

July 4, 2011

Dear CAO:

The Municipal Internship Program is being offered for an eleventh year, starting in May 2012. To date, more than 155 interns have participated in or are currently part of this program that brings highly educated, enthusiastic individuals interested in pursuing a career in municipal government into the field and provides these recent graduates first-hand experience and knowledge. For municipalities and planning service agencies, this is a unique opportunity to help develop the future leaders of Alberta's municipal sector.

You are invited to be a part of the program by applying to be one of the 20 hosts who will be selected for the May 2012 program. Host organizations receive a grant to assist with costs and are supported in their efforts to train and mentor their interns by a team of ministry staff.

The objective of the Municipal Internship Program is to work with Alberta municipalities and planning service agencies to help address succession issues. To respond to these issues, the program offers two streams:

Municipal Internship Program for Administrators

- o Twelve municipalities or municipal partnerships will be selected to host an intern for a 12-month period.
- o **Municipalities must have a population between 700 and 100,000.**
- o Municipalities may collaborate to host an intern; at least one of the partners must meet the population requirement.
- o The CAO/senior manager must agree to serve as the intern supervisor for the duration of the program.
- o Hosts will provide experience in all major functional areas of the municipality.
- o This program helps interns prepare for senior administrative positions in Alberta's municipal governments.
- o Hosts receive a grant of \$43,000 to help cover the costs of hosting an intern.

Municipal Internship Program for Land Use Planners

- o Eight municipalities, municipal partnerships or intermunicipal planning service agencies will be selected to host an intern for a 24-month period.
- o **Municipalities must have a planning department that undertakes in-house the full range of planning services and must serve a population between 5,000 and 100,000.**
- o Municipalities may collaborate to host an intern; at least one of the partners must meet the population requirement and collectively the partners must provide the full range of planning services.
- o The senior planner must agree to serve as the intern supervisor for the duration of the program and support the intern in pursuing his/her Registered Professional Planning accreditation through completion and signoff of responsible, professional planning experience.
- o This program helps interns to be better prepared to enter the municipal planning field in Alberta's municipalities.
- o Hosts receive a grant of \$62,000 over two years to help cover the costs of hosting an intern (\$43,000 in the first year, \$19,000 in the second year).

Municipal Partnerships

If your municipality feels that it may not have the capacity to host an intern on its own, we encourage you to consider partnering with another municipality or planning service agency. Municipal partnerships enable interns to gain a broader understanding of municipal administration and/or planning, and help develop a wider variety of skills.

For the Administrator Program, partnerships are particularly important if your municipality does not have a specific department or function, such as planning or human resources. In this case, your intern could spend time in another municipality that has these departments. For the Land Use Planner Program, partnerships may allow municipalities that receive their planning services from an intermunicipal planning service agency, the opportunity to partner with that agency to provide an intern with direct municipal planning experiences.

You may formally or informally partner to host an intern as long as one of the organizations meets the eligibility requirements and is designated as the managing partner for the initiative. The managing partner is required to submit the municipal grant application on behalf of the partnering organizations. The application should clearly outline what role each of the municipalities or planning service agency would play in hosting an intern. For more information on municipal partnerships and eligibility requirements, refer to the program website or contact ministry staff.

To Apply

The Municipal Internship Program is part of the Regional Collaboration Program; a program recently created through the Grants Reengineering process to streamline applying for provincial grant funding. The Municipal Internship Program itself has not changed and funding levels have been maintained. Details about the Municipal Internship Program, the eligibility requirements and the application information can be obtained through the Municipal Grants Web Portal later in July. Check the Internship Program website www.municipalaffairs.alberta.ca/ms/internship for the specific date. Once the Web Portal is updated with the Program Guidelines and Application Form for 2012, the instructions to apply for the 2012/13 Administrator program and 2012-14 Land Use Planner program are:

1. Go to the Municipal Grants Web Portal
www.municipalaffairs.alberta.ca/municipalgrants.cfm.
2. On the left side of the page, select "Programs Supporting the Viability and Long-Term Sustainability of Municipalities."
3. Scroll down the page and select #5 – Regional Collaboration Program.
4. Find Documents on the right hand side and refer to the ***Application Guidelines*** and ***Application Form 1***.
5. You can link to the Municipal Internship Program website by selecting "Visit Program Website" and then choosing the Municipal Internship Program or you can go to the website directly at www.municipalaffairs.alberta.ca/ms/internship.

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To ensure your application is considered, please have your completed documentation returned to the ministry no later than **September 9, 2011**. The Minister will select the hosts for the 2012/13 Administrator Program and 2012-14 Land Use Planner Program in November 2011. Applications can be submitted via email, regular mail or by fax. Mail and fax information is provided on the application form.

If you have any questions about the Municipal Internship Program, please refer to the website at www.municipalaffairs.alberta.ca/ms/internship or contact ministry staff toll-free by dialing 310-0000, then 780-427-2225 and ask for:

- Ms. Valerie Hope
 - Municipal Internship Program for Administrators
- Ms. Melanie Wood
 - Municipal Internship Program for Land Use Planners

Thank you for your interest in helping build strong local governments.

Yours truly,

Gary Sandberg
Executive Director
Municipal Services Branch

About the Program

Capable municipal administrators are fundamental to achieving and maintaining effectiveness in local governance. Alberta municipalities have historically been fortunate in being able to recruit and retain capable administrators. However, the 2010 CAO Survey commissioned by the ministry and conducted by Nichols Applied Management demonstrated a disturbing trend. Of the approximately 262 respondents, 55 percent indicated that they would most likely leave the municipal administration field within six years. Clearly, there is a need for municipalities to recruit and train additional capable administrators in order to meet the present and future demand.

Some of Alberta's municipalities lack the internal resources needed to develop administrators. In 2002, in an effort to meet the needs of Alberta's municipalities, the ministry introduced the Municipal Internship Program as a pilot program. This pilot program provided five municipalities with the opportunity to recruit interns. The program has continued to grow. There will be 12 internship positions available in 2012/13.

PROGRAM OBJECTIVES

The objectives of the Municipal Internship Program for Administrators are:

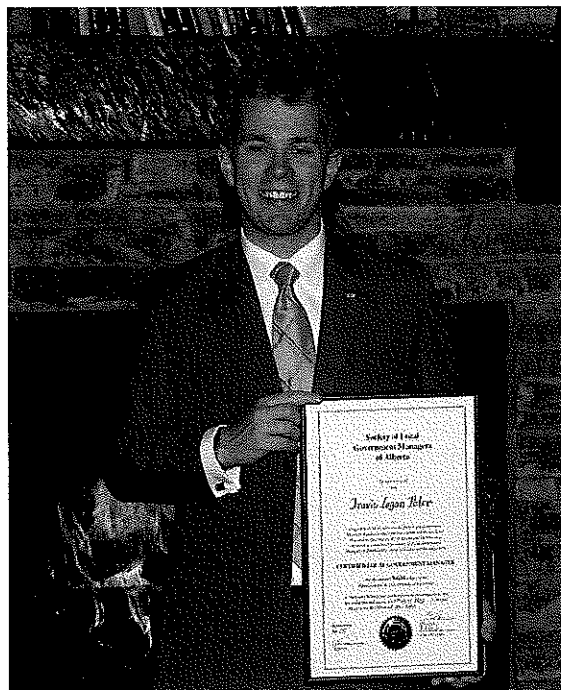
- to assist Alberta municipalities in their succession planning efforts to recruit, train and retain competent municipal employees who can progress into leadership positions;
- to encourage more individuals to enter the local government field and offer recent graduates who are interested in a career in municipal administration the opportunity to have first hand, real life, practical experience and training in the Alberta municipal environment; and
- to assist Alberta Municipal Affairs in meeting its goal of fostering a responsive, collaborative and well managed local government sector which is sustainable by building municipal capacity.

PROGRAM TIMELINE

The program is designed to provide 12 months of training for each intern. The program starts in May 2012 and ends in April 2013. May is the opportune time to begin the program as, by and large, the spring graduation class from post-secondary institutions is the largest of the year. This provides a wider field of potential applicants than other possible start dates.

Please Note: Alberta Municipal Affairs may change any or all of the dates listed below should it become necessary to do so.

July 2011	Letters sent to municipalities inviting them to apply to be hosts for 2012/13.
September 9, 2011	Deadline for interested municipalities to submit their <u>municipal grant application</u> .
December 2011	Host municipalities will have been selected and notified in writing.
January 27, 2012	Interested internship candidates must have submitted their intern application package.
February 2012	Municipal Affairs will have reviewed applications and created a shortlist of candidates. Candidate application packages



are provided to host municipalities.

February - Municipalities will conduct interviews, negotiate with
March, 2012 candidates, and select interns.

March 30, Municipalities must have their intern selected.
2012

PROGRAM RECRUITING

Recruiting Host Municipalities

The intent of this program is to help train interns so that they may pursue a future career in senior municipal administration. Having the opportunity to work closely with staff and council in a municipality is a valuable experience. It is important to ensure that interns gain the greatest benefit possible from their internship. Municipalities are expected to meet the following criteria:

- The municipality has a population between 700 and 100,000;
- A strong council-administration relationship exists and there is strong commitment from both groups 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; and
- There is an ability to provide training in a wide range of municipal functions and interest in sharing knowledge and experiences with the intern and working with the intern to complete the Workplan.

Municipalities will be invited to host an intern. Those municipalities interested in hosting an intern in 2012/13 will be required to submit a municipal grant application.

Recruiting Interns

The ministry will be responsible for the promotion and marketing of the Internship Program. Information will be provided to career centres in post-secondary institutions. Interested candidates will be asked to submit an intern application package to the ministry by January 29, 2012.

The ministry will review all the submissions and provide a short-list of suitable candidates to the 12 selected host municipalities. Although flexibility in selection is desired, the establishment of some basic criteria for interns will ensure candidate suitability. Such criteria include:

- A recently completed post-secondary degree or diploma;
- A desire to experience and learn the functions of 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
- Work, character, educational or volunteer-related references.

INTERN SELECTION

The final matching of an intern to a host municipality will be through an interview. Municipalities will review the applications from the short-listed candidates and select those they wish to interview. Municipalities will be responsible for arranging interviews with the eligible candidates. The ministry will not conduct any interviews with interested candidates.

Beyond the initial short-list provided by the ministry, host municipalities will be responsible for all aspects of intern selection. Municipalities will compete to offer the best possible remuneration package to interns. Various determinants may impact an intern's decision to select a particular offer, with salary only being one factor. Other issues to consider may include:

- location and cost of living of the municipality;
- size of the municipality;
- services available within the municipality;
- quality of the municipality's Workplan;
- calibre of proposed supervisor; and
- non-monetary compensation.

Municipalities that have been selected to host interns must have their final intern selection complete by March 30, 2012.

INTERN FUNDING AND SUPPORT

Funding Arrangements

The ministry will be providing grants of \$43,000 to 12 municipalities for the purposes of hosting an intern. Of that, \$30,000 will be designated as part of the intern's wages, \$2,000 toward benefits, \$10,000 will be allotted for expenses incurred by the intern for things such as courses and travel to Municipal Affairs' sponsored training and \$1,000 for supervisor's travel expenses.

Host municipalities are expected to supplement the intern's wage above the \$30,000 provided by the ministry. The final wage offer should reflect the cost of living in the municipality as well as the relevant staff pay scales. In 2011/12, the average salary ranged between \$37,000 and \$55,000.

Internship Workplan and Workbook

The ministry has developed a Workplan for interns to follow during their internship. This Workplan provides a solid starting point while affording a great deal of flexibility. It provides each host municipality with a structure to guide the training and learning of the intern and helps ensure that interns are exposed to the key aspects of municipal administration to gain an understanding of municipal structure, management, and operations. It also sets standards in terms of the requirements to complete the internship program and helps the intern develop competencies essential to municipal administration.

Interns are also provided with a Guidebook based on the Workplan. The Guidebook contains modules on the ten core functional areas in a municipality and is structured to address these core areas during the internship year. Each module contains information and exercises and activities to undertake to gain first-hand experience in the functional area. Additional activities are included as suggested projects and activities should the intern wish to spend more time in that particular area during their internship.

Orientation Session and Workshops

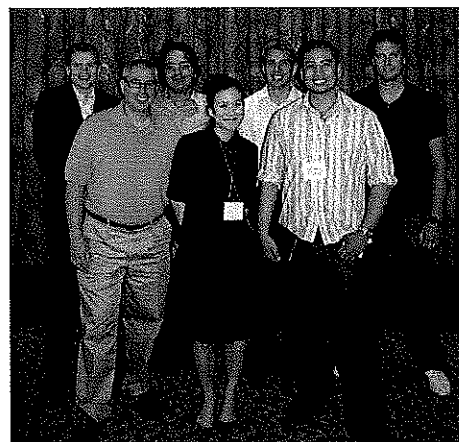
As part of the internship program, Alberta Municipal Affairs provides a three-part series of training workshops. Orientations are held for both supervisors and interns at the beginning of the internship. An Executive Week for the interns is held approximately half-way through the year. Interns are introduced to numerous department staff who present short information sessions on their area of expertise. This is an opportunity for the interns to become more familiar with Municipal Affairs and other provincial departments and allows them to make contact with key resources they may need to draw on as part of their work. A Wrap-Up session is held in spring to discuss what the interns have learned during the year, their future plans, and their recommendations for changes to the program based on their experiences.



About the Program

The Municipal Internship Program for Land Use Planners is sponsored by Municipal Affairs in partnership with Alberta's municipalities and planning service agencies. It is designed to attract recent post-secondary graduates to the field of municipal planning. Its objective is to assist in the training and development of competent, well-rounded municipal planners. It is expected that upon successful completion of the program, interns will be better prepared to enter the municipal planning field in Alberta's municipalities.

The program provides funding to municipalities and planning services agencies in Alberta so that they can hire and train an intern for a two-year period. During the first year of the program, the intern will be exposed to many different aspects of municipal planning and administration. They will be mentored and coached by a senior planner in their host organization. Program scope is broad so interns have the opportunity to explore many of the key functions of municipal governments and to understand them from a planning perspective. In the second year, interns will have the opportunity to take on more responsibility and gain further experience through involvement in planning projects and issues in their host organization.



PROGRAM OBJECTIVES

The objectives of the Municipal Internship Program for Land Use Planners are:

- to assist Alberta municipalities and planning service agencies in their succession planning efforts to recruit, train, and retain competent municipal employees who can progress into leadership positions;
- to encourage more individuals to enter the local government field and offer recent graduates who are interested in a career in municipal planning the opportunity to have first hand, real life, practical experience and training in the Alberta municipal environment; and
- to assist Alberta Municipal Affairs in meeting its goal of fostering a responsive, cooperative, accountable and well managed local government sector which is sustainable by encouraging and providing Alberta municipalities with the tools and programs to improve self-sufficiency.

PROGRAM TIMELINE

The program is designed to provide 24 months of training for each intern. The program starts in May 2012 and ends in April 2014. The month of May is the opportune time to begin the program as, by and large, the spring graduation class from post-secondary institutions is the largest of the year. This provides a wider field of potential applicants than other possible start dates.

Please Note: Alberta Municipal Affairs may change any or all of the dates listed below should it become necessary to do so.

June 2011	Letters sent to municipalities and planning service agencies inviting them to apply to be hosts for 2012-14.
September 9, 2011	Deadline for interested municipalities and planning service agencies to submit their <u>Program Grant Application</u> .
December 2011	Eight host organizations will have been selected and notified in writing.
January 27, 2012	Interested internship candidates must have submitted their intern application package.

February 2012 Municipal Affairs will review applications and create a shortlist of candidates. Candidate application packages are provided to host organizations.

February - March, 2012 Hosts will conduct interviews, negotiate with candidates, and select interns.

March 30, 2012 Hosts must have their intern selected.

PROGRAM RECRUITING

Recruiting Host Organizations

The intent of this program is to help train interns so that they may pursue a career in municipal planning. Having the opportunity to work closely with staff and council in a municipality or service agency is a valuable experience. It is important to ensure that interns gain the greatest benefit possible from their internship. Hosts are expected to meet the following criteria:

- The municipality has a population between 5,000 and 100,000;
- The planning service agency (which must be municipally-owned) works with between one and three of its member municipalities to provide first-hand planning experience;
- The organization must have a planning department that undertakes in-house the full range of planning services outlined in the Workplan or partner with a neighbouring municipality to be able to do so;
- A strong relationship exists between the administration and planning department and there is strong commitment from CAO/Director, council, board, and management team to have an intern;
- There is an organizational commitment to the Internship Program for Land Use Planners' vision and goals;
- The senior planner must agree to serve as the intern supervisor for the duration of the program and support the intern in pursuing his/her Registered Professional Planning accreditation through completion and signoff of responsible, professional ; and
- There is an interest in sharing knowledge and experiences with the intern and working with the intern to complete the Workplan.

Recruiting Interns

The ministry will be responsible for the promotion and marketing of the Internship Program for Land Use Planners. Information will be provided to career centres in post-secondary institutions. Interested candidates will be asked to submit an [intern application package](#) to the ministry by January 27, 2012.

The ministry will review all the submissions and provide a short-list of suitable candidates to the eight selected host organizations. Although flexibility in selection is desired, the establishment of some basic criteria for interns will ensure candidate suitability. Such criteria include:

- A recently completed (within the last two years) planning degree or a related degree with a minimum of two senior-level planning classes. Individuals graduating in May 2012 are eligible;
- A desire to experience and learn about municipal planning;
- Work or volunteer experience that is related to the skills needed in municipal planning and administration;
- Willingness to relocate to host municipality, if necessary; and
- Work, educational, or volunteer-related references.

INTERN SELECTION

The final matching of an intern to a host organization will be through an interview. Hosts will review the

applications from the short-listed candidates and select those they wish to interview. Hosts will be responsible for arranging interviews with the eligible candidates. The ministry will not conduct any interviews with interested candidates.

Beyond the initial short-list provided by the ministry, host organizations will be responsible for all aspects of intern selection. Hosts will compete to offer the best possible remuneration package to interns. Various determinants may impact an intern's decision to select a particular offer, with salary only being one factor. Other issues to consider may include:

- location and cost of living in the municipality or community in which the service agency is located;
- size of the municipality or community;
- services available within the municipality or community;
- quality of the host's Workplan;
- calibre of proposed supervisor; and
- non-monetary compensation.

Organizations that have been selected to host interns must have their final intern selection complete by March 30, 2012.

INTERN FUNDING AND SUPPORT

Funding Arrangements

The ministry will be providing grants of \$43,000 to ten municipal organizations for the purposes of hosting an intern in the first year. Of that, \$30,000 will be designated as part of the intern's wages, \$2,000 toward benefits and \$10,000 will be allotted for expenses incurred by the intern for things such as courses and travel to Municipal Affairs' sponsored training. An additional \$1000 is available to cover expenses incurred by supervisors to attend program workshops. For the second year, \$19,000 is provided to help cover salary (\$15,000), benefits (\$2,000) and expenses (\$2,000).

Hosts may supplement the intern's wage above the base amount provided by the ministry. The final wage offer should reflect the cost of living in the municipality as well as the relevant staff pay scales. In 2008-10, the average salary ranged from \$43,000 to \$55,000.

Internship Workplan and Workbook

The Workplan provides a solid starting point while affording a great deal of flexibility. It provides each host with a structure to guide the training and learning of the intern and helps ensure that interns are exposed to the key aspects of municipal administration, specifically planning, and to gain an understanding of municipal structure, management, and operations. It also sets standards in terms of the requirements to complete the Internship Program and helps the intern develop competencies essential to municipal planning.

Interns are also provided with a Guidebook based on the Workplan. The Guidebook contains modules covering various topics related to municipal planning. Each module contains information, exercises, and activities to undertake to gain first-hand experience in the core areas of planning.

Orientation Session and Workshops

As part of the internship program, Alberta Municipal Affairs provides a four-part series of training workshops. Orientations are held for both supervisors and interns at the beginning of the internship. An Executive Week for the interns is held approximately half-way through the year. Interns are introduced to numerous ministry staff who present short information sessions on their area of expertise. This is an opportunity for the interns to become more familiar with Municipal Affairs and other provincial ministries



and allows them to make contact with key resources they may need to draw on as part of their work. At the end of the first year there will be a Transition session. This session will covers topics that will be relevant as the intern transitions from their first year and into their second year. A Wrap-Up session is held toward the end of the second year to discuss what the interns have learned during the internship, their future plans, and their recommendations for changes to the program based on their experiences.