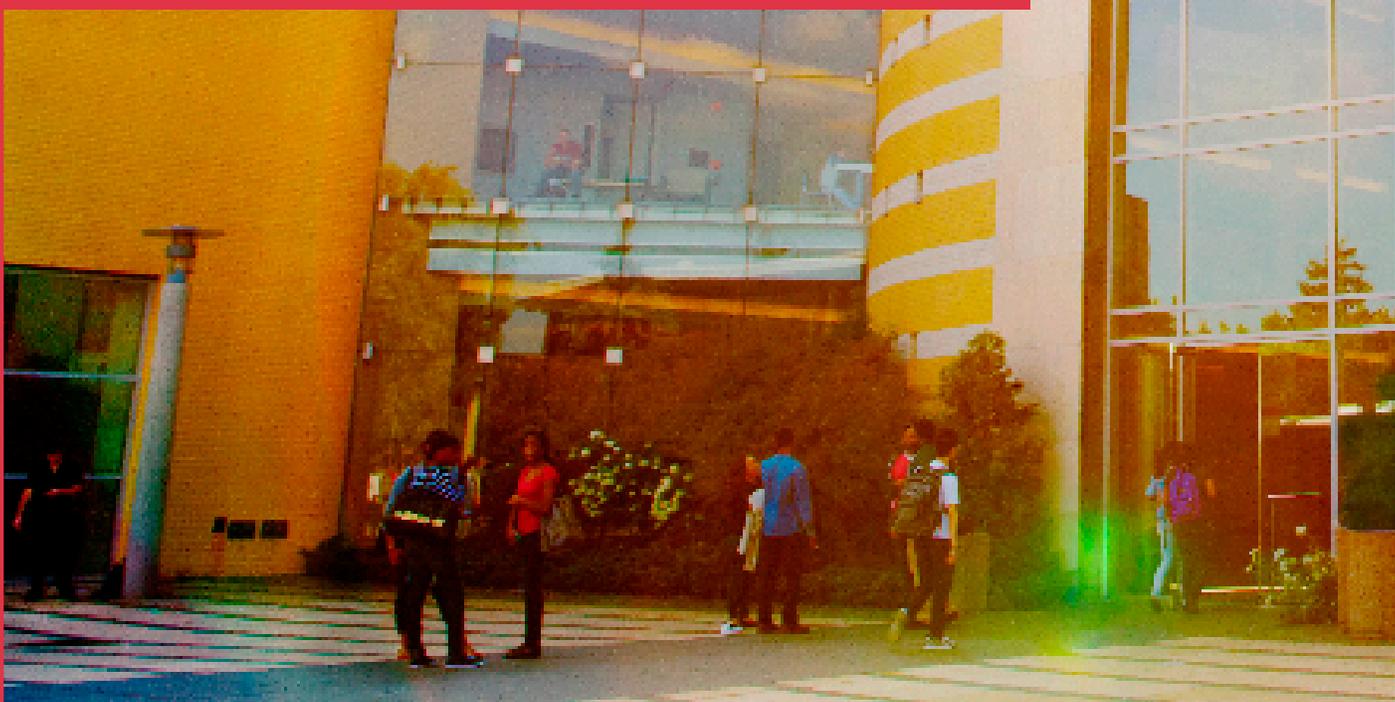


# LA&PS Master of Public Policy, Administration, and Law (MPPAL) Proposal

Major Modification Proposal:  
Municipal Government Graduate Field

YORK U



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# Graduate Fields Definition and Proposal Template

## Definition

In graduate programs, field refers to an area of specialization or concentration (in multi/interdisciplinary programs a clustered area of specialization) that is related to the demonstrable and collective strengths of the program's faculty. Institutions are not required to declare fields at either the master's or doctoral level. Institutions may wish, through an expedited approval process, to seek the endorsement of the Quality Council.

## Graduate Field Proposal Guidelines

### 1. Indicate the name of the field being proposed and identify the parent program.

This is a proposal for the creation of a new Municipal Government field in the Master of Public Policy, Administration and Law (MPPAL) program housed in the School of Public Policy and Administration (SPPA).

### 2. Provide a description of the field (its intellectual focus, etc.) including the appropriateness and consistency of the field name with current usage in the discipline or area of study.

The ongoing public health and economic crisis related to the COVID-19 pandemic highlights that municipal (local and regional) governments, related boards and agencies, and non-profit organizations are at the forefront of not only service delivery, but also responsiveness to community needs and accountability. As a result, local governance and policy issues are key elements of this work along with inter-governmental and cross-sectoral partnerships. The proposed new Municipal Government field in the MPPAL program will make the program more relevant to employees in the municipal sector. Given the Markham campus location for the new graduate field and cohort of students, this program change will also enhance accessibility to the MPPAL program for employees of smaller municipalities to the North, East and West of the Greater Toronto Area (GTA).

The Province of Ontario defines municipalities through the [Municipal Act, 2001](#) and distinguishes between lower/single-tier municipalities and upper-tier (regional) municipalities. The proposed Municipal Government field name therefore accurately covers both local and regional governments.

The Western University Master of Public Administration (MPA) program defines its focus as Local Government, but a number of relevant professional organizations in the sector utilize the term "municipal" or "municipalities" in their name, including e.g. the Federation of Canadian Municipalities (FCM), Association of Municipalities Ontario (AMO), Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), Municipal Finance Officers Association (MFOA), Ontario Municipal Human Resources Association (OMHRA), Ontario Municipal Social Services Association (OMSSA).

Since 2018, the SPPA has also successfully established an annual conference with the theme [Municipalities of the Future](#).

### 3. Comment on the relationship of the admission requirements for the field to those of the parent program. If the same, describe the program admission requirements. If different, describe the field admission requirements, indicate how they are different from those of the parent program, and provide a rationale for the difference in relation to the focus and learning outcomes of the field.

No changes are proposed to the admission requirements for the MPPAL program.

Candidates must:

- have completed an Honours Bachelors degree or its equivalent from a recognized University with a minimum grade point average of B+ in the final two years and a minimum of five years work experience in a relevant public

sector management, administrative, or supervisory position.; **OR**,

- have completed an honours bachelors degree or its equivalent from a recognized University with a minimum grade point average of A in the final two years. Under this category, students may have completed less than five years work experience in a relevant public sector management, administrative, or supervisory position. Preference will be given to students who have completed an honours bachelors degree in public administration or political science with an emphasis on public administration.

Candidates also must:

- submit a *curriculum vitae* or résumé, statement of areas of interest, and a letter outlining their experience and background; and,
- for students whose first language is not English, have a minimum Test of English as a Foreign Language score of 600 (paper-based) or 250 (computer-based); or York English Language Test score 1.

At the discretion of the selection committee, in exceptional circumstances, students who have completed a three-year bachelors degree with a minimum grade point average of B+ and have significant work experience in terms of time frame and/or quality of experience (specifically more than five years work experience in a relevant public sector management, administrative, or supervisory position) may be recommended for admission to the Faculty of Graduate Studies.

Although it is not a prerequisite, students are advised that they may find it helpful to have completed a university level two-term introductory course covering both microeconomics and macroeconomics (**Economics 1000 3.0/1010 3.0** or equivalent) prior to enrolling in the program.

**4. Comment on the relationship of the curricular requirements for the field to those of the parent program. If the same, describe the program requirements. If different, describe the field requirements, indicate how they are different from those of the parent program, and provide a rationale for the difference in relation to the focus and learning outcomes of the field.**

The MPPAL curriculum is organized into three modules of courses, with 9 credits in each:

- Public Management and Finance;
- Law, Administration and Ethics; and
- Public Policy and Analysis.

Each module must be completed in its entirety. The last module provides students with the option of completing either GS/PPAL 6230 3.0 Topics in Public Policy course or GS/PPAL 6250 3.0 Major Research Paper.

As the MPPAL curriculum is organized along functional lines and all modules and the courses in them are relevant to all levels of government and the broader public sector, we propose that the additional municipal field's specialized knowledge and skills be captured with a new required 3-credit course GS/PPAL 6240 3.0 Topics in Local and Regional Governance that would be mandatory for students in this new field in lieu of GS/PPAL 6230 3.0 (Topics in Public Policy). Students in the new field will retain the option to complete GS/PPAL 6250 3.0 Major Research Paper in the Public Policy and Analysis module to allow for the possibility of conducting more in-depth research related to municipal governments under the supervision of a faculty member with expertise in the area. We anticipate this option to be afforded to mid-career part-time students with substantial professional experience in municipal government.

The addition of the new Municipal Field and the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance does not substantively alter the learning outcomes of the MPPAL program given the established inter-connectedness of different levels of government on the basis of legal and funding provisions, and the practices of coordination, reporting and accountability. For example, municipalities are often given the task to implement provincially approved and/or funded programs. Existing required courses in the MPPAL program reflect on these realities and include concepts, knowledge, and applications relevant to municipal governments. (See Appendix A for sample list of relevant readings and projects.)

The establishment of the new Municipal Government field and the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance will accomplish the following:

- Allow students to explore relevant topics in municipal governance in more depth; and

- Better communicate our collective strengths to the sector and prospective MPPAL recruits at a time when municipal governments are at the forefront for service delivery, innovation and responsiveness to community needs for enhancing good governance and social justice, equity, and decolonization priorities.

**5. Provide a list of courses that will be offered in support of the field. The list of courses must indicate the unit responsible for offering the course (including cross-lists and integrations, as appropriate), the course number, the credit value, the short course description, and whether or not it is an existing or new course. For existing courses, the frequency of offering should be noted. For new courses, full course proposals are required and should be included in the proposal as an appendix. (The list of courses may be organized to reflect the manner in which the courses count towards the program/field requirements, as appropriate; e.g. required versus optional; required from a list of specified courses; specific to certain concentrations, streams or fields within the program, etc.)**

One new course will be offered annually by SPPA in support of the new field:

GS/PPAL 6240 3.0 Topics in Local and Regional Governance

This course will replace GS/PPAL 6230 3.0 Topics in Public Policy course among the required courses for students in the Municipal Government field/cohort. The course will not be cross-listed or integrated. Alternatively, students can continue to complete GS/PPAL 6250 3.0 Major Research Paper to allow for the possibility of conducting more in-depth research related to municipal governments under the supervision of a faculty member with expertise in the area.

All other required courses in the program remain the same, but a 3<sup>rd</sup> section of each course will be offered at the Markham campus. There will be a net increase of 4.5 FCEs on offer over a 2-year period for each cohort of part-time students (i.e., 2 additional FCEs in 2023-24 (1<sup>st</sup> year curriculum only), followed by 4.5 FCEs per year after that (1<sup>st</sup> and 2<sup>nd</sup> year courses offered).

**6. Comment on the expertise of the faculty who will actively support/participate the field and provide a Table of Faculty by field, as follows:**

| Faculty Member & Rank  | Home Unit                                 | Primary Field  | Supervisory Privileges |
|--|---|--|------------------------|
| Dr. Peter Constantinou<br>Associate Professor, Teaching Stream | SPPA                                      | Municipal Council Relations, Public Administration   | Associate Membership   |
| Dr. Naomi Couto<br>Associate Professor                         | SPPA                                      | Equity Policy and Ethics                             | Associate Membership   |
| Dr. Lorne Foster<br>Professor                                  | SPPA                                      | Equity Policy  | Associate Membership   |
| Dr. Ken Ogata<br>Associate Professor                           | School of Administrative Studies and SPPA | Public Finance                                       | Associate Membership   |
| Dr. Zachary Spicer<br>Associate Professor                      | SPPA                                      | Municipal Governance                                 | Associate Membership   |
| Dr. Ian Stedman<br>Assistant Professor                         | SPPA                                      | Public and Administrative Law, Ethics and Governance | Associate Membership   |

*Note: Up-to-date CVs of faculty who will actively participate in delivering the graduate program must be included as an appendix.*

**7. Comment on the projected in-take into the field, including the anticipated implementation date (i.e. year and term of initial in-take), and indicate if the projected in-take is within or in addition to the existing enrolment targets for the parent program.**

The new municipal cohort in the MPPAL program at the Markham location is expected to add an additional 20 students to the current annual target intake of 50 students as of Fall 2023.

Currently there are approx. 100 students in the program annually given the usual 2-year part-time completion time and the program meeting its annual enrollment target. Given that MPPAL students complete 6 academic terms and graduate in October of their second year of study, the program supports approx. 150 students during the Summer term and in the run up to October convocation.

The addition of a 3rd cohort of students in the Municipal Government field will add 20 students to the program in the first year in 2023-24 and 40 additional students on an annual basis after that for a total of approx. 140 students per year (approx. 200 students during the Summer term and in the run up to October convocation).

**8. Comment on the impact of the field on the parent program, focusing on the extent of diversion of faculty from existing graduate courses and/or supervision, as well as the capacity of the program to absorb any anticipated additional enrolment.**

This program growth will require the expansion of staff support from one Graduate Program Assistant (GPA) to two GPAs to cover the additional workload related to recruitment, admissions, course offerings and enrollments, degree audit and the implementation of relevant academic policies and procedures. The need for the second GPA will commence with the recruitment cycle for Fall 2023 and therefore effective Fall 2022.

The addition of the 3rd cohort of students also increases the demand on full-time faculty resources. The School of Public Policy and Administration (SPPA) houses the MPPAL program and in anticipation of the new Municipal Government cohort in Markham, an Associate Professor in the area of Canadian Local Governance and Community Development was appointed to the School effective July 1, 2021.

SPPA identified further hiring priorities for July 1, 2022 driven by the addition of the 3<sup>rd</sup> MPPAL cohort in Markham and the opportunities and challenges this creates for meeting the research and teaching needs of the unit in the fast-evolving field of public policy and administration in the 21<sup>st</sup> century as follows:

1. A professorial position (Assistant or Associate Professor) focused on Indigenous governance and justice in Canada to cover related required law and/or equity policy courses in the MPPAL program while also directly contributing to the UAP and the Faculty's and University's Equity, Diversity and Inclusion (EDI) objectives.
2. A teaching stream appointment with a focus on big data, quantitative methods in decision-making, digital government and online/remote curriculum development. This appointment would support research methods and public administration related courses offerings, accessibility to the program and would be complementary to the identified new research cluster priorities for Markham, especially in the area of Artificial Intelligence (AI) and related governance issues which are relevant to both the public and private sectors.

Given the importance partnerships between the public and non-profit sectors for community development, SPPA requested for July 1, 2023 professorial hiring in the area of non-profit management and governance. This appointment would expand our areas of research and curriculum strengths in response to student demand in this area, and better reflect on the realities of work in the municipal sector. Such an appointment would allow for an additional optional course to be added to the field and the MPPAL program with a focus on non-profit management and governance.

**9. Support statements**

- from the relevant Dean(s)/Principal, with respect to the adequacy of existing resources necessary to support the new field, as well as the commitment to any plans for new/additional resources necessary to implement and/or sustain the new field
- from the relevant Faculties/units/programs confirming consultation on/support for the new program, as appropriate
- from professional associations, government agencies or policy bodies with respect to the need/demand for the proposed program, as appropriate

The MPPAL program is relevant and attracts students from all levels of government, including the municipal sector. The creation of the new graduate field formalizes and builds on our existing strengths rather than expanding to other disciplinary areas or overlapping with other programs at the University. Therefore, consultations have focused on MPPAL alumni and other professionals in municipal governments across different functional areas in both lower and upper tier municipalities (including, for example, the areas of corporate, human resource management and paramedic service delivery) in the regional municipalities of York and Durham and the cities of Toronto, Whitby, Vaughan and Guelph. A formal letter of support from the Regional Municipality of York is attached.

# Change to Program/Graduate Diploma Academic Requirements Proposal Form

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*The following information is required for all proposals involving a minor modification to program/graduate diploma academic requirements. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading).*

## **1. Program/Graduate Diploma:**

Master of Public Policy, Administration and Law (MPPAL)

## **2. Effective Session of Proposed Change(s):**

Fall 2023

## **3. Proposed Change(s) and Rationale**

*The description of and rationale for the proposed modification(s) should provide information with respect to each of the following points:*

### **a) A description of the proposed modification(s) and rationale, including alignment with academic plans.**

The ongoing public health and economic crisis related to the COVID-19 pandemic highlights that municipal (local and regional) governments, related boards and agencies, and non-profit organizations are at the forefront of not only service delivery, but also responsiveness to community needs and accountability. As a result, local governance and policy issues are key elements of this work along with inter-governmental and cross-sectoral partnerships. The proposed new Municipal Government field in the MPPAL program will make the program more relevant to employees in the municipal sector. Given the Markham campus location for the new graduate field and cohort of students, this program change will also enhance accessibility to the MPPAL program for employees of smaller municipalities to the North, East and West of the Greater Toronto Area (GTA).

Course offerings in the MPPAL program are tailored for part-time learners, with courses offered in the evenings and on weekends, currently at the Keele campus and in downtown Toronto with 25 students max. per cohort. A full-time MPPAL option is now also available for a limited number of students. Full-time students take courses alongside their part-time counterparts and complete the MPPAL program in one year compared to the usual two-year completion time for part-time students.

The proposed new Municipal Government field and cohort expected to be located at the Markham campus is in line with the major strategic objectives and priorities of the University including:

- addressing emerging issues and being a force for good in the world;
- advancing social justice and equity and the decolonization of curriculum;
- promoting cross-disciplinary thinking and collaborative learning;
- offering research intensive programs that respond to student demand for professionally relevant curriculum at various career stages;
- enhancing the well-being of local communities by building capacity in public administration and leadership;
- engaging with professional and community partners to provide community-based experiential learning opportunities for all students and promote knowledge mobilization for our partners;

- providing students at a large urban University with the opportunity to enhance minority representation in public administration and leadership and come together to make positive change in the communities where they live.

The MPPAL curriculum is organized into three modules of courses, with 9 credits in each:

- Public Management and Finance;
- Law, Administration and Ethics; and
- Public Policy and Analysis.

Each module must be completed in its entirety. The last module provides students with the option of completing either GS/PPAL 6230 3.0 Topics in Public Policy course or GS/PPAL 6250 3.0 Major Research Paper.

As the MPPAL curriculum is organized along functional lines and all modules and the courses in them are relevant to all levels of government and the broader public sector, we propose that the additional municipal field's specialized knowledge and skills be captured with a new required 3-credit course GS/PPAL 6240 3.0 Topics in Local and Regional Governance that would be mandatory for students in this new field in lieu of GS/PPAL 6230 3.0. Students in the new field will retain the option to complete GS/PPAL 6250 3.0 Major Research Paper in the Public Policy and Analysis module to allow for the possibility of conducting more in-depth research related to municipal governments under the supervision of a faculty member with expertise in the area. We anticipate this option to be exercised by mid-career part-time students with substantial professional experience in municipal government.

The addition of the new Municipal Field and the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance do not alter the learning outcomes of the MPPAL program given the established inter-connectedness of different levels of government on the basis of legal and funding provisions, and the practices of coordination, reporting and accountability. For example, municipalities are often given the task to implement provincially approved and/or funded programs. Existing required courses in the MPPAL program reflect on these realities and include concepts, knowledge, and applications relevant to municipal governments.

The establishment of the new Municipal Government field and the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance will accomplish the following:

- Allow students to explore relevant topics in more depth; and
- Better communicate our collective strengths to the sector and prospective MPPAL recruits at a time when municipal governments are at the forefront for service delivery, innovation and responsiveness to community needs for enhancing good governance and social justice, equity, and decolonization priorities.

**b) An outline of the changes to requirements and the associated learning outcomes/objectives, including how the proposed requirements will support the achievement of program/graduate diploma learning objectives.** *Additionally, please append the graduate program's existing learning outcomes as a separate document.*

The MPPAL program's existing learning outcomes are attached. As discussed in the previous two paragraphs (in section a above), the addition of the new Municipal Field and the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance do not alter the learning outcomes of the MPPAL program.

**c) An overview of the consultation undertaken with relevant academic units and an assessment of the impact of the modifications on other programs/graduate diplomas.**

*Where and as appropriate, the proposal must include statements from the relevant program/graduate diplomas confirming consultation/support.*

The MPPAL program is relevant and attracts students from all levels of government, including the municipal sector. The creation of the new graduate field formalizes and builds on our existing strengths rather than expanding to other disciplinary areas or overlapping with other programs at the University. Therefore, consultations have focused on MPPAL alumni and other professionals in municipal governments across different functional areas in both lower and upper tier municipalities (including, for example, the areas of corporate, human resource management and paramedic service delivery) in the regional municipalities of York and Durham and the cities of Toronto, Whitby, Vaughan and Guelph. A formal letter of support from the Regional Municipality of York is attached.

**d) A summary of any resource implications and how they are being addressed.**

*Attention should be paid to whether the proposed changes will be supported by a reallocation of existing resources or if new/additional resources are required. If new/additional resources are required, the proposal must include a statement from the relevant Dean(s)/Principal.*

The MPPAL program is an executive-style professional program and students are not eligible for York University graduate funding.

The new municipal cohort in the MPPAL program at the Markham location is expected to add an additional 20 students to the current annual target intake of 50 students.

Currently there are approx. 100 students in the program annually given the usual 2-year part-time completion time and the program meeting its annual enrollment target. Given that MPPAL students complete 6 academic terms and graduate in October of their second year of study, the program supports approx. 150 students during the Summer term and in the run up to October convocation.

The addition of a 3<sup>rd</sup> cohort of students in the Municipal Government field will add 20 students to the program in the first year in 2023-24 and 40 additional students on an annual basis after that for a total of approx. 140 students per year (approx. 200 students during the Summer term and in the run up to October convocation). This program growth will require the expansion of staff support from one Graduate Program Assistant (GPA) to two GPAs to cover the additional workload related to recruitment, admissions, course offerings and enrollments, degree audit and the implementation of relevant academic policies and procedures. The need for the second GPA will commence with the recruitment cycle for Fall 2023 and therefore effective Fall 2022.

The addition of the 3<sup>rd</sup> cohort of students also increases the demand on full-time faculty resources. The School of Public Policy and Administration (SPPA) houses the MPPAL program and in anticipation of the new Municipal Government cohort in Markham, an Associate Professor in the area of Canadian Local Governance and Community Development was appointed to the School effective July 1, 2021.

SPPA identified further hiring priorities for July 1, 2022 driven by the addition of the 3<sup>rd</sup> MPPAL cohort in Markham and the opportunities and challenges this creates for meeting the research and teaching needs of the unit in the fast-evolving field of public policy and administration in the 21<sup>st</sup> century as follows:

1. A professorial position (Assistant or Associate Professor) focused on Indigenous governance and justice in Canada to cover related required law and/or equity policy courses in the MPPAL program while also directly contributing to the UAP and the Faculty's and University's Equity, Diversity and Inclusion (EDI) objectives.

2. A teaching stream appointment with a focus on big data, quantitative methods in decision-making, digital government and online/remote curriculum development. This appointment would support research methods and public administration related courses offerings, accessibility to the program and would be complementary to the identified new research cluster priorities for Markham, especially in the area of Artificial Intelligence (AI) and related governance issues which are relevant to both the public and private sectors.

Given the importance partnerships between the public and non-profit sectors for community development, SPPA requested for July 1, 2023 professorial hiring in the area of non-profit management and governance. This appointment would expand our areas of research and curriculum strengths in response to student demand in this area, and better reflect on the realities of work in the municipal sector. Such an appointment would allow for an additional optional course to be added to the field and the MPPAL program with a focus on non-profit management and governance.e) **A summary of how students currently enrolled in the program/graduate diploma will be accommodated.**

MPPAL students will be able to choose the new course GS/PPAL 6240 3.0 Topics in Local and Regional Governance in lieu of the requirement to complete GS/PPAL 6230 3.0 Topics in Public Policy or GS/PPAL 6250 3.0 Major Research Paper.

#### 4. Calendar Copy

Using the following two-column format, provide a copy of the relevant program/graduate diploma requirements as they will appear in the FGS Calendar - <http://gradstudies.yorku.ca/current-students/regulations/program-requirements/>.

Please note: Senate requires that FULL Calendar copy be provided. Please include the entire graduate program/diploma section, not just text that is being revised.

Please clearly and visibly indicate how graduate program/graduate diploma information has been changed using strikethrough (left column), bold, underlining, colours, etc. (right column).

| Existing Program/Graduate Diploma Information<br>(change from)   | Proposed Program/Graduate Diploma Information<br>(change to)  |
|--|---|
| <p data-bbox="203 1224 620 1314">Insert program requirements from<br/><a href="http://gradstudies.yorku.ca/current-students/regulations/program-requirements/">http://gradstudies.yorku.ca/current-students/regulations/program-requirements/</a></p> <p data-bbox="203 1350 764 1514"><b>MASTER of PUBLIC POLICY,<br/>ADMINISTRATION &amp; LAW<br/>PROGRAM</b></p> <p data-bbox="203 1560 708 1598"><b>ADMISSION REQUIREMENTS</b></p> <p data-bbox="203 1602 781 1841">Candidates must:<br/>- have completed an Honours Bachelors degree or its equivalent from a recognized University with a minimum grade point average of B+ in the final two years and a minimum of five years work experience in a relevant</p> | <p data-bbox="823 1350 1382 1514"><b>MASTER of PUBLIC POLICY,<br/>ADMINISTRATION &amp; LAW<br/>PROGRAM</b></p> <p data-bbox="823 1560 1325 1598"><b>ADMISSION REQUIREMENTS</b></p> <p data-bbox="823 1602 1403 1841">Candidates must:<br/>- have completed an Honours Bachelors degree or its equivalent from a recognized University with a minimum grade point average of B+ in the final two years and a minimum of five years work experience in a relevant</p> |

public sector management, administrative, or supervisory position.; OR,  
- have completed an honours bachelors degree or its equivalent from a recognized University with a minimum grade point average of A in the final two years. Under this category, students may have completed less than five years work experience in a relevant public sector management, administrative, or supervisory position. Preference will be given to students who have completed an honours bachelors degree in public administration or political science with an emphasis on public administration.

Candidates also must:

- submit a curriculum vitae or résumé, statement of areas of interest, and a letter outlining their experience and background; and,
- for students whose first language is not English, have a minimum Test of English as a Foreign Language score of 600 (paper-based) or 250 (computer-based); or York English Language Test score 1.

At the discretion of the selection committee, in exceptional circumstances, students who have completed a three-year bachelors degree with a minimum grade point average of B+ and have significant work experience in terms of time frame and/or quality of experience (specifically more than five years work experience in a relevant public sector management, administrative, or supervisory position) may be recommended for admission to the Faculty of Graduate Studies.

Although it is not a prerequisite, students are advised that they may find it helpful to have completed a university level two-term introductory course covering both microeconomics and macroeconomics (**Economics 1000 3.0/1010 3.0** or equivalent) prior to enrolling in the program.

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### ADVANCED STANDING

Students who have completed advanced level courses (i.e., only graduate level) offered by accredited universities or colleges or other accredited professional development courses which overlap significantly with courses in the Graduate Program in Public Policy, Administration & Law, may be able to apply for advanced standing. General procedures for awarding advanced standing are determined by the Graduate Program Director in consultation with the Faculty of Graduate Studies. Students may be awarded no more than **6 credits** of advanced standing

### DEGREE REQUIREMENTS

The program is offered on a part-time or full-time basis, with a recommended time of two years part-time or one year full-time for completion of the program. Program courses cover the essential curriculum that forms the core of any public policy and administration program, but they also include substantial original content focused on a more comprehensive consideration of social justice issues, public law, administrative law, public sector ethics, and human rights.

Students move through three conceptual modules, with **9 credits** in each:

- public management and finance
- law, administration and ethics
- public policy and analysis

Each module must be completed in its entirety. The last module provides students with the option of completing a research paper or a public policy issue and development course.

Students normally progress as a cohort. The specific order in which courses are taught may vary from year to year. However, students must complete the

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Each module must be completed in its entirety. The last module provides students with the option of completing a research paper or a public policy issue and development course.

Students normally progress as a cohort. The specific order in which courses are taught may vary from year to year. However, students must complete the

Research Methods and Information Systems and Program Evaluation and Public Policy Analysis courses in Module 3 before embarking on the Major Research Paper.

### **Module 1: Public Management and Finance (9 credits)**

The public management and finance module emphasizes the skills, knowledge, and behaviours that are essential to an effective lower-middle level public sector manager. These include a firm understanding of the basics of public administration, as well as effective change management, leadership, human resources management, public finance, and accountability mechanisms.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6000 3.0: Public Management; Public Policy, Administration & Law 6010 3.0: Leadership and Human Resources Management; and, Public Policy, Administration & Law 6020 3.0: Public Finance and Accounting.**

### **Module 2: Law and Ethics (9 credits)**

The law and ethics module is designed to provide students with the tools to deal competently with legal and ethical matters in public affairs.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6100 3.0: Canadian Constitutional Law; Public Policy, Administration & Law 6120 3.0: Administrative Law and Ethics: Principles and Practices in the Policy-Making Context; and, Public Policy, Administration & Law 6130 3.0: Equity, Policy, Law and Planning.**

Research Methods and Information Systems and Program Evaluation and Public Policy Analysis courses in Module 3 before embarking on the Major Research Paper.

### **Module 1: Public Management and Finance (9 credits)**

The public management and finance module emphasizes the skills, knowledge, and behaviours that are essential to an effective lower-middle level public sector manager. These include a firm understanding of the basics of public administration, as well as effective change management, leadership, human resources management, public finance, and accountability mechanisms.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6000 3.0: Public Management; Public Policy, Administration & Law 6010 3.0: Leadership and Human Resources Management; and, Public Policy, Administration & Law 6020 3.0: Public Finance and Accounting.**

### **Module 2: Law and Ethics (9 credits)**

The law and ethics module is designed to provide students with the tools to deal competently with legal and ethical matters in public affairs.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6100 3.0: Canadian Constitutional Law; Public Policy, Administration & Law 6120 3.0: Administrative Law and Ethics: Principles and Practices in the Policy-Making Context; and, Public Policy, Administration & Law 6130 3.0: Equity, Policy, Law and Planning.**

### **Module 3: Public Policy and Analysis (9 credits)**

This module is designed to provide students with a firm understanding of the skills of program evaluation, and with relevant analytical tools regarding public policy development and the public policy cycle.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6200 3.0: Research Methods and Information Systems;**  
**Public Policy, Administration & Law 6210 3.0: Program Evaluation and Public Policy Analysis;**

and one of the following ~~two~~ courses:

**Public Policy, Administration & Law 6230 3.0: Topics in Public Policy;** OR  
**Public Policy, Administration & Law 6250 3.0: Major Research Paper.**

#### **PROGRAM LENGTH**

The expected degree completion time for full-time master's students is 3 terms; part-time students are expected to complete within 6 terms. For those students who complete degree requirements earlier than 3 terms, they must register and pay fees for a minimum of the equivalent of 3 terms of full-time study. All requirements for a master's degree must be fulfilled within 12 terms (4 years) of registration as a full-time or part-time master's student in accordance with Faculty of Graduate Studies' registration policies.

### **Module 3: Public Policy and Analysis (9 credits)**

This module is designed to provide students with a firm understanding of the skills of program evaluation, and with relevant analytical tools regarding public policy development and the public policy cycle.

Students must successfully complete the following courses:

**Public Policy, Administration & Law 6200 3.0: Research Methods and Information Systems;**  
**Public Policy, Administration & Law 6210 3.0: Program Evaluation and Public Policy Analysis;**

and one of the following **three** courses:

**Public Policy, Administration & Law 6230 3.0: Topics in Public Policy;**  
**[Public Policy, Administration & Law 6240 3.0: Topics in Local and Regional Governance;](#)** OR  
**Public Policy, Administration & Law 6250 3.0: Major Research Paper.**

#### **PROGRAM LENGTH**

The expected degree completion time for full-time master's students is 3 terms; part-time students are expected to complete within 6 terms. For those students who complete degree requirements earlier than 3 terms, they must register and pay fees for a minimum of the equivalent of 3 terms of full-time study. All requirements for a master's degree must be fulfilled within 12 terms (4 years) of registration as a full-time or part-time master's student in accordance with Faculty of Graduate Studies' registration policies.

Please submit completed forms and required supporting documentation through the LA&PS Curriculum Toolkit website.

# Appendix A: Course Proposal

## New Course Proposal Form (LA&PS Graduate)

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*The following information is required for all new course proposals. To facilitate the review/approval process, please use the headings below (and omit the italicized explanations below each heading).*

**1. Program:** Master of Public Policy, Administration and Law (MPPAL)

**2. Course Number:** GS/PPAL 6240

**3. Credit Value:** 3.0

**4. Long Course Title:** Topics in Local and Regional Governance

**5. Short Course Title:**  
Topics in Local and Regional Governance

**6. Effective Session:** Fall 2023

**7. Calendar (Short) Course Description:**

This course equips students with a thorough understanding of local and regional government in Canada, along with the research skills to critically investigate and evaluate municipal government policy, process and management.

**8. Expanded Course Description:**

This course provides an advanced overview of the history, structures, functions and financing of local and regional government in Canada. Through surveys of relevant academic literature, lectures and class discussions, students will develop a deep understanding and appreciation of the role of local governments in the Canadian context. Students will also gain knowledge about the research process and work together to find solutions to pressing municipal policy challenges.

Throughout, the course provides an advanced overview of local government in Canada, providing students with the foundational knowledge necessary to study and practice local government. Using a combination of class lectures, case studies, class discussion, group work and individual reflection, students will explore a range of contemporary challenges confronting local and regional governments. Topics presented to students throughout the semester include:

- An introduction to regional and local services and structures, powers and duties, including special purpose bodies and municipal corporations;Municipal reform, including amalgamation, annexation and regionalization;
- The role of city staff, including Chief Administrative Officers, and their relationship with Council;
- Municipal elections, public engagement and local democracy;
- Multi-level governance, inter-local, inter-departmental and inter-governmental relations;
- Municipal finance, including taxation, budgeting and resource management;
- Community consultation and engagement;
- Planning, politics and urban design;
- Public-private partnerships;
- Technology, smart cities and policy disruption
- Sustainability and climate change

This course will utilize a “flipped classroom” model, whereby the instructor will make available recorded lectures, which students are expected to review prior to class time. During class time,

students and the instructor will discuss major concepts introduced through assigned readings and lecture material, evaluate competing ideas and tensions in leading theories about local governance and apply concepts to assigned case studies. Through this teaching method, students will be exposed to a range of ideas in local and regional governance and have the opportunity to explore their practical application.

As the course progresses, students will have an opportunity to work in groups to investigate a specific public policy or management issue in local government and present their findings and policy solution to a group of local government leaders, who will assess their work and provide practical feedback before submission of a final report.

In consultation with the instructor, the student groups will select a pressing policy topic in municipal governance. Topics may include:

- Municipal elections and introducing convenience voting mechanisms, such as online and mail balloting;
- Creating a new by-law related to a relevant municipal issue, e.g., noise, cannabis, retail parking, animal, secondary suites, etc.;
- Designing a meaningful equity, diversity and inclusion plan for the organization;
- Human resource management, e.g., Managing talent in a remote work environment, pay equity, mental health and wellness, attracting and recruiting talent, succession planning, etc.;
- Waste management, e.g., water/wastewater, solid waste, etc.;
- Financial management such as balancing revenues (property taxes and levies) and demands on growth;
- Conducting and contracting out reviews, e.g., ward boundary review, service level review, expanding the urban growth boundary policy review, etc.;
- Creation and management of the Official Plan;
- Use of artificial intelligence, Internet of Things (IoT), and data and analytics;
- Developing an economic development and business recovery strategy;
- Creating transportation-related policies and plans, e.g., an active transportation masterplan, speed policy, etc.;
- Asset management, e.g., provincial regulatory requirements for municipal asset management, infrastructure planning and development;
- Development of an affordable housing and homelessness plan;
- Social assistance service delivery, caseloads and reform;
- Public health policy, program and service delivery, e.g., pandemic planning, food inspections, healthy built environments, healthy schools and nutrition, etc.

As the course progresses, students will have an opportunity to explore the topic their group has selected in greater detail, while building their research skills through an incremental approach to research design. In groups, students will identify research sources and data, design an appropriate consultation method, create a workplan and critical path to implementation and present their plan to a group of local government leaders. The class will conclude with the submission of each group's final research report.

This course utilizes a unique delivery model, whereby the class will meet six times between September and March for complete weekend sessions. In each session, students will engage in a mix of lecture, discussion, presentations and group activities to further learning objectives and outcomes. Student groups will also have an opportunity to advance some portions of their final group project during some of the class meeting time. The instructor will be available in between course meetings for support with required assignments.

By the end of the course, students will possess both a thorough understanding of local and regional government in Canada and the skills to be able to prepare evidence-based policy recommendations.

This course, therefore, confers specialized knowledge about applied research as well as important, broad-based knowledge of local and regional government in Canada.

## 9. Course Learning Outcomes

The learning outcomes for this course are designed to prepare current and prospective local public sector practitioners to lead and support municipal governments. Students will demonstrate an understanding of the importance of evidence-based decision-making in local government as well as a keen understanding of how research is incorporated into this process. More specifically, the main learning outcomes for this course include:

- Understanding the environment in which local government operates;
- Developing a critical understanding of municipal policy, processes and governance;
- Showing familiarity with the interplay of municipal, regional, provincial and federal governments;
- Creating evidence-based public policy decisions;
- Working collaboratively with colleagues;
- Analysing, evaluating and making recommendations on municipal public policy and public sector management issues.

Upon completion of the course, students should be able to demonstrate their knowledge and understanding of local government concepts, as well as municipal policy-making and governance processes. Students will also possess the skill-set to evaluate complex policy and governance issues and make evidence-based policy recommendations.

## 10. Rationale:

This course is the flagship municipal offering for the new MPPAL cohort located at the Markham campus. This cohort will be geared toward pursuing careers in local and regional governments. As such, this course will provide a thorough understanding of municipal government, policy and processes, while also providing a solid foundation of research skills. Students enrolled in the MPPAL program at the Markham campus will be exposed to similar curriculum as the traditional MPPAL which provides a foundation for those pursuing public service careers. This course represents the capstone local government offering for this cohort of students, as the programming throughout MPPAL covers material relevant to all levels of government.

## 11. Evaluation:

Students will be evaluated based upon individual and group work. In addition, a participation mark will be included to account for in-class activities (namely seminar style discussion and group discussion based upon assigned case studies). The requirements for the course are provided below.

| Type of Evaluation                                      | Percentage | Notes   |
|---|------------|---|
| Group Policy Assignment: Proposal                       | 10%        | In groups, students will select a policy problem or challenge. The proposal will address the challenge, provide background and context to the challenge and scope initial policy solutions  |
| Group Policy Assignment: Literature Review/Consultation | 10%        | Students will continue with their groups to gather evidence about the root causes of the policy problem and consequences to certain stakeholder groups regarding potential policy solutions. This may come from a review of external or scholarly literature or through a well-designed consultation process. This component of the project should address how evidence |

|                                       |               |   |
|---------------------------------------|---------------|---|
|                                       |               | will be gathered to make an informed policy recommendation.   |
| Group Policy Assignment: Presentation | 10%           | As a group, students will present their initial work, along with proposed policy solutions, to panels of leading local government practitioners (such as senior government leaders, Mayors and members of council) to solicit a unique perspective on the practicality of their work. Through this presentation, students will also garner feedback from their classmates and incorporate suggestions and recommendations into their final research products. |
| Group Policy Assignment: Final Report | 20%           | Bringing each assignment together, each group of students will complete a final policy paper on their chosen topic and submit it to the instructor, taking into account the feedback they received during their presentation.   |
| Individual Critical Reading Analysis  | 30% (3 x 10%) | Students will be asked to critically respond to arguments made in assigned readings. These critical reading analysis assignments will be guided by a question posed in the syllabus each class (6 in total). In total, students will select three questions to respond throughout the course. Students will have to submit 2 written critical analyses and complete one analysis via presentation.  |
| Individual Participation              | 20%           | Based upon participation in the activities occurring in the six schedule meetings   |
| <b>Total</b>                          | <b>100%</b>   |   |

## 12. Integrated Courses:

The course will not be integrated and will be offered exclusively in the MPPAL program.

## 13. Crosslisted Courses:

This course will not be cross listed with others.

## 14. Faculty Resources:

This course will be taught every year at the Markham campus and will be the capstone municipal offering for the MPPAL program in Markham. The main faculty member assigned to this course will be Zachary Spicer. Spicer's main research focus is local government. He has published extensively in this area and has worked as a policy advisor and consultant for local governments in the past. Beyond Spicer, SPPA has a number of faculty members who are able to teach this course, including Peter Constantinou, Naomi Couto, Lorne Foster and Ian Stedman – all of whom have experience teaching, researching and writing about municipal governance.

## 15. Physical Resources:

The course will be situated at the new Markham campus. Given the nature of the class and the discussions that will take place during the course, a standard classroom will be required. A mid-sized seminar room set up for discussions and lectures would suffice as long as it was possible to bring in students and speakers on a remote basis, if necessary.

## 16. Bibliography and Library Statement:

This course will utilize a textbook and a series of articles to allow students to engage in relevant literature in the local government studies. The textbook for this course is:

Spicer, Zachary, Joseph Lyons and Kate Graham. 2019. *Local Government in Practice: Case Studies in Policy, Planning and Governance*. Emond.

This textbook incorporates a series of real and fictionalized case studies, as well as rich background information on municipal institutions in Canada. It will be used as background and context for students, as well as providing case studies for in-class discussion and group work. In addition, the following articles (grouped by topic) will be utilized throughout the course:

### Municipal Structures and Policy

- Lucas, Jack and Alison Smith. 2019. "Which Policy Issues Matter in Canadian Municipalities? A Survey of Municipal Politicians." *University of Calgary SPP Research Paper* 12(8)
- Savitch, Hank and Ron Vogel. 2009. "Regionalism and Urban Politics." In *Theories of Urban Politics*, 2<sup>nd</sup> Edition, eds. Jonathan Davies and David Ombrosco, pp. 106-124. Thousand Oakes, CA: Sage
- Horak, Martin. 2013. "State Rescaling in Practice: Urban Governance Reform in Toronto." *Urban Research and Practice* 6(3): 311-28

### Municipal Restructuring and Reform

- Slack, Enid and Richard Bird. 2013. "Merging Municipalities: is Bigger Better?" *IMFG Papers on Municipal Finance and Governance*, No. 14. Toronto: Institute on Municipal Finance and Governance
- Wolman, Harold. 2019. "Looking at Regional Governance Institutions in Other Countries as a Possible Model for US Metropolitan Areas: An Examination of Multipurpose Regional Service Delivery Districts in British Columbia." *Urban Affairs Review* 55(1): 321-354.

### Municipal Leadership

- 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
- Fenn, Michael and David Siegel. 2017. "The Evolving Role of City Managers and Chief Administrative Officers." *IMFG Papers on Municipal Finance and Governance*, No. 31. Toronto: Institute on Municipal Finance and Governance
- Wheeland, Craig M. "Gregory C. Smith: A Township Manager Effectively Managing Ethical Dilemmas." *Public Integrity* 15(3): 265-81

### Ethics and Local Governance

- Shugarman, David P., Ian Greene and Naomi Couto. 2017. "Ethics and the Principles of Democracy." In *Honest Politics Now: What Ethical Conduct Means in Canadian Public Life*. Toronto: James Lorimer & Company.
- Levine, Gregory and Naomi Couto. 2017. "Municipal Ethical Issues." In *Honest Politics Now: What Ethical Conduct Means in Canadian Public Life*. Toronto: James Lorimer & Company.
- Morrocca, Justice Frank N. *Transparency and Public Trust: Report of the Collingwood Judicial Inquiry*. Toronto: Queen's Printer

### Municipal Elections

- Spicer, Zachary, Michael McGregor and Christopher Alcantara. 2017. "Political Opportunity Structures and the Representation of Women and Visible Minorities in Municipal Elections." *Electoral Studies* 48: 10-18
- Moore, Aaron. 2017. "The Potential Consequences of Municipal Electoral Reform." *IMFG Perspectives* No. 20. Toronto: Institute on Municipal Finance and Governance

### Multi-level Governance, Inter-Local and Inter-Governmental Relations

- Horak, Martin. 2012. "Multilevel Governance in Toronto: Success and Failure in Canada's Largest City." In *Sites of Governance: Multilevel Governance and Policy Making in Canada's Big Cities*, eds. Martin Horak and Robert Young, 228-62. Montreal and Kingston: McGill-Queen's University Press.
- Alcantara, Christopher and Ian Kalman. 2019. "Diversifying Methodologies: A Haudenosaunee/Settler Approach for Measuring Indigenous-Local Intergovernmental Success." *Canadian Journal of Political Science* 52(1): 21-38
- Shott, Alison. 2017. "The Composition of Municipal Associations and Policy Requests to Provincial Governments: Selected Cases." *Canadian Public Administration* 60(1): 111-34

### Municipal Finance and Taxation

- Hanniman, Kyle. 2013. "Borrowing Today for the City of Tomorrow? Municipal Debt and Alternative Financing." *IMFG Forum* No. 3. Toronto: Institute on Municipal Finance and Governance
- Tassonyi, Almos and Harry Kitchen. 2021. "Addressing the Fairness of Municipal User Fee Policy." *IMFG Papers in Municipal Finance and Governance*, No. 54. Toronto: Institute on Municipal Finance and Governance
- Dahlby, Bev and Melville McMillan. 2019. "The Right Tax for the Job: The Role of Property Taxes in Funding Cities." *IMFG Perspectives* No. 24. Toronto: Institute on Municipal Finance and Governance

### Community Consultation and 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 Legitimized Elected Officials Values." *Canadian Public Administration* 59(4): 516-37

- Beauvais, Edana and Andre Baechtger. 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)

#### 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

#### Technology, Smart Cities and Digital Governance

- Johal, Sunil and Noah Zon. 2015. *Policymaking for the Sharing Economy: Beyond Whack-A-Mole*. Toronto: Mowat Centre.
- Jamasi, Zohra and Trish Hennessy. 2016. *Nobodys Business: Airbnb in Toronto*. Toronto: Canadian Centre for Policy Alternatives
- Soderstrom, Ola, Till Paasche and Francisco Klauser. 2014. "Smart Cities as Corporate Storytelling." *City* 18(3): 307-320.

#### Urban Planning and City Design

- Taylor, Zack. 2013. "Rethinking Planning Culture: A New Institutional Approach." *Town Planning Review*. 84(6): 683-702
- Moore, Aaron. 2016. "Decentralized Decision-Making and Urban Planning: A Case Study of Density for Benefit Agreements in Toronto and Vancouver." *Canadian Public Administration* 59(3): 425-47

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Please submit completed forms and required supporting documentation through the LA&PS Curriculum Toolkit website.



Prepared by: Patti Ryan, Director, Content Development & Analysis  
September 14, 2021

I have reviewed the new course proposal for GS/PPAL 62490 and can confirm that the Libraries are well positioned to support this course. Students will benefit from our rich print and electronic collections, our immersive spaces, and our range of tailored instructional and research services. Highlights of relevant library collections and services are provided below.

### **Library Collections**

The Libraries have robust and multidisciplinary collections in the areas of public administration, law, and governance, all of which are discoverable through OMNI. In addition to our local collections, our partnership in the OMNI network provides students and faculty members access to print materials housed at any of our 14 partner institutions across Ontario.

Our collections team will attempt to purchase a copy of all required texts for this course, along with the supplementary readings listed in the proposed bibliography. Our “e-preferred” approach means that all new titles will be purchased as eBooks whenever it is possible or affordable, and with as few access restrictions as the publisher will allow. However, instructions are encouraged to check OMNI before finalizing the syllabus to ensure the availability of all titles. Inquiries about library materials can be sent to [yul\\_cda@yorku.ca](mailto:yul_cda@yorku.ca).

Students in this course can use OMNI to find relevant materials for their scholarly work, along with specialized databases such as *Worldwide Political Science Abstract*, *JSTOR*, and *PAIS*. Additional resources can be found on the Political Science Research Guide:

<https://researchguides.library.yorku.ca/polisci> or by consulting with library staff through a range of research and help services: <https://www.library.yorku.ca/web/ask-services/>

### **Specialized Programming and Spaces**

The Markham Centre Campus Library (MCCL) supports multimodal learning by embedding library instruction and expertise with immersive spaces including media capture and editing suites, a makerspace, VR capabilities, a gaming lab, and a visualization wall, all developed to support creative collaborations for teaching, learning, research and community partnerships.

Instructors are encouraged to take advantage of dedicated, in-class sessions that can be tailored to course material or assignments. A wide range of programming is available, including digital and information literacy, blended learning modules, co-curricular programming, open educational resources and student seminars. In-class sessions should be organized and booked in advance of each semester’s offerings, and requests can be submitted at <https://classrequests.library.yorku.ca/>.

**Appendix A: Municipal topics in existing MPPAL courses**

| Course   | Municipal Topics  | Suggested Readings / Applied Project Topics  |
|--|---|--|
| GS/PPAL 6000 3.0<br><br>Public Management                        | Multi-level and local collaborative governance; Special purpose governance; | <ul style="list-style-type: none"> <li>• Horak, Martin. 2012. "Multilevel Governance in Toronto: Success and Failure in Canada's Largest City." In <i>Sites of Governance: Multilevel Governance and Policy-Making in Canada's Big Cities</i>, eds. Martin Horak and Robert Young. Montreal: McGill-Queen's University Press.</li> <li>• Alcantara, Christopher, Jorg Broschek and Jen Nelles. 2016. "Rethinking Multilevel Governance as an Instance of Multilevel Politics: A Conceptual Strategy." <i>Territory, Politics, Governance</i> 4(1): 33-51.</li> <li>• Doberstein, Carey. 2016. "Designing Collaborative Governance Decision Making in Search of a Collaborative Advantage." <i>Public Management Review</i> 18(6): 819-841.</li> <li>• Lyons, Joseph. 2020. "The Democratic Dimensions of Specialized Governments." In <i>What is Democracy and How Should We Study It?</i> Eds Cameron Anderson and Laura Stephenson. Toronto: University of Toronto Press.</li> <li>• Lucas, Jack. 2013. "Hidden in Plain View: Local Agencies, Boards and Commissions in Canada." <i>IMFG Perspectives</i>. Toronto: Institute of Municipal Finance and Governance.</li> <li>• Alcantara, Christopher and Ian Kalman. 2019. "Diversifying Methodologies: A Haudenosaunee/Settler Approach for Measuring Indigenous-Local Intergovernmental Success." <i>Canadian Journal of Political Science</i> 52(1): 21-38.</li> </ul> |
| GS/PPAL 6010 3.0<br><br>Leadership and Human Resource Management | Council-staff relations; the Role of the Chief Administrative Officer       | <ul style="list-style-type: none"> <li>• Fenn, Michael and David Siegel. 2017. "The Evolving Role of City Managers and Chief Administrative Officers." <i>IMFG Papers on Municipal Finance and Governance No. 31</i>. Toronto: Institute of Municipal Finance and Governance.</li> <li>• Svava, James. 1999. "The Shifting Boundary Between Elected Officials and City Managers in Large County-Manager Cities." <i>Public Administration Review</i> 59(1): 44-53.</li> <li>• Denhardt, Robert B. and Janet Vincant Denhardt. 2000. "The New Public Service: Serving Rather than Steering." <i>Public Administration Review</i> 60(6): 549-559.</li> <li>• Siegel, David. 2010. "The Leadership Role of the Municipal Chief Administrative Officer." <i>Canadian Public Administration</i> 53(2): 139-161.</li> <li>• Siegel, David. 2015. "The 'Public Service Bargain' in Local Government: A New Way of Looking at Relations Between Municipal Councils and CAOs." <i>Canadian Public Administration</i> 58(3): 406-425.</li> </ul>   |
| GS/PPAL 6020 3.0<br><br>Public Finance and Accounting            | Municipal budgeting; property taxation; user fees; infrastructure financing | <ul style="list-style-type: none"> <li>• Hanniman, Kyle. 2013. "Borrowing Today for the City of Tomorrow? Municipal Debt and Alternative Financing." <i>IMFG Forum No. 3</i>. Toronto: Institute on Municipal Finance and Governance.</li> <li>• Slack, Enid and Almos Tassonyi. 2017. "Financing Urban Infrastructure in Canada: Who Should Pay?" <i>IMFG Papers on Municipal Finance and Governance No. 34</i>. Toronto: Institute on Municipal Finance and Governance.</li> <li>• Dahlby, Bev and Melville McMillan. 2019. "The Right Tax for the Job: The Role of Property Taxes in Funding Cities." <i>IMFG Perspectives No. 24</i>. Toronto: Institute on Municipal Finance and Governance.</li> <li>• Johal, Sunil, Kiran Alwani, Jordann Thirgood and Peter Spiro. 2019. <i>Rethinking Municipal Finance for the New Economy</i>. Toronto: Mowat Centre.</li> <li>• Bird, Ricahrd and Almos Tassonyi. 2001. "Constraints on Provincial and Municipal Borrowing in Canada: Markets, Rules and Norms." <i>Canadian Public Administration</i> 44(1): 84-109</li> <li>• Tedds, Lindsay M. and Catherine E. Althaus. 2016. <i>User Fees in Canada: A Municipal Design and Implementation Guide</i>. Toronto: Canadian Tax Foundation.</li> </ul>  |

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|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>Meloche, Jean-Philippe and Francois Vaillancourt. 2021. "Municipal Financing Opportunities in Canada: How Do Cities Use Their Fiscal Space?" <i>IMFG Papers No. 52</i>. Toronto: Institute of Municipal Finance and Governance.</li> </ul>   |
| GS/PPAL 6100 3.0<br><br>Canadian Constitutional Law      | Federal-Provincial-Local Legal and Administrative Relationships  | <ul style="list-style-type: none"> <li>Archer, Simon and Erin Sobat. 2021. "The Better Local Government Act versus Municipal Democracy." <i>Journal of Law and Social Policy</i> 34: 1-20.</li> <li>Des Rosiers, Nathalie. 2021. "Deference to Legislatures: The Case of the 2018 Ontario Better Local Government Act." <i>Journal of Law and Social Policy</i> 34: 39-67.</li> <li>Flynn, Alexandra. 2021. "With Great(er) Power Comes Great(er) Responsibility: Indigenous Rights and Municipal Autonomy." <i>Journal of Law and Social Policy</i> 34: 111-127.</li> <li>Cooper, Reid. 1996. "Municipal Law, Delegated Legislation and Democracy." <i>Canadian Public Administration</i> 39(3): 290-313.</li> </ul>   |
| GS/PPAL 6120 3.0<br><br>Administrative Law and Ethics    | Duty to Consult; Municipal Powers – General and Specific; Municipal Freedom of Information and Privacy Law | <ul style="list-style-type: none"> <li>Flynn, Alexandra. 2021. "Indigenous-Municipal Legal Relationships: Moving Beyond the Duty to Consult and Accommodate." <i>Review of Constitutional Studies</i> 25(2)</li> <li>Valverde, Mariana. 2005. "Taking 'Land Use' Seriously: Toward and Ontology of Municipal Law." <i>Law Text Culture</i> 9</li> <li>Kong, Hoi. 2010. "Something to Talk About: Regulation and Justification in Canadian Municipal Law." <i>Osgoode Hall Law Journal</i> 48: 499</li> <li>Taylor, Zack and Alec Dobson. 2020. "Power and Purpose: Canadian Municipal Law in Transition." <i>IMFG Papers No. 47</i>. Toronto: Institute of Municipal Finance and Governance.</li> <li>Jepson, Valerie. 2018. "Apparent Conflicts of Interest, Elected Officials and Codes of Conduct." <i>Canadian Public Administration</i> 61(S1): 36-52.</li> <li>MacEwen, Philip. 2018. "The Ethical Significance of Michael DiBiase v. City of Vaughan." <i>Canadian Public Administration</i> 61(S1): 66-78.</li> </ul>   |
| GS/PPAL 6130 3.0<br><br>Equity, Policy, Law and Planning | Development, Enforcing and Challenging Municipal By-Law; Planning Law                                      | <ul style="list-style-type: none"> <li>Valverde, Mariana. 2008. "The Ethic of Diversity: Local Law and the Negotiation of Urban Norms." <i>Law &amp; Social Inquiry</i> 33 (4): 895-923.</li> <li>Langegger, Sig and Stephen Koester. 2016. "Invisible Homelessness: Anonymity, Exposure and the Right to the City." <i>Urban Geography</i> 37(7): 1030-1048.</li> <li>Walby, Kevin and Randy Lippert. 2012. "Spatial Regulation, Dispersal and the Aesthetics of the City: Conservation Officer Policing of Homeless People in Ottawa, Canada." <i>Antipode</i> 44(3): 1015-1033</li> <li>Blomley, Nicholas. 2017. "Land Use, Planning and the 'Difficult Character of Property'." <i>Planning Theory &amp; Practice</i> 18(3): 351-364.</li> <li>Sylvestre, Marie-Eve, William Damon, Nicholas Blomley and Celine Bellot." 2015. "Spatial Tactics in Criminal Courts and the Politics of Legal Technicalities." <i>Antipode</i> 47(5): 1346-1366.</li> <li>Valverde, Mariana. 2012. <i>Everyday Law on the Street: City Governance in an Age of Diversity</i>. Chicago: University of Chicago Press.</li> </ul> |
| GS/PPAL 6200 3.0<br><br>Research Methods and             | Municipal Freedom of Information and Privacy Law, common issues in   | <ul style="list-style-type: none"> <li>Municipal Freedom of Information and Protection of Privacy Act, Revised Statutes of Ontario 1990 Chapter M.56 (last amended 29 May 2019) Available via Ontario E. Laws <a href="https://www.ontario.ca/laws/statute/90m56">https://www.ontario.ca/laws/statute/90m56</a></li> <li>Fawcett, R. B., Walker, R., &amp; Greene, J. (2015). "Indigenizing City Planning Processes in Saskatoon, Canada." <i>Canadian Journal of Urban Research</i>: 24(2), 158.</li> <li>Lieberson, Stanley (1991) "Small N's and big conclusions: An examination of the reasoning in comparative studies based on a small number of cases." <i>Social Forces</i> 70(Dec.): 307-320.</li> </ul>   |

|  |   |   |
|--|---|---|
| Information Systems  | small sample and community-based research | <ul style="list-style-type: none"> <li>• Research Question: How is race implicated in media reports of crime?<br/>Pagliaro, J. (2013) "Jane and Finch: Toronto's most dangerous place to be a kid?" The Star, Sat., Aug. 31, 2013 at <a href="https://www.thestar.com/news/crime/2013/08/31/jane_and_finch_torontos_most_dangerous_place_to_be_a_kid.html">https://www.thestar.com/news/crime/2013/08/31/jane_and_finch_torontos_most_dangerous_place_to_be_a_kid.html</a></li> </ul>   |
| GS/PPAL 6210 3.0<br><br>Program Evaluation and Policy Analysis | N/A, this is a general methods course     | <p>Sample project topics for students to choose from and design a program evaluation for:</p> <ul style="list-style-type: none"> <li>• Homelessness<br/>Homelessness is typically a problem tackled by local governments and/or non-profit organizations. Pick a specific program aimed at addressing homelessness and design an evaluation of its effectiveness.</li> <li>• Youth gang violence prevention<br/>Gang-related violence with high casualty rates in the community have captured media headlines in the GTA. Municipal governments and non-government organizations have typically taken lead in developing programs aimed at preventing vulnerable youth from joining criminal gangs. Outline how you would evaluate the effectiveness of programs like this or suggest the development of new initiatives.</li> <li>• Health awareness/disease prevention programs<br/>Pick a public health issue and programs/policies aimed at their prevention in a particular context (specific communities or jurisdictions). Evaluate the successes and failures of such programs/policies along with relevant mediating factors.</li> <li>• Volunteer recruitment and retention in the public and non-government sectors<br/>Many not-for-profit organizations in the public and NGO sectors rely on volunteers as a valuable resource to alleviate their staffing and financial constraints. However, turnover rates and costs of new volunteer recruitment can represent significant costs to these organizations. What are the determinants of a successful strategy for volunteer recruitment and retention?</li> <li>• Leadership programs for public and NGO managers<br/>The recent decades have seen the proliferation of leadership programs, but how can we measure their effectiveness? Are leadership qualities innate or can they be developed through educational programs? In what ways and under what conditions do individuals, organizations, communities and society benefit from leadership?</li> </ul> |

## Appendix B: MPPAL Degree Level Expectations

### Master of Public Policy Administration and Law (MPPAL) Degree-Level Expectations and Learning Objectives (updated August 2021)

|                                   | <b>Degree-Level Expectation</b><br>This degree is awarded to students who have demonstrated the following  | <b>Program Learning Objectives</b><br>By the end of this program, students will be able to:   | <b>Appropriate Degree Requirement &amp; Assessment</b>  |
|-----------------------------------|--|---|---|
| 1. Depth and breadth of knowledge | A systematic understanding of knowledge, including, where appropriate, relevant knowledge, outside the field and/or discipline, and a critical awareness of current problems, and/or new insights, much of which is at, or informed by, the forefront of their academic discipline, field of study, or area of professional practice | <ul style="list-style-type: none"> <li>• Analyze, Evaluate, and make recommendations regarding public policy using a wide variety of tools including quantitative information (e.g. public opinion data and public accounts), qualitative evidence as well as norms and values;</li> <li>• Perform the basic roles of a public sector manager through their knowledge of human resources requirements and leadership strategies, public sector accounting and budgeting, understanding of ethics, equity, public law and planning;</li> <li>• Develop a critical understanding of key areas of scholarship and practice in the field of public policy and administration as constituted by the program’s three module areas: Public Management and Finance; Public Policy and Analysis; Law, Administration and Ethics;</li> <li>• Recognize and offer critical awareness and assessments of key theoretical and methodological issues and debates in the defining</li> </ul> | <ul style="list-style-type: none"> <li>• courses (assignments, presentations and participation)</li> <li>• program seminars and professional development training</li> <li>• PPAL 6000 Public Management</li> <li>• PPAL 6010 Leadership and Human Resources Management</li> <li>• PPAL 6020 Public Finance and Accounting</li> <li>• PPAL 6200 Research Design and Information Management</li> <li>• PPAL 6210 Program Evaluation and Public Policy Analysis</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/ PPAL 6240 Topics in Local and Regional Governance Course Options</li> <li>• PPAL 6100 Canadian Constitutional Law and</li> </ul> |

# Master of Public Policy Administration and Law (MPPAL)

## Degree-Level Expectations and Learning Objectives (updated August 2021)

|  |  |  |   |
|--|--|--|---|
|  |  | <p>scholarship of current public policy and administration literature and research with respect to historical, social, cultural, political, and economic contexts and implications;</p> <ul style="list-style-type: none"> <li>• Demonstrate knowledge of diversities such as race, class, gender, sexuality, ability as applied to topics taught in public policy and administration courses and to democratic governance;</li> <li>• Demonstrate an awareness of current literature and research, in the areas of Canadian public administration and public policy, public finance, research methods, and some constitutional law;</li> <li>• Demonstrate an ability to link academic knowledge in the above areas to policy and social issues locally and globally;</li> <li>• Demonstrate an ability to critically assess their own assumptions and to engage in constructive critiques of the views of others both in writing and orally;</li> <li>• Demonstrate a systematic and specific understanding and critical awareness of established and/or current debates, insights and issues informing the diverse scholarly disciplines and/or creative practices</li> </ul> | <p>PPAL 6120<br/>Administrative Law and Ethics</p> <ul style="list-style-type: none"> <li>• PPAL 6130 Equity Policy, Law and Planning.</li> </ul> |
|--|--|--|---|

## Master of Public Policy Administration and Law (MPPAL) Degree-Level Expectations and Learning Objectives (updated August 2021)

|                           |  |  |  |
|---------------------------|--|--|--|
|                           |  | constituting effective public sector leadership and good governance.   |  |
| 2. Research & scholarship | <p>A conceptual understanding and methodological competence that:</p> <p>a) Enables a working comprehension of how established techniques of research and inquiry are used to create and interpret knowledge in the discipline and in their professional lives;</p> <p>b) Enables a critical evaluation of current research and scholarship in the discipline or area of professional competence;</p> <p>c.) Enables a critical evaluation of reports, documents and presentations made by individuals and organizations who wish to influence the public sector decision-making process;</p> <p>d) Enables a treatment of complex issues and judgments based on established principles;</p> | <ul style="list-style-type: none"> <li>• Assess the appropriateness of the research and reasoning employed in specific texts and reports or analyze the exposition of an argument or arguments in specific text(s), bringing out underlying theoretical assumptions;</li> <li>• Discern and interrogate the use and abuse of the disciplinary, interdisciplinary and professional skills and scholarly and/or creative knowledge associated with certain forms of public presentation/discourse, and with researching, writing and defending scholarly public policy and administration research;</li> <li>• Identify the research question in someone else's work and evaluate the methodological framework/design;</li> <li>• Articulate an appropriate research question and assess the relevant methodologies/frameworks/designs.</li> <li>• <i>For MRP students:</i> develop and produce a piece of original research or criticism on any approved topic, and write an extensive paper incorporating this research</li> </ul> | <ul style="list-style-type: none"> <li>• courses (assignments, presentations and participation)</li> <li>• program seminars and professional development training</li> <li>• PPAL 6000 Public Management</li> <li>• PPAL 6020 Public Finance and Accounting</li> <li>• PPAL 6200 Research Design and Information Management</li> <li>• PPAL 6100 Canadian Constitutional Law</li> <li>• PPAL 6120 Administrative Law and Ethics</li> <li>• PPAL 6210 Program Evaluation and Public Policy Analysis</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/ PPAL 6240 Topics in Local and Regional Governance research proposal</li> </ul> |

# Master of Public Policy Administration and Law (MPPAL)

## Degree-Level Expectations and Learning Objectives (updated August 2021)

|   |   |   |  |
|---|---|---|--|
|   | <p>techniques as well as Ethical and Legal principles; and</p> <p>On the basis of that competence has demonstrated</p> <p>a) The development and support of a sustained argument in written and presentation form;<br/> b) Originality in the application of knowledge.</p> | <p>(broadening their knowledge within a wide range of public, private and para-public sector issues) under the direction and supervision of a faculty member of the Master in Public Policy, Administration and Law (MPPAL) program.</p> <ul style="list-style-type: none"> <li>• Identify and deploy appropriate methodologies and indicators for analyzing policy and program options and evaluating the success or failure of present policies and programs.</li> </ul>  | <ul style="list-style-type: none"> <li>• MRP/ PPAL 6230 Topics in Public Policy/<br/> PPAL 6240 Topics in Local and Regional Governance Course Options</li> </ul>  |
| <p>3. Level of application of knowledge</p> | <p>Competence in the research process by applying an existing body of knowledge in the critical analysis of a new question or a specific problem or issues in a new setting.</p>  | <ul style="list-style-type: none"> <li>• Contribute to the analysis and evaluation of public policy and administrative governance issues, locally and globally;</li> <li>• Identify key concepts in existing literature on specific issues or topics relevant to public policy, administration and law;</li> <li>• Understand the factors that inform policy development such as public sector accountability, government priorities, public needs/demands, and stakeholder accommodations;</li> <li>• Identify how paradigms and concepts, and debates about them, are actualized in concrete historical and contemporary examples/cases;</li> <li>• Assess competing arguments and evidence;</li> </ul> | <ul style="list-style-type: none"> <li>• courses (assignments, presentations and participation)</li> <li>• program seminars and professional development training<br/> PPAL 6200 Research Design and Information Management<br/> PPAL 6210 Program Evaluation and Public Policy Analysis</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/<br/> PPAL 6240 Topics in Local and Regional Governance research proposal</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/</li> </ul> |

# Master of Public Policy Administration and Law (MPPAL)

## Degree-Level Expectations and Learning Objectives (updated August 2021)

|                                    |   |   |   |
|------------------------------------|---|---|---|
|                                    |   | <ul style="list-style-type: none"> <li>Understand how to organize and synthesize findings.</li> </ul>   | PPAL 6240 Topics in Local and Regional Governance Course Options  |
| 4. Professional capacity/ autonomy | <p>a) The qualities and transferable skills necessary for employment requiring:</p> <p>i) The exercise of initiative and of personal responsibility and accountability; and</p> <p>ii) Decision making in complex situations;</p> <p>b) The intellectual independence required for continuing professional development;</p> <p>c) The ethical behaviour consistent with academic and professional integrity and the use of appropriate guidelines and procedures for responsible research; and</p> <p>d) The ability to appreciate the broader implications of applying</p> | <ul style="list-style-type: none"> <li>Acquire time management skills within graduate courses in order to complete readings and assignments;</li> <li>Present references and bibliographical information in a standardized format;</li> <li>Select a supervisor (and optional second reader) and secure approval for an MRP project;</li> <li>Demonstrate familiarity with appropriate professional practices—meeting deadlines, timely responses to professional communications, long term planning;</li> <li>Demonstrate familiarity with appropriate norms for professional integrity and ethics as expected of managers in a public sector organization;</li> <li>Demonstrate an ability to design and carry out a substantial project with the guidance of a supervisor, in the context of a MRP or Topics in Public Policy/ Topics in Local and Regional Governance course option.</li> </ul> | <ul style="list-style-type: none"> <li>courses (assignments, presentations and participation)</li> <li>program seminars and professional development training</li> <li>PPAL 6200 Research Design and Information Management</li> <li>PPAL 6210 Program Evaluation and Public Policy Analysis</li> <li>MRP/ PPAL 6230 Topics in Public Policy/ PPAL 6240 Topics in Local and Regional Governance research</li> <li>PPAL 6010 Leadership and Human Resources Management</li> <li>PPAL 6120 Administrative Law and Ethics</li> </ul> |

## Master of Public Policy Administration and Law (MPPAL) Degree-Level Expectations and Learning Objectives (updated August 2021)

|   |  |  |  |
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|   | <p>knowledge to particular contexts.</p>   | <ul style="list-style-type: none"> <li>• Demonstrate an informed understanding of the importance of professional and academic integrity in research, and when required, the ability to design, complete and adhere to research ethics protocols, as mandated by the MPPAL program, FGS, York University and the federal research funding Tri-Council of the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council of Canada, and the Social Sciences and Humanities Research Council of Canada, as well as any other ethics frameworks that may apply at their place of work or a site where they are conducting research</li> </ul> |  |
| <p>5. Level of communication skills</p> | <p>The ability to communicate complex and/ or ambiguous ideas, issues and conclusions clearly.</p> | <ul style="list-style-type: none"> <li>• Write and verbally present information and arguments using both qualitative and quantitative evidence in a manner appropriate for public, professional and academic audiences;</li> <li>• Critically analyse, compare and present orally and in writing theoretical arguments from a range of academic texts with respect to the fields of specialization of the program;</li> <li>• Define and to conduct an independent research project;</li> </ul>  | <ul style="list-style-type: none"> <li>• courses (assignments, presentations and participation)</li> <li>• program seminars and professional development training</li> <li>• PPAL 6000 Public Management</li> <li>• PPAL 6010 Leadership and Human Resources</li> <li>• PPAL 6020 Public Finance and Accounting</li> <li>• PPAL 6200 Research Methods</li> </ul> |

## Master of Public Policy Administration and Law (MPPAL) Degree-Level Expectations and Learning Objectives (updated August 2021)

|                                     |  |   |  |
|-------------------------------------|--|---|--|
|                                     |  | <ul style="list-style-type: none"> <li>• Extract major findings out of one’s own research project and presenting these findings within graduate seminars and MRP presentations;</li> <li>• Participate in advanced oral discussion/debate with peers in a seminar setting;</li> <li>• Present an advanced seminar discussion/debate on a specified topic;</li> <li>• Receive, give and respond to feedback constructively, including resolving conflicting feedback;</li> <li>• Engage with academic and non-academic vocational and/or professional audiences about debates, insights and issues informing the diverse scholarly disciplines;</li> <li>• Begin to develop a sense of the public impact of research and its communication.</li> </ul> | <ul style="list-style-type: none"> <li>• PPAL 6210 Program Evaluation and Public Policy Analysis</li> <li>• PPAL 6100 Canadian Constitutional Law</li> <li>• PPAL 6120 Administrative Law and Ethics</li> <li>• PPAL 6130 Equity Policy Law and Planning</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/ PPAL 6240 Topics in Local and Regional Governance research proposal</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/ PPAL 6240 Topics in Local and Regional Governance Course Options</li> </ul> |
| 6. Awareness of limits of knowledge | Cognizance of the complexity of knowledge and of the potential contributions of other interpretations, methods, and disciplines. | <ul style="list-style-type: none"> <li>• Recognize the strengths and weaknesses of a perspective, framework or argument;</li> <li>• Know how to ask appropriate questions to reveal assumptions embedded in competing discourses;</li> </ul>  | <ul style="list-style-type: none"> <li>• courses (assignments, presentations and participation)</li> <li>• program seminars and professional development training</li> </ul>   |

## Master of Public Policy Administration and Law (MPPAL) Degree-Level Expectations and Learning Objectives (updated August 2021)

|  |  |   |  |
|--|--|---|--|
|  |  | <ul style="list-style-type: none"> <li>• Examine issues of democratic governance and democratic citizenship and leadership in related disciplines;</li> <li>• Demonstrate the ability to identify gaps in the forms of knowledge, modes of analysis and research results associated with the diverse scholarly disciplines and/or creative practices constituting public policy and public sector administration studies and research;</li> <li>• Demonstrate the ability to propose suggestions for addressing gaps in the forms of knowledge, modes of analysis and research results associated with the diverse scholarly disciplines and/or creative practices constituting public policy and public sector administration studies and research.</li> </ul> | <p>PPAL 6200 Research Design and Information Management<br/>PPAL 6210 Program Evaluation and Public Policy Analysis</p> <ul style="list-style-type: none"> <li>• MRP/ PPAL 6230 Topics in Public Policy/<br/>PPAL 6240 Topics in Local and Regional Governance research proposal</li> <li>• MRP/ PPAL 6230 Topics in Public Policy/<br/>PPAL 6240 Topics in Local and Regional Governance Course Options</li> <li>• PPAL 6130 Equity Policy, Law and Planning</li> <li>• PPAL 6120 Administrative Law and Ethics</li> <li>• PPAL 6020 Public Finance and Accounting</li> </ul> |
|--|--|---|--|

## Appendix C: Letters of Support

September 7, 2021

Professor Naomi C. Couto  
Graduate Program Director, Master of Public Policy, Administration and Law (MPPAL)  
School of Public Policy and Administration  
119 McLaughlin College  
York University  
4700 Keele St.  
Toronto, Ontario M3J 1P3

Dear Professor Couto,

**Re: Municipal Government field in the Master of Public Policy, Administration and Law (MPPAL) program housed in the School of Public Policy and Administration (SPPA).**

On behalf of the Regional Municipality of York (York Region), I wish to convey our continuing and strong support for the Master of Public Policy, Administration and Law (MPPAL) degree program and for the new Municipal Government field within the MPPAL program that the School of Public Policy and Administration (SPPA) proposes to launch in September 2023 at York University's planned new campus in the City of Markham.

Being Canada's fastest growing large municipality and the second largest business hub in Ontario, York Region is home to 1.2 million people and more than 54,000 businesses. York Region's diversity is evident in our nine local municipalities, geography, economy and population. We work diligently to provide residents and businesses access to a broad selection of services and resources. As such the need for appropriately trained and qualified workforce in regional and local government, and among affiliated service providers, is high and access to quality post-secondary education is an important priority. Accordingly, York Region Council has supported York University's plans for a new campus in Markham from the very early stages.

We have reviewed both the proposal for the Municipal Government field in MPPAL and the accompanying new course proposal on Local and Regional Governance and welcome their addition to the program as both timely and relevant.

We view programs with a focus on the needs of regional and local governments as an important part of the new campus and its programmatic offerings. As stated in your draft proposal, the new course "equips students with a thorough understanding of local and regional government in Canada, along with the research skills to critically investigate and evaluate municipal government policy, process and management". This, coupled with the municipal applications in the other MPPAL courses, captures well the need for an informed public service that embodies our motto of "strong, caring and safe communities".

.../2

The new MPPAL field provides opportunities for a large number of potential students interested in local government, and also addresses the needs of existing employees who wish to upgrade their knowledge and qualifications through a Master's degree program. The structure of the program, with evening and weekend courses, will attract many working applicants. York Region is consistently recognized as an employer of choice in Canada. We're progressive and collaborative, with a clear long-term vision. We value employees' contributions and inspire excellence and this new MPPAL field can help advance this mission by increasing the pool of top candidates.

Moreover, a significant proportion of firms and non-profit organizations in York Region and beyond require well-qualified managers, policy analysts, diversity and equity professionals who are knowledgeable in service delivery, policy design, program evaluation, and financial decisions at local levels of government. The MPPAL program is well positioned to train these managers and policy analysts. We have every reason to believe that graduates of the MPPAL program will have significantly better opportunities to obtain meaningful jobs and to contribute to the growth of York Region and its services.

We have collaborated with the School of Public Policy and Administration on program development for several years now and from the early stages of this field development. We are pleased to continue supporting the School by providing advice on further curriculum development in the coming years. This will help ensure that the MPPAL field in Municipal Government covers relevant topics and utilizes suitable pedagogical approaches.

We understand that connections to the local community are crucial to the success of professional programs that rely on internships and interactions with various organizations. At the same time, we are well aware of the local social programs and businesses' desire to collaborate with academic institutions in the development of innovative and relevant programs. Therefore, we support this new MPPAL field in identifying opportunities for collaboration with local partners – for example, in administering a potential co-op option of the proposed course in Topics in Local and Regional Governance.

In summary, we believe that the proposed new MPPAL field in Municipal Government is well positioned to address the needs of local businesses and social services in gaining access to qualified employees and at the same time carry a promise of high quality, career-enhancing education to the growing population of York Region. The addition of this field to the MPPAL program will provide students with a choice of relevant and meaningful career paths. We strongly support the intention of York University to launch a field focused on Municipal Government in its existing MPPAL degree program at the Markham Centre Campus in Fall 2023 and look forward to our continuing collaboration in the delivery of this program.

Sincerely,



Dino Basso  
Commissioner, Corporate Services



September 24, 2021

Professor Naomi C. Couto, Graduate Program Director  
Master of Public Policy, Administration and Law (MPPAL) School of Public Policy and  
Administration  
119 McLaughlin College  
York University  
4700 Keele St.  
Toronto, ON M3J 1P3

Dear Professor Couto,

**Re: Municipal Government field in the Master of Public Policy, Administration and Law (MPPAL) program housed in the School of Public Policy and Administration (SPPA).**

Earlier this week, I had the pleasure of speaking with Associate Professor Zachary Spicer regarding the potential establishment of a Municipal Government field within the MPPAL program. I was excited to learn about the proposed details of the Municipal Government field and how it will seek to enhance learning about municipal governance while continuing to support the broader educational objectives of the MPPAL program.

With 2,000+ members working in municipalities across the province, the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) is Ontario's largest association of local government professionals, and the leading professional development organization for municipal professionals. As an accredited educational institution, AMCTO supports all programs that seek to promote the municipal sector to the student community as a worthwhile and rewarding career path. With a significant number of retirements projected for the municipal sector over the next 5-10 years, it is important to have different types of learning opportunities that highlight the importance of municipal public service and the value of serving a community at the local level. I believe that the proposed Municipal Government field will help serve this purpose.

On behalf of AMCTO, I want to offer our support to the Municipal Government field proposal. AMCTO has enjoyed a mutually beneficial relationship with the MPPAL program in the past. I believe that the adoption of a municipal government stream will allow for more opportunities for us to partner in the future.

Sincerely,

David Arbuckle  
Executive Director  
AMCTO

October 7, 2021

FACULTY OF  
LIBERAL ARTS &  
PROFESSIONAL STUDIES

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Alena Kimakova  
School of Public Policy and Administration  
122 McLaughlin College

Email: [akimakov@yorku.ca](mailto:akimakov@yorku.ca)

Dear Professor Kimakova:

**Re: Decanal Support for the Major Modification to the Master of Public Policy, Administration, and Law**

I am pleased to provide you with a letter of support for the major modification to introduce a new graduate field in municipal government, to be offered at Markham Centre Campus, to the existing Master of Public Policy, Administration, and Law.

The proposed graduate field aligns to the principles of the University Academic Plan, 2020-25. Specifically, by allowing further opportunity for students to gain expertise in local and regional municipal governance—with the option of conducting more in-depth research in this area through GS/PPAL 6250 3.00 *Major Research Paper*, the proposed field aligns to the principles of “twenty-first century knowledge” (continually reinvent our programs to address emerging issues and labour market needs that call for new pedagogical approaches and cross-disciplinary thinking); “from access to success” (enhanced opportunities for learning about Indigenous worldviews and the history of Canada vis-à-vis Indigenous peoples); and, “knowledge for the future” (increasing the research participation of faculty and trainees at all levels across the institution).

The Municipal Government graduate field also aligns to the principles of the Faculty of Liberal Arts & Professional Studies Academic Plan, 2021-26. In establishing the new field, the proposal aligns to the principles to “promote collaborations with Toronto, Peel Region, and York Region (including Markham) to make a positive local impact on the communities we serve); and, “offer a broad range of rigorous curricular programs that engage with emerging and longstanding local and global concerns and needs, including education for sustainable development.”

I note that the projected enrolment for the new field is expected to add twenty new students to the current projected annual intake of fifty students starting in 2023-24, with a projected steady-state intake to the graduate field of forty students in 2024-25. I also note that the School anticipates the need to hire a second graduate program assistant to support the administration of the program. Markham Centre Campus will also have a full complement of non-academic staff to support the needs of students and faculty in the program. You have identified academic hiring priorities for two candidates in the 2022 recruitment cycle: one in the professorial stream with expertise in Indigenous governance and one in the teaching stream with expertise in big data, quantitative methods in decision-making, digital government, and online/remote curriculum development.

In short, I support fully the major modification to the Master of Public Policy, Administration, and Law.

Sincerely,

A handwritten signature in blue ink, appearing to read "J.J. McMurtry". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

J.J. McMurtry  
Dean  
Faculty of Liberal Arts & Professional Studies