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The University of Western Ontario
GTA Diploma in Public Administration Program
Public Administration 9902B

The Policy Process in Local Government
Winter 2018

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Instructor:	Marcia Wallace
Email:	mwalla33@uwo.ca
Location:	City of Toronto Learning Centre
	3rd Floor, Metro Hall, Toronto

Schedule: Selected Fridays, 9:00am – 4:00pm

Link to OWL (course website)

Course Description:

This course introduces students to selected aspects of the academic literature on the making of public policy. Using case studies, students will learn how to apply theories and concepts from the policy literature and determine the main factors that cause different kinds of local public policy outcomes in different circumstances. Particular emphasis will be given to policy making in Toronto and the Greater Golden Horseshoe.

Topics covered include the stages of the policy process, the "multiple streams" approach to understanding public policy, and how the role of political interests, institutions, community and the economy can each be drivers of, and constraints on, policy making at the local level.

By the end of this course, you will:
* Better understand how the context in which decisions are made may lead to different policy choices
* Recognize many of the structural and institutional constraints on local policymaking
* Develop skills to use the process and tools of policy making to influence the outcomes

Course Structure and Readings:

The course will consist of a combination of lectures, class discussions, case study analysis and student presentations.

All of the assigned readings will be available through the course's OWL site. Assigned reading should be done before the class in which it is to be discussed. *Preparation before class and regular attendance will be especially important given the condensed timing of this course.*

Note: Please reserve April 20 and April 27 as general back-up dates in your calendars pending any unforeseen circumstances which may require a week to be cancelled.

<u>**Overview of Course Themes and Assignments:**</u>

**Week 1   February 16   Complementary Roles? Elected Officials and the
                                                         Public Service**
*What is the role of the public service and elected officials in policy-making? How do both
perspectives contribute to policy outcomes in different ways, and what is their respective
impact? Case studies covered will include emergency management, street vendors and park
planning.*

> **Scheduling and Overview of Oral Presentation assignment;
> Overview of Policy Analysis Report assignment**

Week 2   March 2   Defining the Public Interest
*Local government policy making is in the public interest, but who defines this? How do
communities and political interests shape our understanding of what is possible? What
assumptions are made in policy options based on how we define the public interest? Case
studies covered will include affordable housing, urban design to achieve public health outcomes
and service delivery in the multicultural city.*

> **Policy Analysis Report Proposal DUE**

Week 3   March 23   What is Policy-Making without a Budget?
*The success of local governments is strongly influenced by market realities. How does the
fiscal capacity of a local government impact its policy choices? What role does municipal
finance have in driving the policy agenda? Case studies covered will include attracting
investment and growth, mock budgeting and the municipal infrastructure deficit.*

Week 4   April 6   City as Region
*Policy making in some of the most complex policy areas cannot be dissociated from questions
of governance. How does government accountability and institutional structure influence the
policy options available? What obstacles exist for local governments in meeting local goals
when the scale of the problem exceeds the scale of their authority? Case studies covered will
include growth planning, food security and climate change.*

Week 5   April 13   City of Our Future
*Technology, the rapid proliferation of data, and changes in how the economy functions all
represent both threats and opportunities to policy-making in tomorrow's cities. What efficiencies
can be gained? What does open data mean for cities? How can regulation be reimagined?
How will government-citizen communication change? Case studies covered will include big
data in decision-making, open government and the sharing economy.*

> **Policy Analysis Report DUE**

Evaluation:

Participation – 25%

Participation will be assessed based on consistent attendance, arriving prepared for class, and thoughtful comments and contributions to class discussion and group exercises. (Bringing relevant current news items to the attention of the class and making the connection to course material is strongly encouraged as well!)

Oral Presentation – 25%

Each student will be required to make an individual presentation about a local policy decision. This should be a highly visible or noteworthy decision (past or present) made by a municipal council or local special-purpose body.   Presentations will be 10 minutes in length and highlight what aspect of the local policy making process most influenced the decision.

More details about scheduling and what these presentations should cover will be discussed in Week 1. Presentations will take place in Weeks 2, 3, and 4 (March 2, March 23 and April 6).

Policy Analysis Report – 50% (total of 2 parts)

Your main assignment for this course will be to design and complete your own policy analysis report on some aspect of municipal policy-making, using theoretical perspectives discussed in class. Working professionals are encouraged to draw on their own experience and access to information and data.

This part of your course grade has two components:

i. **Proposal (10%) -** You will develop a 2 page proposal outlining your intended topic, including brief background, intended research methods, and sources. The proposal is due Week 2 (March 2).
ii. **Report (40%) -** You will write an approx. 3000 word (10-12 page) policy analysis report on your chosen topic. The report is due Week 5 (April 6).

More detail on this assignment and what it should include will be discussed in Week 1.

Course Policies:

All assignments must be submitted by the beginning of class on the due date. A penalty of 10% will be applied for work submitted late. Assignments more than 10 days late will not be accepted.

If you foresee problems meeting deadlines please consult the instructor early; accommodations can be made with adequate advance notice.

The learning environment should be a safe and respectful one. Students are expected to conduct themselves in a professional and inclusive manner.

It is the responsibility of each student to be able to demonstrate the originality of his or her work. Failure to properly reference figures, concepts, and quotations that are not your own will result in academic penalties, as required by Western's policy on academic integrity. (If you need a refresher on how to properly reference sources the UWO library has some excellent tools: http://www.lib.uwo.ca/services/styleguides.html)

Please contact poliscie@uwo.ca if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.

Reading Schedule:

Week 1	February 16	Complementary Roles? Elected Officials and the Public Service

Henstra, Daniel. 2010. "Explaining Local Policy Choices: A Multiple Streams Analysis." *Canadian Public Administration* 53(2), pp. 241–258.

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

Oliver, J. Eric, Ha, Shang E., Callen, Zachary. 2012. Excerpts from Chapter 3, "Who Runs for Local Office" in *Local Elections and the Politics of Small-Scale Democracy.* pp. 87-107. Princeton: Princeton University Press.

Week 2	March 2	Defining the Public Interest

Fowler, Edmund P. and Siegel, David. 2002. "Introduction: Urban Public Policy at the Turn of the Century" in Fowler, E.P. and Siegel, D. (eds.) *Urban Policy Issues: Canadian Perspectives (2nd ed.)* pp. 1-16. Don Mills: Oxford University Press.

Pal, Leslie A. 2014. Excerpts from Chapter 3, "Problem Definition in Policy Analysis" in *Beyond Policy Analysis: Public Issue Management in Turbulent Times (5th ed.).* pp. 97-114. Toronto: Nelson Education.

Alcantara, Christopher and Nelles, Jen. 2016. *A Quiet Evolution: The Emergence of Indigenous-Local Intergovernmental Partnerships in Canada.* pp. 15-32. Toronto: University of Toronto Press.

Week 3	March 23	What is Policy-Making without a Budget?

Box, Richard C. 1999. "Running Government Like a Business: Implications for Public Administration Theory and Practice." *American Review of Public Administration* 29(1). pp. 19–43.

Slack, Enid and Kitchen, Harry. 2016. *New Tax Sources for Canada's Largest Cities: What are the Options?* IMFG Perspectives #15. pp. 1-12.

Mackenzie, Hugh. 2013. *Canada's Infrastructure Gap: Where it Came From and Why it Will Cost So Much to Close.* Canadian Centre for Policy Alternatives. pp. 1-15.

Week 4	April 6	City as Region

Sancton, Andrew. 1994. "Municipal Structures and Functions" in *Governing Canada's City Regions: Adapting Form to Function.* pp. 7-18. Montreal: Institute for Research on Public Policy.

Frisken, Frances. 2007. Excerpts from Chapter 7. "Fifty Years of Regional Governance under Provincial Stewardship" in *The Public Metropolis: The Political Dynamics of the Urban Expansion of the Toronto Region 1924-2003.* pp. 293-302. Toronto: Canadian Scholars' Press.

Baker, Lauren, Campsie, Philippa and Rabinowicz, Katie. 2010. "Menu 2020: Ten Good Food Ideas for Ontario". *Metcalf Food Solutions.* pp. 1-15; 33-35. Toronto: Metcalf Foundation.

Week 5	April 13	City of Our Future

Sundararajan, Arun. 2016. "The Shifting Landscape of Regulation and Consumer Protection" in *The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism.* pp. 131-158. Cambridge: MIT Press.

Ann Keller, S., Koonin, S. E. and Shipp, S. 2012. "Big Data and City Living – What Can it Do for Us?." *Significance*, 9 pp. 4–7.

Faife, Corin. 2017, October 2. "The Safe Way to Build a Smart City." *CityLab.* Retrieved via www.citylab.com/solutions/2017/10/municipal-open-data-smart-city-guidelines-seattle-lessons/541578/