



# INFORMATION REPORT

<b>TO:</b>	Chair & Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 5, 2018
<b>SUBJECT/REPORT NO:</b>	Hamilton Urban Fellowship Program (HUR18015) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jodi Koch (905) 546-2424 Ext. 3003 Director, Talent and Diversity
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<b>SIGNATURE:</b>	

## Council Direction:

On October 5, 2016, the General Issues Committee directed staff to report back on the creation of a Hamilton Urban Fellowship Program comparable, but not limited to, the City of Toronto's Urban Fellowship Program.

## Information:

The City of Toronto's Urban Fellows program overview and New York Urban Fellows program overview was reviewed to identify aspects that may be applicable to the City of Hamilton.

## Toronto Urban Fellows Program

The Toronto Urban Fellows (TUF) program recruits highly skilled and talented new professionals to the Toronto Public Service. It provides new professionals with an intensive introduction to the governance, operations and administration of Canada's largest city. This is accomplished through a combination of full-time work experience and a series of seminars, tours and workshops.

TUF applicants do not apply to a specific host division assignment but rather apply to gain entry to the TUF program. Among other eligibility criteria, applicants must have

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*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

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graduated from a Master's, LLB, JD or PhD program within the past three years of the year they apply to the TUF program.

The specific projects and responsibilities vary, the work performed by the Urban Fellows primarily involves:

- Research
- Policy development
- Stakeholder consultation and management
- Project management and coordination
- Program delivery and evaluation
- Business process review and re-engineering

Urban Fellows receive direct supervision and coaching from host division assignment project guides, support and mentoring from Toronto Urban Fellows program coordinators and earn a taxable salary of \$75,748.40 and are eligible for health care benefits after six months. The program runs from early September until the end of August of the following year.

### **New York Urban Fellows Program**

A comparable program was found to exist in New York City.

The program is a nine-month fellowship which combines work in Mayoral offices and City agencies with volunteer service opportunities and a seminar series that explores current urban issues impacting public policy.

New York Urban Fellows are placed at an array of agencies across the City where they learn about public policy through a hands-on approach. The Fellows' work experience is supplemented by the seminar series, a unique learning experience that exposes Fellows to public and private sector leaders. Guest speakers, including senior level City officials and alumni, share their leadership experiences and their work on City initiatives.

Eligibility is based on when applicants achieve their undergraduate (BA, BS) degree from a four-year college. For example, for the 2018-2019 program, applications were only accepted from candidates who received their Bachelor's degree between Spring 2016 and Spring 2018. An applicant must also agree to suspend any graduate study or outside work for the duration of the Fellowship and can commit to full-time to the nine-month fellowship.

The New York Urban Fellows program runs from September to May with Fellows receiving a stipend of \$30,000 (USD).

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## **Our People and Performance Plan**

The City of Hamilton's Our People and Performance Plan, Focus Area 1- Leadership, indicates the following: "the City is placing a high priority on attracting, developing and retaining the next generation of leaders, as retirement rates rise across the municipal sector accelerate the competition for leadership talent. There is a need to develop the next generation of leaders so that they are waiting in the wings, to use a theatrical term, ready to go on stage. But we will need our current leaders to help guide them. The People Plan will help with this challenge.

Senior leadership is undertaking a disciplined and tiered approach to succession planning whereby internal employees with high potential are identified and developed to fill future leadership roles. Using a transparent systematic system process, candidates are identified and assessed based on multiple inputs and are measured against competencies, character and commitments outlined in the Leadership Profile. When fully implemented, the succession management program will have identified talent for the critical roles at each level of leadership as well as other critical positions in the organizations."

## **Considerations**

The creation of a Hamilton Urban Fellows program comparable, but not limited to the examples above, would require consideration for the required skills and educational background based on the needs of the City of Hamilton's department or division participating in the program.