

AMCTO/MFOA Municipal Internship Program

Program Evaluation

After its first 7 years, the Municipal Internship Program has proven itself to be a successful initiative, consistently delivering on the original goals set for the program by MMAH, and acclaimed by professionals throughout the municipal sector. The current proposal is predicated on the lessons learned from the first 7 years, thereby further improving and refining this premier program. Hence, what is being proposed in these pages is an extension and a natural evolution of the Municipal Internship Program, which will position it to meet the capacity building needs of today's municipal sector.

Purpose:

- To highlight the effectiveness and impact of the partnership between MMAH, AMCTO, and MFOA
- To explore a sustainable funding model for the Municipal Internship Program, on a go-forward basis.

Key Findings:

- **Capacity Building:** Over its first seven years, the Municipal Internship Program has effectively achieved its primary objectives by identifying, grooming, and placing management professionals in the sector (a successful placement rate of 67%), thereby enhancing leadership and service delivery capacity in the municipal sector. So comprehensive was its success, that the LEAPP Initiative specifically named the program as a key priority for municipal sector. Furthermore, the Internship program has made recognized strides in enhancing sector innovation and knowledge-transfer through the year-end publication of intern research and report articles.
- **Scope of Program Reach:** The Municipal Internship Program has evidenced significant and lasting impact in the municipal sector at large, positively affecting about 25% of the province's municipalities as well as all five MSO offices. See Appendix – Map of Intern Placements.
- **Sought-After Program:** Year after year, interest in the Municipal Internship Program increases significantly, (with over 130 intern applications and 45 municipal applications in 2013 alone, applying for a total of 9 program positions), corroborating the conclusions

of MMAH's 2005 *Municipal Management Needs Assessment*. In addition, 15% of municipalities involved that have been chosen to receive a funded intern have subsequently taken part in the program in a self-funded format. Furthermore, the current model used by the program has evidenced high degrees of acclaim and success. It is this new model that will be furthered into new iterations of the Program in coming years.

Background:

The Ontario Municipal Internship Program has successfully delivered on all of its original goals. These goals were as follows:

1. *To support Ontario municipalities with a practical tool to aid in succession planning by recruiting, training and helping to retain competent municipal employees who can progress into leadership roles.*
 - After 7 program years, 67% of the graduates entered the Municipal Internship Program have remained employed in the municipal sector.
 - Also, 72% of graduated interns currently placed in the sector are taking on leadership positions in rural and northern locations – positions that are notoriously difficult to fill.
 - In addition, the Municipal Internship Programs determined that all municipally-placed program graduates currently hold decision-making and/or managerial positions within the municipal sector.

2. *To encourage more young people to pursue careers in local government and offer recent graduates from municipal administration programs the opportunity to have practical experience and training in an Ontario municipal environment.*
 - 100% of graduated interns of the Municipal Internship Program were under the age of 30.
 - 82% of graduated interns entered the program with a degree or diploma focused on municipal management and administration.
 - 10% of graduated interns went on to pursue post-graduate education in municipal administration, in order to return to the field with greater qualifications.
 - The number of applicants, both of interns and municipalities, has grown by 650% (for interns) and 450% (for municipalities) respectively over the course of the program's existence. This demonstrates increasing interest in the program and coincides with a growing number of post-secondary institutions offering municipal

programming to meet the growing interest and demand in the marketplace.

3. *To support The Ministry of Municipal Affairs and Housing in meeting our shared goal of “ensuring the strength and prosperity of Ontario’s communities” by providing Ontario’s municipal corporations with a practical tool to help develop their self sufficiency.*

- The Municipal Internship Program has effectively achieved this key objective by identifying, grooming, and permanently placing management professionals in the sector, thereby enhancing leadership and service delivery capacity in the municipal sector, as well as critical knowledge transfer.
- The current program ends with the interns preparing an extensive and innovative research article in their sphere of expertise, which is then published to the greater sector by AMCTO and MFOA. This promotes sector innovation increased management capacity.
- As a sector that represents nearly \$40 billion in economic activity, investing in human capital development is prudent for the Ministry of Municipal Affairs and Housing. The program provides a high degree of professional value for a sector that delivers on a number of provincial policy priorities, including youth employment and the placement of youth professionals in rural Ontario.
- 15% of municipalities that were once funded for an intern through MMAH have chosen to re-register for the program via self-funding arrangements, thereby providing evidence that the program is beginning to promote self-sufficiency.

4. *To build upon MAH’s existing internship program that provides recent graduates with practical experience in provincial government.*

- With a municipal sector placement rate of 67%, the Municipal Internship Program exceeds that of the Ontario Internship Program and involves a lower cost-per-intern to the government.
- Whereas most placements from the OIP were Toronto-centric, 72% of placed Municipal Internship Program graduates are currently placed in rural and northern locations, thereby being more ‘provincial’ in reach.
- Each intern of the Municipal Internship Program spent approximately 6 weeks in an MSO office during the term of the program, completing particular projects and contributing advice, where appropriate.
- As a result of this Ministry-exposure, some of the graduated interns were recruited to the Ministry of Municipal Affairs, which was a natural development of the

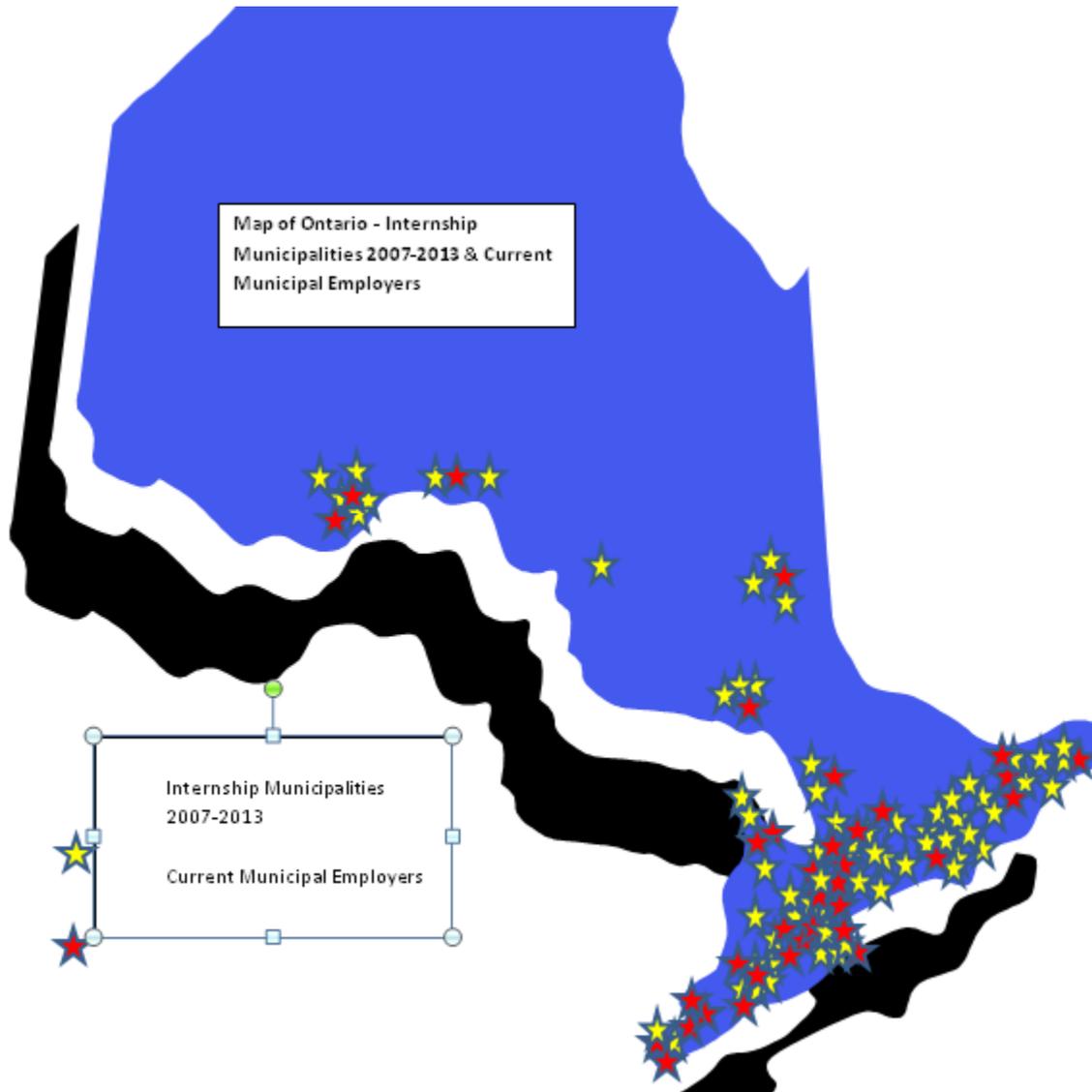
program's results and one that was an anticipated outcome from the original funding agreement.

Did You Know?

- 67 Interns have successfully taken part in the Municipal Internship Program
- 67% of interns have been retained in the municipal sector
- 10% are currently pursuing further academic post-graduate endeavours to enhance their sector-related skills
- 72% of graduated interns currently placed in the sector work within Rural and Northern Ontario
- All of the Interns employed at a municipality hold a decision-making or management role within their municipality

Appendix 1.0 - Geographical Coverage of the Internship Program

- The Municipal Internship Program is unparalleled in its ability to place professional interns across Ontario, at times in the most rural of locations that struggle in attracting young talent.



Appendix 2.0 - Testimonials Regarding the AMCTO Municipal Internship Program

“As a CAO who has participated in the AMCTO Internship Program in two different municipalities I am pleased to support and vouch for the value of this program for both the municipality and the intern. In a time of significant economic constraint, the Internship Program provides the opportunity to put focus on work that, because of resource constraints, often gets put on the back burner, particular those initiatives that require extensive research, consultation and in depth report production. In turn, this provides an intern the opportunity to work across the many different business units of a city, assisting in identifying those areas where they have interest and a skill set match. In light of much speculation about a potential, predicted ‘leadership void’ in the municipal sector, the program provides the opportunity to expose young talent to the many exciting initiatives and opportunities cities have to offer and groom them for future municipal leadership positions.”

Carla Ladd, CAO for the City of Barrie and former CAO at the City of Kitchener & Current AMO Board Member

Testimonial from our Interns:

“AMCTO’s Municipal Internship Program is an unparalleled opportunity for an aspiring administrator to launch their career in the municipal sector.

I completed the AMCTO internship with the City of London five years ago. The internship provided me with exposure to many municipal services, experience working with leaders across the organization and beyond, and the opportunity to develop my skills and abilities in a practical environment. I was hired by the City of London following the internship, and have continued on with the City in various corporate roles ever since. **I do not believe that I would be where I am today had I not had the opportunity to participate in the internship program.**

By investing in the AMCTO internship program, the Ministry of Municipal Affairs and Housing demonstrates its continuing commitment to supporting and building the capacity of the municipal sector. The internship also represents the Ministry’s commitment to investing in partnerships with important sector organizations such as AMCTO. The internship is an exciting program that benefits the Ministry, AMCTO, municipalities and young municipal administrators alike, and is an investment that will continue to yield benefits in the years to come.”

Kate Graham, Manager, Corporate Initiatives at the City of London