Taking the Goals of Deliberation Seriously: A Differentiated View on Equality and Equity in Deliberative Designs and Processes." *Journal of Public Deliberation* 12 (2)

Initial Brief Due

February 15 – Performance Management

- Schatteman, Alicia. 2010. "The State of Ontario's Municipal Performance Reports: A Critical Analysis." *Canadian Public Administration* 53(4): 531-50
- Wichowsky, Amber and Donald P. Moynihan. 2008. "Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management." *Public Administration Review* 68(5): 908-20
- Charbonneau, Etienne and Francois Bellavance. 2015. "Performance Management in a Benchmarking Regime: Quebec's Municipal Management Indicators." *Canadian Public Administration* 58 (1): 110-37

February 22 – No Class

March 1 – Inter-Local Collaboration

- Zeemering, Eric S. 2017. "An Agenda for Comparing Local Governance and Institutional Collective Action in Canada and the United States." *Urban Affairs Review*: Forthcoming.
- Feiock, Richard. 2013. "The Institutional Collective Action Framework." *Policy Studies Journal* 41(3): 397-425
- Spicer, Zachary. "Regionalism, Municipal Organization and Interlocal Cooperation in Canada." *Canadian Public Policy* 41(2): 137-150

March 8 – Contracting Out

Siemiatycki, Matti. 2015. “Public-Private Partnerships in Canada: Reflections on Twenty Years of Practice.” *Canadian Public Administration* 58(3): 343-62

Dachis, Ben. 2010. *Picking up Savings: The Benefits of Competition in Municipal Waste Services*. Toronto: C.D. Howe Institute

Bel, Germa and Xavier Fageda. 2011. “Big Guys Eat Big Cakes: Firm Size and Contracting in Urban and Rural Areas.” *International Public Management Journal* 14(1) 4-26

March 15 – No Class

March 22 – Technology and Policy Disruption

Johal, Sunil and Noah Zon. 2015. *Policymaking for the Sharing Economy: Beyond Whack-A-Mole*. Toronto: Mowat Centre.

Jamasi, Zohra and Trish Hennessy. 2016. *Nobody’s Business: Airbnb in Toronto*. Toronto: Canadian Centre for Policy Alternatives

Söderström, Ola, Till Paasche and Francisco Klauser. 2014. “Smart Cities as Corporate Storytelling.” *City* 18(3): 307-320

March 29 – Presentations

April 5 – Presentations