

## Municipal Workforce Development Project Charter

### **Project Description**

AMO's Municipal Workforce Development Project will help AMO and Ontario's municipalities to better understand the municipal sector's workforce needs (i.e. human resources) and will engage municipal employers, municipal staff associations, and post-secondary partners to retain and develop our current workforce and prepare the next generation of community builders for careers in the municipal sector.

#### **Objectives**

The objectives of the project are to:

- Convene municipal sector leadership and experts from other sectors to guide the project and develop solutions to Ontario's municipal workforce challenges.
- Gather data, seek new information, and conduct analysis to fully understand the current and future municipal workforce gaps.
- Develop resources for municipal employers to implement recruitment and retention initiatives to meet their workforce needs.
- Collaborate with post-secondary sector partners and municipal professional staff associations to develop responsive training and accreditation programs for current and future municipal employees.

### **Guiding Principles**

**Sector-wide**: The project must consider the whole sector, rather than individual employers, demonstrating Ontario's municipal sector as a good place to work, build a career, and contribute to Ontario's communities.

**Strategic and forward-looking**: The project should consider the fiscal realities of municipal governments, recognize the evolving trends of employment, and enable Ontario's municipalities to be prepared for future realities such as digital service delivery and more diverse demographics.

**Data-driven**: The project must be based in reliable data and information rather than anecdotal information and perceptions.

**Multi-sector collaboration**: The project should build on and complement, not duplicate or displace, the work of AMO's professional staff associations and post-secondary partners.

**Flexible:** The project must acknowledge the diversity of Ontario's municipalities (single, upper, and lower tier municipalities) and areas of the province (north-south, east-west, and rural urban).

**Attentive and balanced:** The project must consider and balance both the needs and constraints of municipal employers and the aspirations of current and future municipal employees.



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### **Project Advisory Group Mandate**

The Advisory Group will advise AMO staff, the AMO Board, and member municipalities.

The Advisory Group's insight and advice will inform all aspects of the project, including the development of advanced project goals, strategies, actions, deliverables, and outcome measures.

The Advisory Group will be asked to provide insight and experience to help AMO staff and consultants gather and interpret data and information on Ontario's municipal sector workforce needs.

The Advisory Group will be asked to advise AMO staff and consultants with creating employer-level and sector-wide tools and resources to recruit and retain employees to municipal career opportunities.

The Advisory Group will be asked to advise AMO staff and project partners to enhance existing education and training opportunities and develop new educational opportunities for current and future employees.

The Advisory Group will have an active and ongoing advisory role in the development of member and public communications and resources relating to the project.

#### **Membership**

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<b>Fareed Amin</b> Advisory Group Chair Senior Consultant, Phelps Group	<b>David Arbuckle</b> Executive Director, AMCTO
<b>Kyle Attanasio</b> Chief Administrative Officer, City of Kenora	<b>Doug Ball</b> Executive Director, OMSSA
Elaine Baxter-Trahair Chief Administrative Officer, Region of Durham	Lori Bolton President, OMHRA/Director of Human Resources, City of Orillia
Celine Chiovitti Executive VP & Head of Pensions, OMERS	Marnie Cluckie Chief Administrative Officer, Town of Niagara-on-the-Lake
Michael Duben Chief Administrative Officer, Municipality of Chatham-Kent	Adam Garcia Manager, Executive Office, AMO
<b>Fred Hahn</b> President, CUPE Ontario	Janet Hope Vice President, Policy & Innovation, Colleges Ontario
Lanie Hurdle Chief Administrative Officer, City of Kingston	<b>Lindsay Jones</b> Director of Policy, AMO



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<b>Marsha Josephs</b> Executive Director, Indigenous Institutes Consortium	<b>Don MacLeod</b> Chief Administrative Officer, Township of Zorra
Mary Madigan-Lee	Peter Neufeld
Chief People Officer, City of Toronto	Chief Administrative Office, Municipality of Leamington/President, OMAA
Krista Orendorff	Brian Rosborough
Vice-President, Public Affairs, Council of Ontario Universities	Executive Director, AMO
Amy Vickery City Manager, City of Temiskaming Shores	