



**DALHOUSIE  
UNIVERSITY**

College of  
Continuing Education

# LOCAL GOVERNMENT CERTIFICATE PROGRAMS



Certificate in Local Government Administration (CLGA)

Certificate in Local Government: Financial Administration (CLGFA)

Certificate in Local Government: Human Resource Administration (CLGHRA)

Certificate in Local Government Administration: Law & Ethics (CLGALE)

Certificate in Local Government: Community Economic Development (CLGCED)

Certificate in Local Government: Citizen Engagement and Consultation (CLGCEC)

Associate Certificate in Local Government Administration

National Advanced Certificate in Local Authority Administration (NACLAA)

National Advanced Certificate in Local Authority Administration Level I and Level II (Alberta)

[dal.ca/cce](https://dal.ca/cce)

# LOCAL GOVERNMENT CERTIFICATE PROGRAMS

## **DALHOUSIE UNIVERSITY,**

through the College of Continuing Education, has been serving the professional development needs of local government administrators in Canada for more than fifty years. Our approach has been to work closely with key stakeholder groups, including professional associations, provincial departments responsible for municipal affairs as well as individual learners. This collaborative approach has placed Dalhousie University as one of the leading providers of local government training in Canada.

The curriculum is the product of an extensive process that brought together a dedicated team of professionals. This team included senior practitioners, subject matter experts, professional editors and adult educators collaborating to produce the most relevant learning experience for local government administrators in Canada. Accordingly, the certificate offerings are both academically sound and practically relevant reflecting both the current and emerging needs of local government in Canada.

A partial listing of Instructors and Course Developers is contained elsewhere in this brochure.

## **INNOVATIVE DELIVERY**

All certificate courses are delivered entirely online. There are three terms: fall, winter and spring. Each course runs between ten and thirteen weeks depending on the term. Everything that students need is contained in the online environment including such things as course readings, articles, web links, course schedule, student supports and program regulations. Everything students have to do is also contained in the online environment including communications with instructors and fellow students, discussion forums and all assignments. The only exception is that course texts and/or course packs, where applicable, are purchased separately.

The online environment encourages debate and discussion with other students and is not bound by time differences and geography. It also helps to develop and foster a learning community. Gone is the expense, time commitment and inconvenience of commutes to central physical classrooms. Instructors are selected for their excellence and commitment, not by their proximity to the university. In online education, geography and jurisdiction are transformed from impediments to enhancements. Students consistently rate the online learning experience very highly which likely accounts for the high levels of success enjoyed by the vast majority of students.

## **THE CERTIFICATES**

We currently offer seven, introductory level certificates and one advanced certificate. The certificates are intended to accomplish three broad objectives. The first is to impart specific skill and knowledge in order to improve managerial performance and policy development in local government. The second is to develop an appreciation of the importance of local government as an instrument for building strong communities and for developing democratic values. The third is to create an online national learning community. These certificates will be of value to anyone who works for or with local government.

Following is a description of the certificates, the pedagogical rationale and the specific course requirements for each certificate. To qualify for a certificate, students must complete all the requirements within a prescribed time period.

Students may take individual courses without committing to a certificate. They can apply them to a certificate at a later date if they so choose. Students can also audit any course.

Students who complete one introductory certificate can qualify for a second introductory level certificate by successfully completing three additional courses. For more detail please consult the Program Regulations at [dal.ca/cce](http://dal.ca/cce).

# INTRODUCTORY CERTIFICATES

## **Certificate in Local Government Administration (CLGA)**

The Certificate in Local Government Administration is an introductory program intended to help students develop basic skill and knowledge competencies. The Certificate consists of six courses which are identified below. Completion of the program will enable students to better serve the needs of their municipal council, manage service delivery more efficiently, improve their opportunities for advancement and generally conduct themselves with a high degree of professionalism.

### **Courses**

- Local Government
- Municipal Law I
- Local Government Finance
- Public Administration Professionalism
- Organizational Behaviour and Leadership
- Property Taxation and Assessment

## **Certificate in Local Government: Financial Administration (CLGFA)**

Municipalities are responsible for the spending of and accounting for large amounts of public money. The public trusts that this money is being administered wisely on their behalf. In order to meet this standard of care, local governments need to have employees that have a good working knowledge of the basic concepts of budgeting, accounting, finance, taxation and assessment.

This certificate provides much of the information contained in the Certificate in Local Government Administration but with a greater emphasis on financial administration within local government.

### **Courses**

- Local Government
- Municipal Law I
- Local Government Finance
- Local Government Accounting
- Financial Management
- Property Taxation and Assessment

## **Certificate in Local Government: Human Resource Administration (CLGHRA)**

Human resource administration is increasingly being recognized as an important and relevant skill set for the modern local government. The difference between one local government and another can often be attributed to the quality of its human resources. Having a highly competent and energetic staff complement is a key ingredient for success. But this does not happen by accident. Designing appropriate jobs, making good hires and developing peak performance is more likely when the municipality has someone dedicated to this effort that has the knowledge, skills and mandate to perform this function.

### **Courses**

- Local Government
- Municipal Law I
- Local Government Finance
- Human Resource Management
- Organizational Behaviour and Leadership
- Organizational Design and Management

## **Certificate in Local Government Administration: Law & Ethics (CLGALE)**

This certificate is intended for municipal employees who wish to have a specialization in law and ethics. The law concentration is intended to provide an appreciation of the legal framework within which municipal government must operate and to help students understand when there is a need to seek the advice of a legal professional. Increasingly municipalities are subject to requests for information from various individuals and groups. Each municipality should have one person designated who has the requisite training in order to ensure that the municipality is accountable and transparent providing information which can be or is required to be, disclosed or withheld under the law.

### **Courses:**

- Local Government
- Municipal Law I
- Local Government Finance
- Public Administration Professionalism
- Freedom of Information and Privacy Foundations
- Municipal Law II

For more details on any of the individual courses, please consult our website at [dal.ca/cce](http://dal.ca/cce).

## Certificate in Local Government: Community Economic Development (CLGCED)

*Offered in cooperation with Cape Breton University*

The program is intended for local government administrators, community economic development professionals and community practitioners. Community economic development seeks to respond to the interrelated challenges of creating viable, sustainable and resilient communities by working with and building upon the strengths of the community. Solutions that have their genesis rooted in the community can provide lasting solutions to the ever changing economic and social landscape. Community economic development provides a platform for constructive dialogue, mutual learning and the development of social capital. The intent of this Certificate program is to equip students with the necessary skills and knowledge to provide leadership in community economic development within a local government setting.

### Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Citizen Engagement and Consultation
- Community Economic Development I
- Community Economic Development II

## Certificate in Local Government: Citizen Engagement and Consultation (CLGCEC)

This certificate is intended for municipal employees who wish to have a specialization in Citizen Engagement.

The municipal landscape is changing with more municipal officials being expected to consult with the public on an ongoing basis. This certificate will provide an intellectual overview of why citizen engagement represents the foundation of democracy and how it can be implemented in a practical way in local government.

### Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Policy Planning and Program Evaluation
- Citizen Engagement I
- Citizen Engagement II

## Associate Certificate

This associate certificate is intended to give those who work in the technical fields of local government a broader understanding and a working knowledge of the history, organization, challenges and opportunities for local government. Graduates will have the knowledge and skills to effectively interact with municipal staff at all levels of the organization, the municipal council and the citizenry.

### Courses:

- Local Government
- Municipal Law I
- Local Government Finance

## Instructors and Course Developers

**Carol Agocs** PhD  
Professor Emerita  
Western University

**John Benoit** PhD  
Professor  
Dalhousie University

**Robert P. Doherty** MSc LLB  
Information Access and  
Privacy Director ret'd  
N.S. Department of Justice

**Darryl C. Eisan** MA  
Sessional Lecturer  
Dept. of Political Science  
and Faculty of Management  
Dalhousie University

**Stephen Feist** MEDes MPA  
Chief Administrative Officer  
Town of Antigonish N.S.

**Rick Fullerton** PhD  
Adjunct Professor  
School of Public  
Administration  
Dalhousie University

**Ted Glenn** PhD  
Professor and Program  
Coordinator  
Business School, Humber  
College

**Ann Griffiths** PhD  
Centre for Foreign Policy  
Studies  
Dalhousie University

**Felix Hoehn** LLM  
College of Law  
University of Saskatchewan

**Richard Horncastle** Ec.D.  
Principal, Keystone  
Strategies Inc  
Leduc Alberta

**Angela Jones-Rieksts** LLB  
Halifax, NS

**George Karaphillis** MBA  
Associate Dean, Shannon  
School of Business  
Cape Breton University

**Doug Knight** PhD  
Former Executive Director  
Government Studies and  
City-Regions Study Centre  
University of Alberta

**Doug Lionais** PhD  
Associate Professor,  
Shannon School of Business  
Cape Breton University

**Ryan MacNeil** PhD  
(candidate)  
Lecturer, Manning School of  
Business  
Acadia University

**Gordon McIntosh** PhD  
Local Government  
Leadership Institute  
North Saanich, BC

**Vanee Narayanan** MA  
Former Policy Advisor ret'd  
Province of Alberta

**Michele Peach** CA  
Chief Administrative Officer  
City of Mount Pearl NL

**Susan D. Phillips** PhD  
Professor, School of Public  
Policy and Administration  
Carleton University

**David Siegel** PhD  
Professor, Department of  
Political Science  
Brock University

**Enid Slack** PhD  
Director, Institute for  
Municipal Finance and  
Governance  
Munk School of Global  
Affairs  
University of Toronto

**Paul Stapleton** LLB  
Chief Administrative Officer  
ret'd  
City of Fredericton N.B.

**Lorna Stefanick** PhD  
Professor and Program  
Coordinator BPA-  
Governance, Law and  
Management, Athabasca  
University

**C. Richard Tindal** PhD  
Professor ret'd  
St. Lawrence College

**Paul Wills** CMA  
Chief Executive Officer  
N.S. Municipal Finance  
Corporation

# ADVANCED CERTIFICATE

## **National Advanced Certificate in Local Authority Administration (NACLAA)**

This is an advanced certificate that requires the completion of an introductory level certificate or equivalent. This advanced certificate places greater emphasis on leadership and decision making and is intended to develop or enhance leadership capabilities. While courses are discrete, students will be encouraged to draw from many sources. Students will be expected to engage in a more rigorous experience which will include, among other things, the expectation for independent research and critical thinking.

### **Courses**

- Policy Planning and Program Evaluation
- Sustainable Communities
- Citizen Engagement and Consultation
- +3 Electives (see program regulations)

## **Alberta NACLAA Level I and II:**

Under a Memorandum of Understanding between the Society of Local Government Managers of Alberta and Dalhousie University, municipal managers in Alberta can enroll in NACLAA Level I and NACLAA Level II through Dalhousie University.

This arrangement between Dalhousie University and the Society of Local Government Managers opens up new opportunities for municipal managers in Alberta. For students currently taking NACLAA courses from another academic institution, completed courses can be transferred and credit given towards the appropriate Dalhousie University NACLAA certificate. Students entering the NACLAA program for the first time or those transferring from another institution will receive their certificate from Dalhousie University. Completion of NACLAA Level I and Level II from Dalhousie University provides the academic component for the "Certified Local Government Manager" professional designation from the Society of Local Government Managers of Alberta.

### **NACLAA Level I required courses:**

- Local Government
- Local Government Finance
- Organizational Behavior and Leadership
- Municipal Law I
- Public Administration Professionalism

### **Electives (choose 3)**

- Financial Management
- Human Resource Management
- Local Government Accounting
- Property Taxation and Assessment
- Sustainable Communities
- Freedom of Information and Privacy foundations

### **NACLAA Level II required courses:**

- Organizational Design and Management
- Citizen Engagement and Consultation
- Municipal Law II
- Policy Planning and Program Evaluation

# FURTHER ACADEMIC OPPORTUNITIES:

## **Master of Public Administration (Management)**

Students who complete the NACLAA program with a high academic standing can apply for admission into the M.P.A.(M) degree even if they do not possess an undergraduate degree. This graduate level master's program is intended for working managers and professionals wishing to develop the skills and knowledge to respond to public sector challenges of the future. This M.P.A.(M) is offered by Dalhousie University's School of Public Administration and is delivered over the internet with supplementary onsite intensive sessions. For more information please visit the website at [www.dal.ca/mpam](http://www.dal.ca/mpam) or contact: Deborah McColl, [deborah.mccoll@dal.ca](mailto:deborah.mccoll@dal.ca)

## **Bachelor of Professional Arts: Governance Law and Management at Athabasca University**

The Local Government Programs can be used towards this program. For more information regarding this opportunity and to discuss the various laddering options please contact Lorna Stefanick at [lornas@athabascau.ca](mailto:lornas@athabascau.ca) or [advising@athabascau.ca](mailto:advising@athabascau.ca).

## **Masters of Business Administration in Community Economic Development**

Students who complete the National Advanced Certificate in Local Authority Administration (NACLAA) can apply for admission to the MBA in Community Economic Development offered by Cape Breton University's Shannon School of Business. The MBA is delivered conveniently as a short residency program in July on campus, and also on weekends in five different communities in Canada. For more information go to [www.cbu.ca/mba](http://www.cbu.ca/mba).

## CERTIFICATION

Completion of one or more of the certificate programs meets the educational requirement for certification in many provinces. For more information, please contact the professional administrators' association in your province.

Courses taken for the Certificate in Local Government: Community Economic Development (CLGCED) can be counted towards the educational component of certification offered through the Economic Developers Association of Canada (EDAC). EDAC's Ec.D. Designation (Certified Economic Developer).

## STUDENT SUPPORTS

Students are never left on their own since their success is our success. Student advising is the first stage of their relationship with our staff. We have advisors who can help students make appropriate academic choices that are consistent with their current needs and career aspirations. Indeed, student support is available at every stage of the program from registration to graduation and all the stages in between. We are also there to make sure that students are comfortable with the technology and to trouble shoot if a problem should arise. We take great pride in our student supports. With a long history in working with adult learners, we know that students thrive in an environment where they are treated as individuals. Accordingly, we use a single window service approach and will work closely with each and every student to ensure that their learning experience is satisfying.

## FEES

The course fees include materials and instruction. Where a course has a textbook and/or course pack, students are responsible for purchasing them separately at the Dalhousie Bookstore. A current edition may be acquired from a prior student. Detailed ordering instructions will be included in the enrollment confirmation.

New students are charged a one-time application fee. Financial policies regarding the payment of fees and penalties are all contained in the document Program Regulations on the website.



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For more information or to discuss the relevance of these certificates to your professional development needs, please contact one of the following:

**Shelby Lang**, Program Manager  
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**Jack Novack**, Professor and Program Director  
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