



## **Municipal Administration Program (MAP) Unit 4: Management in the Municipality Course Outline**

**Updated June 2024**

### **Course Description**

MAP Unit 4 provides a multi-faceted view of how municipalities can operate strategically to serve their communities and address challenges. It begins with an introduction of management concepts and issues that are particular to the municipal environment, followed by a walkthrough of strategic planning, which informs management priorities and decisions across the municipal organization. The unit then provides an overview of tools, practices, processes, and legislation across different aspects of municipal operations: human resources, asset management, records management, communications, and land use planning.

By the end of this unit you will be able to:

- Examine municipal management from multiple perspectives, including a manager's functional role, their influence on employee motivation, and their potential in leading a municipal organization through change
- Contribute to strategic planning in your own organization with an understanding of its purpose, process, and benefits
- Identify recommended practices in relation to recruitment, performance appraisal, and discipline and dismissal, while recognizing the complexity and legal considerations involved in human resource management
- Identify actions that municipal managers need to take to maintain and protect the municipality's assets
- Apply a strategic lens to determine appropriate ways to communicate with the public and with council in different scenarios
- Recognize ways in which the complexities of land use planning affect a municipality's management of its resources, stakeholders, and long-term objectives

The MAP certificate of completion will be issued upon completion of four units:

- Unit 1: Introduction to Local Government
- Unit 2: Municipal Administrative Structure
- Unit 3: Municipal Financial Management

- Unit 4: Management in the Municipality

MAP can be taken on its own or as part of AMCTO’s Diploma in Municipal Administration (DMA). It is also the education pre-requisite for AMCTO’s Certified Municipal Officer (CMO) and Accredited Municipal Professional (AMP) designations.

## Course Delivery Formats

AMCTO offers MAP in two formats: correspondence format and Zoom format.

- If you are taking the course in **correspondence format**, you will complete the assigned readings and submit assessments according to a given schedule. There are no classes to attend. Your work is graded by a marker.
- If you are taking the course in **Zoom format**, you will attend interactive online classes led by an instructor in addition to completing readings and assessments. Your work is graded by the instructor.

Peer-to-peer discussions are an important part of MAP, regardless of the format. All course materials, assessments, and discussion forums (in units where discussion forums apply) are provided through AMCTO’s online learning platform, AMCTO Connect.

A syllabus with assessment due dates is provided when the course opens each term.

## Grading Scheme

Assessment	Weight
Assignment 1: Observations of a Municipal Manager	15%
Assignment 2: Human Resource Practices	20%
Assignment 3: Asset and Records Management	20%
Final Assignment: Unit Review and Application	30%
Discussion Contributions	15%

To successfully complete the unit, students must earn a minimum grade of 51% on the final assignment and an overall average grade of 60% or higher for the entire unit.

Students who do not achieve 51% but score at least 35% on the final assignment will be given the opportunity for a re-write. This re-write must take place on the date(s) chosen by AMCTO.

Students who score less than 35% on the initial final assignment or under 51% on the re-write will be required to re-register to take the course in its entirety.

## Assignment Expectations

MAP is an academic program that requires time commitment for reading, research, and writing. The assignments require you to read the textbook and do additional research on the web to apply the content to real-world examples and issues.

The assignments in Unit 4 are a combination of essay, council report, and short answer formats.

Further guidelines and expectations will be provided with the course syllabus and assignment instructions.

**A note on time commitment:** When past MAP participants were asked to report how much time they spent on assignments, the responses varied widely because they come to the courses with different levels of prior knowledge, reading/research/writing skills, and professional experience. This makes it difficult to estimate how much time it will take to complete the course work. However, we recommend preparing to spend a minimum of 35 to 40 hours over the course of the term for each unit.

## Discussion Expectations

MAP Unit 4 includes discussions where participants share perspectives and observations related to the course topics. They are opportunities to learn from the experiences of different municipalities as well as professionals who work in a variety of roles in local government.

If you are taking the course in correspondence format, you will make discussion contributions with written posts in discussion forums. If you are taking the course in Zoom format, you will contribute to discussions both in class and in discussion forums. Further guidelines and expectations will be provided in the course syllabus.

## Due Dates

There will be a schedule of assignment and discussion posting deadlines in the course. It is the student's responsibility to keep track of the deadlines and understand the penalties for late submissions under Section 3 of the Education Programs Policy. The policy will be provided in the course syllabus.

## Academic Integrity

Students in AMCTO's education programs are expected to abide by the association's policy on academic integrity (section 4 of the Education Programs Policy). Plagiarism is considered academic misconduct and will result in a zero on the entire assignment. Repeated offences will lead to more severe penalties such as expulsion.

Sources used in assignments must be properly cited. Using artificial intelligence (AI) tools or other automated tools to rewrite, paraphrase, or generate responses to assignment or discussion questions is not permitted.

It is the student's responsibility to be informed about the definitions and consequences of academic misconduct. The full policy will be provided in the course syllabus.

## **MAP Unit 4 Topic Outline**

### **Chapter 1: Management in the Municipal Context**

- Management concepts commonly used in the public sector
- Management as a series of four key functions: planning, organizing, leading, and controlling
- The nature of workers' needs and motivations based on the work of Maslow, Argyris, Herzberg, and Pink
- Leadership approaches based on the work of McGregor, Blake and Mouton, and Hersey and Blanchard
- Challenges for municipal staff who manage change in an environment of accountability regimes and fiscal stress

### **Chapter 2: Strategic Planning**

- The purpose of strategic planning and the key steps that form the process
- The key factors that contribute to a successful municipal strategic planning exercise
- The link between strategic management and the other management activities in the municipality
- How the municipality can engage the organization and community meaningfully during the strategic planning process
- How to keep the plan alive throughout the strategic planning cycle

### **Chapter 3: Human Resource Management**

- The scope of HR management activities in the municipal work environment and the challenges that come with them
- The legislative framework governing employer–employee relations in Ontario municipalities
- The recruitment process as a series of inter-related activities
- Ways to develop an effective performance appraisal process
- The general grounds for discipline and dismissal

### **Chapter 4: Managing Municipal Communications**

- The means of communicating and the communication flows found in organizations

- The key components of a municipal public communications strategy
- Factors that affect the effectiveness of a municipality's public communications and community engagement efforts
- Ways to improve the flow of information from staff to council through the use of agendas, staff reports, minutes, and procedure by-laws
- What it means to apply a diversity, equity and inclusion "lens" to communications

## **Chapter 5: Managing Municipal Resources**

- The scope and importance of resource management
- The nature of physical assets and their acquisition, maintenance, management, and protection
- The main purposes of, and steps in, a basic records management program for a municipality
- Legal requirements for municipalities in relation to asset management and records management

## **Chapter 6: Land Use Planning**

- The provincial involvement in land use planning, with particular reference to provincial policy statements and approval powers
- The nature and purposes of an official plan, and the process by which it is adopted
- The nature and purposes of a zoning by-law, its legal significance, the process by which it is adopted, and the zoning relief options available
- The process of subdivision control in Ontario, through both subdivision plans and consents (severances), and the process by which they are approved
- The importance of public participation in setting the ground rules for a community