

COMMITTEE OF THE WHOLE – FEBRUARY 7, 2012

ONTARIO MUNICIPAL INTERNSHIP PROGRAM

Recommendation

The City Manager recommends:

1. That the City's application to the 2012-2013 Ontario Municipal Internship Program be endorsed; and,
2. That Council ratify the action taken at the February 7, 2012 Committee of Whole meeting.

Contribution to Sustainability

N/A

Economic Impact

Approximately \$25,000 which is currently included in the 2012 operating budget.

Communications Plan

N/A

Purpose

As a growing municipality with a large number of exciting and challenging opportunities, Vaughan can provide an intern with a wide variety of experiences and learning opportunities.

Municipal staff are active participants in AMCTO and can assist the intern with information in this regard.

Background - Analysis and Options

The Ontario Municipal Internship Program was developed by AMCTO (The Association of Municipal Managers, Clerks and Treasurers of Ontario) in partnership with the Ontario Ministry of Municipal Affairs & Housing (MAH) in order to address the critical need to attract and train the next generation of municipal leaders.

The program provides funding to selected Ontario municipalities in support of their hiring and training of an intern for a 12-month term. During the program year, the interns gain hands-on experience in the key functions involved in managing a municipality. The Host Municipality will designate either the City Manager or a senior member of the Management Team to supervise and mentor the intern during the course of the placement. The program also provides orientation and networking sessions for participants, as well as professional development opportunities provided through MAH and AMCTO. Participants will spend one month of their placement at a MAH Municipal Services Office in order to grasp the complexities of the relationship between the provincial government and local governments.

The Municipal Internship Program is designed to expose each intern to a variety of key municipal business area through work assignments proposed by the municipality based on a structured Program curriculum. The intern will be assigned as a member of a number of different project teams.

The program will provide up to 50% (approximately \$20,000) toward the funding of intern salaries to each Ontario Municipality that has been selected to act as a host to a program intern for one year. Further details are provided in Attachment 1 – Ontario Municipal Internship Program Host Municipality Application Guidelines.

The application deadline for municipalities was February 1, 2012. The City of Vaughan has submitted an application.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

Regional Implications

N/A

Conclusion

The program supports the City's Mission, Vision and Values as well as its goals by providing learning opportunities to young professionals. In addition, the program will contribute to the growth of qualified professionals in the municipal sector.

Attachments

1. Ontario Municipal Internship Program Host Municipality Application Guidelines.

Report prepared by:

Anita Micoli-Falcone
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Office of the City Manger

Respectfully submitted,

Clayton D. Harris, CA
City Manager

Ontario Municipal Internship Program

Host Municipality Application Guidelines



PROGRAM OVERVIEW

The Ontario Municipal Internship Program was developed by AMCTO (The Association of Municipal Managers, Clerks and Treasurers of Ontario) in partnership with the Ontario Ministry of Municipal Affairs and Housing (MAH) Ontario In order to address the critical need to attract and train the next generation of competent well-rounded municipal leaders. Upon successful completion of this program, interns will be prepared to enter and positively contribute to the administration and management of local government, and ultimately rise to leadership positions within Ontario municipal corporations.

The program provides funding to selected Ontario municipalities in support of their hiring and training of an intern for a 12-month term. During the program year, the interns gain hands-on experience in the key functions involved in managing a municipality. The Host Municipality will designate either the Chief Administrative Officer (CAO) or a senior member of the management team to supervise and mentor the intern during the course of the placement. The program also provides orientation and networking sessions for participants, as well as professional development opportunities provided through MAH and AMCTO. Participants will spend one month of their placement at a MAH Municipal Services Office in order to grasp the complexities of the relationship between the provincial government and local governments.

The Municipal Internship Program is designed to expose each intern to a variety of key municipal business areas through work assignments proposed by the municipality based on a structured Program curriculum.

We are now accepting applications for the 2012 - 2013 program. Final details regarding the size of the program (number of interns and host municipalities that will be accepted) for 2012 – 2013 will be determined pending confirmation of funding.

The application deadline for municipalities is January 21, 2012.

Please review these guidelines prior to completing the grant application form. If you have any questions about the application process, please contact:

Craig Wellington
Director of Corporate Services
AMCTO
2680 Skymark Avenue Suite 610
Mississauga, ON L4W 5L6
Phone: (905) 602-4294 ext. 224
Email: cwellington@amcto.com

- PROGRAM GUIDELINES -

1. GENERAL INFORMATION

The program will provide up to 50% (approximately \$20,000) toward the funding of intern salaries (based on a recommended intern annual salary of \$40,000) to each of the Ontario municipalities who have been selected to act as host to a program intern for one year. Up to \$5,000 in additional funds is available to each host municipality to subsidize ancillary expenses such as; travel and accommodations for the intern to attend training programs, workshops, and conferences prescribed for the intern as part of the program experience.

During the course of the internship program year, participating interns are to be considered and treated by host municipalities as a full-time contract employee of the municipal corporation and as such be entitled to appropriate benefits and subject to standard employment policies as an employee.

Once selected for the program, host municipalities will be required to enter into a contractual agreement with AMCTO regarding the terms of their participation.

a. Eligibility

All municipalities in the Province of Ontario, regardless of population size or location, are eligible to apply for the Ontario Municipal Internship Program as long as they are able to provide the necessary work experience and training opportunities for the intern in the key municipal operation areas as outlined in the program curriculum.

Municipalities wishing to participate in the Municipal Internship Program must be prepared to provide a detailed Workplan indicating how the required training and experience will be provided to the intern.

b. Joint Applications

If a municipality on its own is not able to provide an environment that can support the curriculum, we encourage joint applications by two municipalities that are willing to work together to host an intern in order that a wide variety of training and experience opportunities are provided to the intern. However, in the case of a Joint application, one municipality in the partnership must be designated as the managing partner for the initiative and submit the application to AMCTO on behalf of the partnering municipalities. Along with the completed application, the lead municipality must submit evidence to demonstrate that the partnering municipalities have agreed upon which municipality will be the managing partner. The managing partner will be responsible for all administrative requirements of the program and for ensuring the intern completes the internship Workplan. Municipalities may also partner informally with neighbouring municipalities. In this case, the interested municipality should submit an application to be a host and

outline plans for collaborating with another municipality during the year; a joint proposal in this case is not necessary.

2. SELECTION PROCESS

a. Host Municipality Selection

It is essential that participating interns spend their placement in an environment conducive to achieving the desired objectives. In order to ensure that interns gain the greatest benefit possible from their participation in the program, municipalities are therefore expected to meet the following basic eligibility criteria:

- There is a strong commitment from the CAO, council, and senior management team and departmental managers to have an intern;
- There is an organizational commitment to the Internship Program's vision and goals;
- The CAO or a senior manager has agreed to serve as the intern supervisor for the duration of the program;
- A sufficient commitment of resources, both financial and staff, has been made;
- There is an ability and willingness to provide training in a wide range of municipal functions as outlined in the internship curriculum;
- There is a strong interest in sharing knowledge and experiences with the intern and in working with the intern to complete the Workplan;
- There must be a comprehensive workplace harassment policy in place;
- There must be an up-to-date health & safety policy in place, including a training program in this area;
- There must be an accessibility plan in place (will be asked to provide the date of the most recent formal review of the plan).

The deadline for municipalities to submit applications is January 21, 2012.

Please contact Craig Wellington at AMCTO by phone at (905) 602-4294 ext. 224 or by e-mail at cwellington@amcto.com

b. Intern Selection

Interns will be selected from recent university and college graduates from related program of study.

In order to be considered as a participant in the Ontario Municipal Internship Program, candidates must have the following:

- University degree and or College diploma (3 year program) from a relevant program of study
- A commitment to apply theory to work in a municipality

- Work or volunteer experience that is related to the skills needed in municipal administration
- Willingness to relocate to host municipality if necessary, and to the MAH regional office for approximately a month during the internship
- A strong work ethic, as well as high levels of motivation and maturity
- Three reference letters (work, educational or volunteer related)
- A valid Ontario driver's license
- Legally entitled to work in Canada
- A satisfactory criminal reference check

In addition to the minimum application criteria, interns will also be considered based on their ability to demonstrate some or all of the following attributes:

- A strong understanding of local government administration
- A strong desire to work in municipal administration
- Experience working with community groups or involvement with volunteer community organizations
- A demonstrated understanding of the importance of ethics in the public sector
- Flexibility in terms of work hours and job requirements
- High level knowledge and analysis capabilities
- Excellent communication skills
- A strong work ethic and high level of responsibility

Applications for an internship will be considered on a competitive basis, and the entire submission package will be considered. Possession of the minimum criteria does not guarantee admission into the program. Host municipalities may include additional criteria pertaining to the specific needs of their municipality.

The deadline for submitting applications by prospective intern candidates is **January 21, 2012**. Please contact Craig Wellington at AMCTO by phone at (905) 602-4294 ext. 224 or by e-mail at cwellington@amcto.com.

3. EXPECTATIONS

a. Commitment

To be considered, host municipalities must demonstrate an ability and willingness to provide training in a wide range of municipal operation areas and in working with the intern to complete the workplan. Internship candidates are talented university graduates who will bring a fresh perspective and innovative ideas that will add tremendous value to the host municipality. The individuals best positioned to provide guidance and support for the continued leadership development of the interns are the CAO and other senior management team members. The intern will be directly responsible to the CAO/manager or his/her designate.

The CAO/manager (or a designate from the senior management team) of the host municipality must commit to mentor and coach the intern for the duration of the term. The supervisor will be required to participate with the intern in an Orientation Session in May prior to the start of the program. The intern's supervisor will also be expected to review and sign-off on summary reports submitted to AMCTO at the end of each business area module, as well as complete (along with the intern) and submit to AMCTO a year-end summary report at the end of the program. Senior managers in each relevant municipal operation area will also be expected to review the intern's assignments during his/her placement in their area.

This program requires significant commitment from the CAO or other senior administrative officials in order to provide a valuable work experience for the intern. We are confident that the commitment of time will prove to be a worthwhile investment in light of the tremendous value that the interns will potentially provide to the host municipality and ultimately to the field of municipal administration. We recommend that mentors conduct an orientation session for their departmental managers regarding the intern and the expectations of the program.

b. Networking & Professional Development

Interns and intern mentors are required to attend the program orientation sessions prior to the commencement of the intern placement. This will provide an opportunity to begin the curricular portion of the Program. In addition, the orientation sessions will outline expectations and supports, as well as provide opportunities to network and share information by both supervisors and interns.

Interns are expected to participate in all program related events, including two AMCTO annual conferences (*complimentary registration provided*), AMCTO regional zone meetings, and one MAH Regional Conference (*complimentary registration provided*). These sessions will provide excellent learning, career development and networking opportunities for interns. Interns will also benefit from the opportunity to interact with and learn from experienced municipal professionals, and to network with individuals who may be in a position to offer employment opportunities in the future.

AMCTO and MAH will also provide complimentary registration to the intern for specific technical training opportunities in their area offered by MAH and/or AMCTO. The host municipality will be responsible for covering the cost of any additional professional development and related expenses they identify for the intern. However, municipalities may submit expense claims/receipts for said professional development to AMCTO to be reimbursed from the \$5,000 ancillary expense amount allotted for each intern.

The Internship Program will further foster the development of exceptional municipal professionals by creating a prescribed and focused stream of study and experience, leading participants to ultimately achieve the CMO designation. As such, the future municipal playing field will be enriched by highly qualified and seasoned, designated professionals.

c. Implementing the Workplan

Interns and host municipalities will be provided with a curricular Workplan and a Guidebook that will provide guidelines for determining the activities that interns should be exposed to during the year. However, the intern and supervisor will have the flexibility to decide on the specific activities undertaken based on the needs of the municipality and the interests of the intern.

The Workplan is provided as the framework for the intern's work and study during the year. It has been designed such that interns are exposed to seven key aspects of municipal administration as well as to the workings of an MAH Municipal Services Office. Ideally, interns will experience these eight key areas in the first ten months of the internship, leaving a two-month period for interns to spend time in a particular area of interest or on a specific project. Special projects that would be beneficial to the intern's experience can be incorporated into the Workplan. However, such projects should be only a small part of the intern's activities during the year and should relate directly to their training and development in municipal administration. We encourage host municipalities to have the intern attend meetings of the Senior Management Team (SMT).

The following outlines the key operation areas in which the municipality is expected to provide hands on experience for the intern. Details about the activities are included in the intern Guidebook.

- 1. General Governance**
- 2. Financial Services/ Systems**
- 3. Public Utilities, Waste Management and Transportation Services**
- 4. Ministry of Municipal Affairs and Housing (MAH) – Regional Office**
- 5. Community Services & Culture, Parks, Recreation and Heritage Services**
- 6. Planning and Development Services**
- 7. Protection Services**
- 8. Human Resources Management**

d. Intern Guidebook

The Internship Program Guidebook provides each intern with the complete curriculum for the entire year. Set out in a modular structure, the Guidebook is intended to walk interns, with increasingly evolving complexity, through the various elements of municipal business areas in such a way as to enhance and complement their learning experience.

e. Learning Outcomes

The Guidebook sets out each module in three sections of increasing complexity, and provides the interns with a comprehensive and considered curriculum for the term of the internship program.

Interns are also required to submit progress logs to AMCTO, and also share them with other members of their cohort at the end of each module to demonstrate their knowledge and understanding of each operation area.

f. Training an Intern

This is a high-level comprehensive internship program, therefore the focus of this program is municipal administration and management. The emphasis of the program is on understanding the overall management responsibilities of the CAO and senior management team. All activities in which the intern will participate during the program year should be directly relevant to the overall management perspective. In addition to the hands-on work experiences, it is expected that the CAO or designate will coach the intern in areas such as leadership development, building competencies, networking, and career development.

4. APPLICATION PROCESS AND DEADLINES

a. Host Municipality Selection

Municipalities interested in hosting an intern for 2011/2012 must submit a municipal internship grant application to AMCTO no later than January 21, 2011. A contractual agreement will also be sent to selected host municipalities at this time.

Host municipalities are required to submit a signed conditional grant agreement (CGA) and a customized Workplan. The CGA outlines the terms of reference for the Internship Program and how the grant funding can be used. The customized Workplan will be developed by the host municipality based on activities within each key operation area specific to their own municipal circumstances and needs. The Workplan can be refined once an intern has been selected so that the intern's activities during the year also reflect his or her own interests. In this way, the Workplan can help provide a measure of progress and can fulfill program reporting requirements.

Host municipalities will have the freedom to set additional criteria for their intern selection, within best practices for human resources management in Ontario.

b. Eligible Candidates – Current Municipal Employees

The intent of this program is to attract new people to the field of local government and provide an opportunity for recent graduates to enter municipal administration as a career choice. It is not the intent to have municipalities hire an individual

who is already employed in local government. A municipality may not hire an individual who is currently employed by the municipality or who has worked for the municipality in the past 12 months (excluding casual or summer students).

c. Intern Placement at End of Internship

There is no expectation that you will hire your intern at the completion of the internship. Participating municipalities, however, are welcome to approach the intern with a job offer or encourage him/her to apply for a position within the host municipal corporation. If you do not intend to hire your intern, you are encouraged to assist and support your intern in his/her search for another municipal position.

5. SCHEDULE FOR THE YEAR

5.1 Intern Start Date

Interns are expected to begin work by June 30, 2012. Start dates are to be negotiated between the host municipality and intern. If necessary, an intern may start after June 30th, however, the internship must be completed by July 31st, 2012, regardless of the intern's start date. However, the end of the internship does not restrict the municipality in any way from continuing the intern's employment after that date. The municipality may wish to extend their contract to have the intern finish projects or to provide additional time while the intern finds a permanent position.

5.2 Orientation

A two-day orientation session will be held in the spring. The orientation will focus on curricular introductions, program details and objectives, answering questions and concerns, and reviewing the schedule for the year. In addition to familiarizing themselves with their intern, supervisors will have the opportunity to meet other participants to discuss approaches, concerns, and issues. Interns will have the opportunity to meet other participants, AMCTO and Ministry staff, review the purpose of the program, and to establish goals for the year.

5.3 Mid-Year Networking Session

A one day mid-term networking session for the interns and mentors, will occur in December of the internship year.

5.4 Closing Session

A closing session will be scheduled for June of 2013 which will coincide with the AMCTO Annual Conference at which the graduating Interns will receive their certificates of completion. Topics covered during the closing session will include reviewing the year's activities, engaging in the final exercises of curricular

exercises, discussing the challenges and opportunities for both hosts and interns, and potential enhancements to the program.

6. REPORTING

a. Interim Report

Interim Reports are to be submitted to AMCTO by the intern and host mentor on a quarterly basis to be reviewed prior to disbursement of funding allocations.

b. Intern Progress Logs

At the end of each module (placement or work experience in each key operation area) interns are expected to complete and submit a progress log to AMCTO, summarizing the experiences and key learning, derived from their time in that administrative function area. These logs will also be shared with other interns in the cohort in order to enhance the shared experiences.

c. Final Report

Host municipalities and interns

The intern and mentors are required to jointly submit an end of year evaluation report to AMCTO within 30 days of completion of the internship program year.

The final reports will include:

- A summary of the year's activities,
- Submission of the Interns final performance appraisal,
- Recommendations for program enhancements and,
- A financial report outlining how the funding was allocated,
- Submission of a formal performance appraisal of the intern.

d. Intern Retrospective Report

The interns will be required to compose a final retrospective paper as the final requirement of the Internship Program curriculum. This retrospective essay will treat the past 12 months as a single learning experience, and relate important matters and elements that were particularly salient over the course of the program. This written report will also contain elements of self-reflection and self-evaluation.

Ontario Municipal Internship Program

Internship Workplan

Objective

The Workplan is a learning tool provided to interns and host municipalities participating in the program. It is used to plan and schedule activities throughout the year so that the intern gains experience in as many functional areas of the municipality as possible. Modifications to the Workplan to meet specific needs of the intern and the municipality are anticipated and encouraged.

The Workplan is designed to meet the following objectives:

- Provide each host municipality with a structure to guide the training and learning of the intern;
- Ensure that interns are exposed to the key aspects of municipal administration so that they can demonstrate a solid understanding of municipal structure, management, and operations;
- Set guidelines in terms of the expectations of completing the internship program and to help the intern develop competencies essential to municipal administration; and,
- To support the intern's training through contact with a number of experienced and knowledgeable individuals and information from various resources.

Ontario Municipal Internship Program

Implementing the Workplan

The CAO (or designate) with support from the senior management team, is required to supervise, instruct, and mentor the intern in seven key functional areas of the municipal corporation. The following outlines the key functional areas and list the activities and timelines recommended for each topic. Details about the activities are included in the Intern Guidebook. The 10 month curriculum will provide the intern with experience in the following eight key operational areas of municipal management:

- 1. General Governance (2 months)**
- 2. Financial Services/ Systems (1 month)**
- 3. Public Utilities, Waste Management and Transportation Services (2 months)**
- 4. MAH – Regional Office (1 month)**
- 5. Community Services & Culture, Parks, Recreation and Heritage Services (1 month)**
- 6. Planning and Development Services (1 month)**
- 7. Protection Services (1 month)**
- 8. Human Resources (1 month)**

Adjacent to each function area above (in brackets) is an indication of the recommended duration of the intern's immersion in each operation area of the municipality, and also of the placement with the MAH Municipal Services Office (MSO). It is suggested that the MSO placement will occur at the mid-point of the internship year. An attendance form will be completed by the MSO office where the intern completes their rotation, and sent to the host municipality.

Municipalities are required to provide interns with work projects and/or activities that satisfy the two core function areas of the curriculum (1. General Governance and 2. Financial Services/Systems) and also address a minimum of three of the other prescribed function areas. It is recommended that the General Governance module occur during the first two months of the internship, and that the Financial Services/Systems component occur within the third month. However, the host municipality has the flexibility to implement the program modules in the timeframe that best fits their own specific requirements and situation, as well as that of the intern.

The suggested timelines should be used to determine a tentative schedule for the year so that the intern has the opportunity to spend time in each functional area. Placement in other key operation areas, as agreed to by the municipality and the intern, may also be pursued.

According to the prescribed Program Curriculum, the internship in the key function areas should be completed within the first ten months of the program. For the remaining two months, the intern is encouraged to identify and focus on a particular areas of interest. Municipalities may choose to adopt the program to meet the needs of their specific situation or that of the intern. For example, a host municipality may choose to compress the workplan into the first eight or nine months of the program to allow the intern the opportunity to focus for a longer period of time on a specific operational areas of interest.

The program curriculum serves as a guide to aid municipalities and interns over the course of the placement. The intent is to provide the necessary training and experience for the intern to be successful in pursuing a career in municipal administration and management.

Appendix A: Application Checklist

1. Complete parts 2, 3 and 4 of the grant application form. You may print off the form and complete it manually, then submit it to AMCTO. Please add additional pages if more space is needed to fully answer the questions.
2. Ensure the application form is signed by both the Chief Administrative Officer and Head of Council.
3. If the application is a joint submission, attach copies of council resolutions from each of the participating municipalities, including the managing partner, indicating which municipality will be the managing partner for the internship.
4. Submit the application by **January 21, 2012** to:

Municipal Internship Program
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