

Ontario's 444 municipalities rely on over 235,000 employees to deliver services that help communities thrive and prosper. As almost 4% of Ontario's paid workforce – municipal employees contribute to the economic and social fabric in every region of the province.

We know that municipalities offer good jobs – jobs with competitive compensation and benefits, job security, and the opportunity to make a meaningful difference to communities. Yet municipalities, like many sectors, are struggling to attract and retain the workforce they need.

In response to these challenges, many municipalities are implementing initiatives to support employee recruitment and retention. But there is also important work to be done at the sector-wide level. AMO is taking a leadership role because municipal governments care deeply about their communities and know they need the human resources to deliver critical services and infrastructure.

AMO established its Workforce Development Project to identify priorities and take action alongside its partners in and outside the sector. This Roadmap is the result of the first phase of work, setting out priority areas for the sector and actions for AMO and its partners to support Ontario's 444 municipalities in meeting their workforce needs.

Increase awareness of what local government does and municipal career opportunities.

- 01** Create a marketing and communications strategy to improve public awareness of local government and municipal careers.
- 02** Strengthen connections and build new partnerships with education sectors to integrate municipal issues and career options at all levels.
- 03** Partner with professional associations to build awareness and engage in joint advocacy.
- 04** Lend support to OMERS to communicate the value of the defined benefit pension plan to prospective and current employees.

Remove barriers and create opportunities for the next generation of municipal employees.

- 05** Develop tools and resources for municipalities to reduce barriers to employment for young people, newcomers, Indigenous peoples, and people who belong to equity-deserving groups.
- 06** Partner with and support newcomer service organizations to address employment barriers faced by newcomers.
- 07** Support municipalities with creating more experiential learning and entry-level opportunities in local government.

Support the development, career growth, and well-being of current municipal employees.

- 08** Educate Council members and the public about the importance of skilled and engaged employees to deliver local services.
- 09** Promote opportunities for skill-building and professional development through secondments, job exchanges, and mentorships.

Promote positive interactions between Council members, employees, and members of the public.

- 10** Advocate for good governance practices and stronger accountability measures for Councils.
- 11** Protect municipal employees from abuse and harassment and promote respectful civic engagement.

Promote best practices and scale initiatives up and across the sector.

- 12** Create and promote a digital hub of municipal best practice resources.
- 13** Offer programs and services for municipalities that benefit and add value for employees.