



# INFORMATION REPORT

<b>TO:</b>	Chair & Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 19, 2018
<b>SUBJECT/REPORT NO:</b>	Hamilton Urban Fellowship Program (HUR18015(a)) (City Wide) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SIGNATURE:</b>	

## Council Direction:

On September 5, 2018, the General Issues Committee directed staff to review Information Report Hamilton Urban Fellowship Program (HUR18015) with the Senior Leadership Team (SLT) and report back on the feasibility of implementing 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. Additional information relating to Urban Fellow programs in Memphis National Urban Fellows as well as other similar concept programs such as the Ontario Internship Program and private industry graduate programs were considered and shared.

## 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.

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*OUR Vision: To be the best place to raise a child and age successfully.*

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

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

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 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).

### **City of Memphis Urban Fellows Program**

The City of Memphis Urban Fellows Program is designed to provide recent graduates with challenging projects to complete in their area of interest. These are part time assignments ranging from twelve to twenty-eight hours per week for a four month term. Three internship sessions are held each year and participants earn \$12/hour for the work performed.

Program areas of focus include:

- Business Administration
- Criminal Justice
- Information Technology
- Accounting
- Communications and Marketing
- Human Resources

### **National Urban Fellows Program**

The National Urban Fellows Program is focussed primarily on creating leaders of change in the areas of public service and policy administration. This initiative has a strong committed to leadership diversity in the United States and is designed to create opportunities for professionals of all ethnic and racial backgrounds, particularly people of colour and women, to be change agents in leadership roles. The encourage participation from both public and non profit sectors. It is a fourteen month full-time graduate degree program comprising four semesters of academic course work and a nine-month Mentorship assignment. During their Mentorship, Fellows complete course work via distance learning. Participants graduate from a local college with a Masters in Public Administration. This is a partnership between local educational institutions and a variety of sponsor employers. Students receive a \$25,000 stipend, tuition, book allowance, and are expected to make a \$7500 contribution towards their Fellowship.

### **Ontario Internship Program**

The Ontario Internship Program invests in graduates looking to accelerate their careers by having a paid two year internship. The focus is typically on candidates with undergraduate degree, diplomas or post-graduate certificates with a specific mind to groom them for a range of identified roles within the organization. While the City of Toronto Urban Fellows has no commitment to employment beyond the 12 month period, the Ontario Internship Program often results in a permanent full time opportunity even

prior to the end of the program. Annual salary while in the program ranges from \$44,000 - \$64,000/year.

Focus areas of employment include:

- Business and Financial Planning
- Communications
- Human Resources
- Information and Information Technology
- Labour Relations
- Policy Development
- Program and Service Delivery

### **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**

In discussion with SLT, there was a strong interest in how to attract and retain talent for the City of Hamilton. There has been a long-standing commitment from the City to the various local educational institutions including McMaster University and Mohawk College in the form of Co-op and Intern opportunities for many years. In 2017 alone, it is estimated that approximately 155 students participated in such initiatives across all departments. One of the key considerations for a successful intern or graduate development program is the prospect of an eventual full time employment opportunity.

The thought of having a career at the City is what attracts so many interested students to our existing programs.

In reviewing the various programs and options, the general view of SLT was as follows:

- Current programs add value and are contributing to the development of future employees at the City of Hamilton as part of a recruitment program targeting specific roles in the organization.
- Discussion on the creation a program similar to Urban Fellows should be held with the Hamilton Young Professionals group for input.
- CityLab is another initiative that is providing exciting development opportunities on a wide variety of projects and there may be a business case for future expansion of such programs.
- The resources required for the development and implementation of a program similar to the Urban Fellows program outlined above would be significant both from a financial perspective and staffing commitment. The creation of additional graduate development programs should be referred for consideration during the 2019 Multi-Year Business Plan and 2019 Budget discussions.