



FEDERATION
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CANADIENNE DES
MUNICIPALITÉS

THE MUNICIPAL YOUTH ENGAGEMENT **HANDBOOK**





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INTRODUCTION

The *Municipal Youth Engagement Handbook* is designed to highlight the resources, strategies, and tools that elected municipal officials and public administrators alike can employ to address the challenges of engaging and recruiting young Canadians as future municipal leaders and workers.



Targeting youth aged 14 to 25, the Municipal Youth Engagement Handbook is organized into three different aspects of youth engagement that can be tailored to your local situation, available resources, and objectives. The handbook offers municipal elected officials and administrators a range of approaches from which to choose, depending on resources, staff commitment, and desired outcomes.

The need for municipalities to encourage active citizenship among young residents is clear from the evolving state of the Canadian workforce. According to a 2011 report by the Federation of Canadian Municipalities (FCM) titled [Canada's Aging Population: The Municipal Role in Canada's Demographic Shift](http://www.fcm.ca/Documents/reports/FCM/canadas_aging_population_the_municipal_role_in_Canadas_demographic_shift_en.pdf), Canada reached a significant demographic milestone when the first of its 'Baby Boomer' generation turned 65 years of age. According to Statistics Canada estimates, in 2011, one in seven Canadians was 65 or older, and this ratio is expected to grow to one in four by 2036.¹

While more and more Canadians are approaching retirement age, the number of young Canadians entering the workforce is not keeping pace. For the municipal sector, this ongoing demographic shift represents a significant threat to its ability to provide essential services to citizens. In fact, according to the Canadian Association of Municipal Administrators: "Attracting and retaining qualified employees ranks 2nd only to the economy as the most significant threat" to municipal organizations today. Some municipalities expect 30-50% of their municipal employees to retire within the next five to ten years, the bulk of which are anticipated to be senior experts.²

Because so many municipal employees are expected to retire within the next decade, it is critical for municipal leaders to make recruitment and retention of new municipal staff a priority now. Elected municipal leaders and administrators must engage with their young residents to demonstrate, to both those completing a post-secondary education, and also equally importantly, those entering high school, that careers in the municipal sector can be very rewarding. This will be critical to ensure that services Canadians rely on continue to operate smoothly and sustainably.

Municipal leaders need to engage their youth constituency through more outlets and in ways that are more accessible and interactive than ever before. Currently, young Canadians do not perceive their interests to be represented by the democratic institutions they have at their disposal. This is clear from the declining youth voter turnout that communities across Canada have experienced at all levels of government. Many young Canadians simply do not envision themselves working for institutions in which they perceive do not represent their interests. Municipal leaders have the tools, resources, and the responsibility to challenge this perception.

The Municipal Youth Engagement Handbook offers a variety of initiatives designed to encourage young people in your community to become active and engaged citizens. The handbook also demonstrates that a career in municipal government is not only one with plenty of opportunities but is personally rewarding as well.



¹ http://www.fcm.ca/Documents/reports/FCM/canadas_aging_population_the_municipal_role_in_Canadas_demographic_shift_en.pdf

² <http://www.camacam.ca/en/conference/resources/2011-presentation-Karen-Hall-Robert-Carlyle.pdf>





SECTION 1

Educate and Inform

Lack of basic knowledge about municipal institutions and an incomplete understanding of how to begin taking part in political life are key barriers to youth participation in government.³

Educating and informing youth about municipal government and inviting young people into the corridors of City Hall is a crucial first step to breaking down these barriers. An informed youth population will be more empowered and likely to vote, volunteer, work, and take a leadership role in their communities.

Educational campaigns aim to increase knowledge and change attitudes of a particular group in the community. These can feel like intangible goals, making the prospect of educating and informing youth seem infinite. However, designing a targeted campaign or educational initiative for a specific audience can ensure that you maximize municipal resources and achieve your resources.

With the advent of social media and online tools, increasing awareness and sharing information with youth does not have to be costly. In this section, you will find key principles for initiating an educational or awareness campaign that engages youth, suggested activities and tools, youth organizations to consider reaching out to, and best practices from municipalities who have experience in youth engagement.

Key Principles

Reaching out to young citizens and providing information about the work of municipalities can take a variety of forms: a contest or event, a presentation in a school, an awareness campaign, or utilizing online platforms like social media and websites. This section outlines four key ideas to think about in planning a successful activity and then provides concrete examples.

1. AUDIENCE: What audience are you targeting? Is it made up of elementary students, high school students or young professionals? Do they have specific areas of interest (e.g. sports and recreation, environment, or business)?

2. VISIBILITY AND TIMING: What is the best timing for your event or campaign? Will you be competing with other initiatives or can your efforts be maximized by coordinating with other municipalities or local events? Are you focusing on a specific day, week, or month?

3. PARTNERSHIP: Are there schools or other community stakeholders that can help you initiate the activity and reach your audience effectively?

4. RELEVANCE: Does your campaign, or event, focus on issues that are important to your audience? Are you using language and examples that link the issues to the immediate lives of those in your audience?

Examples of Activities

Local Government Week or Day

Organizing a Local Government Week (LGW) or Local Government Day (LGD) can be an effective way to raise awareness among youth about the important role that municipalities play in our communities. A LGW or LGD should target a specific audience, focus resources within a specific timeframe, reach out to schools or other partners, and focus on themes that are important to your target audience. In addition to an official proclamation by the municipality, a LGW or LGD might feature interactive activities that encourage participants to begin to make connections between their lives and municipal government. Examples of initiatives that could be included in a LGW are:

Simulation/Role Playing

- Hosting a mock council meeting in which students are the elected officials
- Partnering with schools to organize mock municipal elections or referenda
- Inviting students to debate school board trustees on an educational issue



³ Political Engagement: Building on Momentum to Increase Youth Participation
<http://www.arabellaadvisors.com/research/political-engagement-building-on-momentum-to-increase-youth-participation/#ixzz3Alj78vxH>

Municipal Politics in Action

- Inviting schools for a Town Hall tour
- Inviting students to observe council in session
- Organizing school visits by municipal staff and elected officials

Student Contest

- Organizing a “Mayor for a Day” student essay contest
- Organizing a photography or art contest inviting students to capture favourite places in their neighbourhood, challenges facing their community, portraits of community leaders, or other themes

READY-TO-GO RESOURCES AND TEMPLATES

- The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) has made available a [suite of resources](#) for municipalities organizing a Local Government Week. These include a municipal jeopardy trivia game, municipal careers trading cards, samples of initiatives organized by municipalities in the past and a local government resources guide.
- The Government of British Columbia also organized a [Local Government Awareness Week](#) and offers [online resources, information, and curriculum support materials](#) for British Columbia municipalities and [general activity ideas](#) for others interested in organizing a Local Government Week.

Online Tools

To reach a youth audience, municipalities need to be open to online tools and consider adopting new methods to communicate with constituents.

In 2011, 86% of Canadians aged 18 to 34 were likely to have a social media profile and that number is rapidly increasing.⁴ Social media platforms such as LinkedIn, Facebook, Twitter, and Instagram serve as a basis for networking and also sharing pictures, conversations, and user-generated ideas. By utilizing the most popular youth-accessed social media platforms or by implementing innovative applications, municipalities can send a direct message to the next generation that they are willing to share, listen, and discuss local governance with them.

Facebook

Facebook is a flexible platform that allows users to create events, invite other users, and post status updates and pictures. Through Facebook pages targeting young Canadians specifically, a sense of community can be fostered. Facebook pages are good alternatives to youth-specific websites as Facebook is free, easy to set up, and widely used by young people.

Twitter

Twitter is a social media site that is used by more than 145 million users worldwide.⁵ The concept of the site is to have people share posts limited to 140 characters, also known as “tweets,” to provide quick, concise information. Mayors can use Twitter as a tool to showcase their work, as well as to respond to and engage youth. Some municipalities may want to create an organizational Twitter account and invite different elected officials and municipal staff to “tweet for a day.” This dynamic, interactive platform can provide an accessible way to share information about the daily work of municipalities.

Tweet-a-thon/Town Hall

Municipalities can create a townhall/tweet-a-thon/twitter chat to involve youth in the city or town. Preceding words with a hashtag (#) on Twitter will make these words (like #auroratweetchat) a searchable link. This enables connectivity with youth through an interactive discussion.

Some questions that can be raised in a tweet chat are:

- What are the major city/town-wide issues that affect youth?
- If you were mayor, what is the first change you would make?
- What could help increase civic pride in your town/city?
- How can we help the next generation increase their interest in politics?
- Tough decisions in our community: what should we do about “X” issue?
- How would you solve “X” problem?

EXAMPLES

- Local Government Association’s annual [#OurDay Tweetathon](#) – UK
- [FCM Chat on Youth Engagement](#)

Create a Webpage/Website

Another option is to construct a page for youth on the municipal website or a separate online portal focused on youth. These sites can include contact information and updates from city hall and/or the youth council, municipal job postings and volunteer opportunities, election information, municipal surveys, and reports and toolkits.

EXAMPLES

- [City of Vancouver website for youth](#) encourages interaction with city hall as well as highlights youth events, resources, and more.
- [City of Guelph Website for Youth](#) provides resources, employment opportunities, youth council meeting minutes and other content to keep you updated.
- [B.C. Youth Website](#) focuses on methods of active citizenship.
- [Getting to Know the City of Langley](#) booklet is distributed to all grade 5 students so they can learn more about their city.



⁵ <http://busandadmin.uwinnipeg.ca/silvestrepdfs/PDF06.pdf>

Innovative Applications

Municipalities can connect with youth and keep them actively engaged through interactive games or applications that keep them up-to-date on municipal issues, announcements, and events.

EXAMPLES

- City of Waterloo interactive municipal application called [Ping Street](#) provides on-the-go municipal information ranging from elections to road closures.
- Alberta Municipal Affairs created a fun, interactive flash game, [Building Communities through Local Government](#), to teach youth the role of local government in their community.



Youth Engagement Organizations

There are dozens of organizations in Canada dedicated to promoting youth political engagement. For instance, [Apathy is Boring](#), a national bilingual organization, uses art and technology to educate young people about democracy. Apathy is Boring offers free lesson plans for teaching young people about elections and political institutions. The organization also provides fact sheets and handouts on how youth can become more engaged in the democratic process

and institutional tips on how to make your organization friendlier to youth. All of its resources are available in both official languages.

Apathy is Boring also offers consultation, research, and youth event planning services (fees are charged for these services). For instance, this organization has partnered with municipalities to conduct audits that measure the “youth-friendliness” of municipal elections according to indicators developed in partnership with the Sheldon Chumir Foundation. The audit reports offer a community profile of the state of youth engagement in the municipality, as well as recommendations on strategies to encourage civic youth engagement, including voting in municipal elections. The organization is committed to working with partners in every region of the country and the cost of each project varies and is assessed on a case-by-case basis.

Similarly, [Student Vote](#), a parallel election for students under the voting age, is another potential ally in increasing awareness and participation of youth in local government. Once registered with Student Vote, schools are given resource materials and support in hosting a mock student vote on the day of the federal, provincial, or municipal election. There is no cost for schools to participate. Although the municipality may not play a direct role in a Student Vote day, local government can make an important contribution to youth engagement by sharing information about these kinds of opportunities and encouraging local schools to participate.

In addition, there are community organizations in every region of the country doing important youth work that would benefit from a partnership with municipal government. The best way to maximize municipal time and resources and create high-impact youth engagement work is to seek out strategic partnerships with youth-driven organizations and create opportunities for collaboration.

Burlington: Youth Engagement in Action

Burlington has been participating in Ontario's Local Government Week (LGW) since 2009. The municipality has excelled in motivating and engaging youth of all ages in numerous activities within the community. The initiative, over the years, has shown a positive impact on the public and has increased morale among municipal staff. Burlington highly encourages other municipalities to initiate a LGW. This section, based on an interview with municipal staff, provides an overview of the city's program and tips for success.

Description of Program

Burlington organized three main activities for its 2013 LGW. These included:

- **A POSTER CONTEST** for grade 5 students based on the question: "What does local government mean to you?" About 45 children participated and voting took place at City Hall and on Burlington's website.
- **SCHOOL VISITS** targeted to grade 10 students in civic classes. The mayor and city councillors visited a high school in each ward to give a presentation on local government.
- **MUNICIPAL STAFF POSTERS** that profiled people leading key projects in the city. The posters enabled Burlington to personalize municipal champions and provide youth with a greater sense of the real people and the career opportunities in local government. These posters were hung in public places like libraries, art centres, arenas, community centres, and City Hall.

Resources Needed

In 2013, the clerks' department led Burlington's LGW with a voluntary staff committee. The committee included members from the communications and web graphics team, a councillor's assistant, a representative from the mayor's office, and two committee clerks. They had five, one-hour meetings to delegate tasks. Staff noted in an interview that, each year, the project becomes easier and more manageable as they accumulate templates and gain experience.

Lessons Learned

This initiative helped build awareness and create opportunities for citizens to see how close local government is to them. It encouraged youth to pursue municipal careers because it demonstrated what types of jobs exist and highlighted local government's role within the community. The youth also thoroughly enjoyed the initiative. Offering a prize in the poster contest added excitement and motivation, and helped increase participation.

Words of Wisdom

Burlington provided a list of suggestions for other municipalities hoping to initiate a similar event:

- Use ready-made resources such as the Association of Municipal Managers, Clerks and Treasurers of Ontario's LGW [webpage](#) and personalize it to the needs and style of the municipality.
- Collaborate, connect, and share resources with other municipalities, especially if from smaller towns.
- Incorporate citizen committees or partnerships with local high schools or universities that may have local government courses.





SECTION 2

Engage and Participate



To attract the next generation of municipal leaders in your community, young residents have to be engaged in a way that makes them excited, interested, and invested in the plans and processes that will shape how the community looks in the future.

This section highlights youth councils, youth advisory councils, and specially-mandated youth positions on municipal council as effective mechanisms to engage young people.

Establishing a municipal youth council is an exciting way to engage young local citizens and encourage them to participate in local affairs. It also offers elected municipal officials and public administrators alike a formal means to include youth perspectives in the regular debates that shape local policy in municipalities across Canada.

Because young leaders that join youth councils have the ability to inform local policy debates in a meaningful way, they are motivated to encourage their peers to become more active in shaping the community and raising issues that matter to them. If young citizens in your community see their priorities reflected in municipal debates, they are likely to envision a future working for the local government whose goals and priorities build a healthy, prosperous, safe, and sustainable place for them to live.

Initiatives to Improve Youth Participation in Municipal Affairs

Youth Advisory Committees and Mayors' Youth Advisory Councils

Youth advisory committees are official committees that report to municipal council. They are expected to connect with, engage, and represent the youth who live in the municipality by setting goals and priorities, hosting public committee meetings, and referring youth issues back to municipal council. In many municipalities, the youth advisory committee may be established as the mayor's youth advisory committee/council. Instead of advising the whole of municipal council, the committee is responsible for directly advising the mayor on youth issues.

In establishing a new youth committee or advisory council, the most significant procedural change for municipal councils is scheduling regular and predictable sessions to meet with these new committees. With this in mind, municipalities should expect to incur some nominal costs to accommodate room or facility bookings, refreshments, and, potentially, transportation costs.

Youth Representatives on Municipal Councils

In April 2014, council of the Town of Essex voted to allow two youth representatives, selected from each of the town's two high schools, to sit as members of municipal council. The decision to create two youth council positions arose from the efforts of a working committee of elected councillors, the chief administrative officer, and local students who felt disconnected from their community. The students agreed that having youth representatives on council gives elected officials the benefit of hearing a youth perspective. It also encourages young people to participate in the decisions that affect them and their futures.

Establishing youth positions on council generally requires a by-law amendment to set out the rules of order and procedure for council and its committees. Because the youth representatives are unelected and, therefore, unaccountable to the public, the by-law amendment restricts them from having a formal vote, attending closed council sessions, or being involved in municipal meetings related to human resource or property negotiations. To learn more about the Town of Essex's Youth Representatives on Council initiative, please contact their Chief Administrative Officer.

Recruiting Youth to be Municipal Champions

The following are a few suggestions for strategies to recruit youth for advisory committees or councils, or how to include youth representatives on municipal council. Individual communities will have to evaluate whether they prefer candidates to be selected from the community at large or from within local high schools.

EXAMPLES

- Have students nominate candidates from their local high school by submitting maximum 250-word essays about why they think their nominees would be passionate and effective representatives. The essays could be submitted for judging to high school officials or to councillors elected in the candidates' wards.
- Request that a member, or members, of a high school's student council participate in the municipal council's chosen youth representation initiative.
- Invite local high schools to hold elections for their allotted number of representatives.

Youth Engagement in Action: Town of Pelham

With the establishment of its [Mayor's Youth Advisory Council](#) (MYAC), the Town of Pelham has seen firsthand the impact these initiatives can have in engaging youth in municipal issues.

Structure of the Council

The [MYAC](#) was implemented through a town by-law amendment and has a constitution that outlines its structure. The council is composed of 15 to 20 youth from grades 7 to 12, with several appointed each year from every elementary and high school across Pelham. The MYAC meets monthly, and an executive committee made up of a president, secretary, treasurer, and others meets bi-weekly. While the mayor attends meetings to update the MYAC on town developments, the meetings are chaired and led by the youths themselves.

The Pelham MYAC is an example of a small group of young people doing an excellent job of engaging the wider youth population. It is recommended that at least one MYAC representative from each school be on the

Top Five Tips for Your Council to be Engaged and Successful

- 1** Make sure that all meetings with your youth advisory council or youth representatives are scheduled regularly. One of the biggest complaints from those who serve in these roles is that they lose interest or do not feel their input is valued because they are not routinely engaged by the elected officials they are intended to be advising.



school's student council as well, creating a communication link between leadership within the MYAC and the school community. By choosing youth from a diversity of schools and ensuring that at least some are from leadership roles, the concerns, ideas, and initiatives brought forward by the MYAC is disseminated to the larger youth population of Pelham. The MYAC also organizes a youth forum that gives all youth in the community the opportunity to have their voices heard.

Successes of a Council in Action

A major role of the MYAC is to provide a communication link between the youth of Pelham and the town council. MYAC members have the opportunity to join town committees and participate as active voting members. The youth of the MYAC have participated in a variety of committees and brought forward a diversity of ideas and initiatives. For example, the MYAC advised the city on how to design a new community centre that is youth friendly.

In an interview with the Jack Layton Fellows, Mayor Dave Augustyn of Pelham stressed that the MYAC has given the youth of Pelham the chance to speak on issues that matter the most to them, such as a lack of public spaces for youth and bullying within the community and schools. More importantly, these concerns are then addressed by the MYAC through initiatives such as the development of a skateboard park and the anti-bullying awareness campaign, Pink Shirt Day. These projects and ideas were drafted and presented by the MYAC as recommendations to town council, giving the MYAC a strong leadership role within the local government structure.

Empowerment of Young Leaders

The MYAC makes significant contributions to town council and the overall community. The members of the MYAC also benefit from participation; they hone leadership skills, access networking opportunities, and develop an increased knowledge of municipal government structure, politics, and issues. Finally, throughout their tenure, MYAC members are also exposed to a wide variety of careers within municipal government.

2 When using Twitter to engage local residents, mention the youth representatives if you are tweeting about issues that are of interest to them and their peers. This will extend the dialogue beyond your own network and reach the youth representatives' networks as well. Also encourage your youth representatives to tweet regularly about their activities related to your municipality to broaden your reach.

3 Have your community's youth representatives create a Facebook page where they regularly post updates about their work and ongoing issues affecting the community, providing that their peers with a regular source of current information.

4 Encourage youth representatives to hold youth town halls at their high school as a way to promote engagement in municipal affairs and gain diverse youth perspectives on local issues.

5 Be creative! Encourage your youth representatives to write a monthly article in the local or regional newspaper or to inquire about having a radio show timeslot to discuss issues that matter to them and to engage the wider population in their work.



SECTION 3

Recruit and Retain



The objective of the third section of this handbook is to outline initiatives to attract and recruit top young professionals, and promote career development.



These initiatives have emerged from the youth panel conversation at the 2014 Annual General Meeting of the Federation of Canadian Municipalities (FCM). They were identified as highly promising avenues in recruiting and retaining young professionals. In implementing these initiatives, municipalities will be able to create an organizational culture more catered to young professionals and will be better positioned to compete with the private sector for top talent.

Opportunities Available to Municipalities

- **CAREER MENTORING** – a senior municipal employee is partnered with a young professional in the same field and provides guidance on professional development and career paths. Example: [FCM's Protégé Program](#)
- **JOB SHADOWING** – a municipal employee takes on a young professional for a determined length of time. The young professional accompanies and observes the day-to-day responsibilities of the municipal employee. Example: [University of Alberta Job Shadow Week](#)
- **INTERNSHIPS** – a short-term program that provides young professionals with practical experience working within their fields as they take on real job responsibilities within the municipal sector. Example: [The Municipal Internship Program](#)
- **YOUNG PROFESSIONAL NETWORKS** – an association of young municipal workers who are able to utilize the network to share experiences and resources and gain insight on issues and opportunities. Example: [Young Professionals Network – Municipal Finance Officers' Association of Ontario](#)
- **YOUNG PROFESSIONAL COMMITTEES** – a committee of young professionals working for or within municipalities that outlines concerns over municipal issues pertinent to young professionals and provides innovative solutions and opportunities to municipal challenges.

Case Study: Municipalité régionale de comté (MRC) d'Argenteuil's Investment in Young Professionals

The municipalité régionale de comté (MRC) d'Argenteuil is a leader in recruitment and retention. With statistics showing 98% employee retention, 98.44% attendance, and a team that seems to be growing exponentially, one might inquire as to what makes this MRC so exceptionally suited to attract and retain staff. Mr. Marc Carrière, Director-General and Secretary-Treasurer of the MRC d'Argenteuil, says that the MRC's dedication to bettering the work experience of its employees, the organizational culture, and the management's sensitivity to the needs of the organization and the community make for a winning combination.

Description of the Program

The MRC d'Argenteuil has several partnerships with educational institutions spanning high school to postgraduate programs with prestigious universities. Targeting all age groups and educational backgrounds ensures that the broadest range of youth within the community has the opportunity to participate and work within the MRC. Furthermore, the young people recognize the numerous opportunities available to them if they choose to stay within the public sector.

Examples of these partnerships include:


- **UNIVERSITIES** – the MRC has invested in internships for university students and provides support and resources to students completing graduate studies.
- **COLLEGES** – the MRC has provided paid internship opportunities for college students. It has also provided unpaid mixed work/study opportunities so students may gain professional skills.

- **HIGH SCHOOLS** – the MRC participates in the Centre de formation en entreprise et récupération program. The program works with young high school students who are not planning on continuing their education and provides them experience working with skilled trades workers and in some manual labour jobs.

These partnerships allow students to get a feel for what it means to be a municipal public servant and learn from the best mentors.

Going to Council, Finding the Budget, and Recruitment

This is what Mr. Carrière had to say about the challenges in implementing these initiatives:



“When it came to convincing council to implement a youth recruitment program, the process was fairly smooth. At the MRC d’Argenteuil, like most municipal entities, staff recruitment is a prerogative of the Director-General and this reduces institutional barriers to implementation. In other words, as long as the program remains within the budgetary constraints, council will undoubtedly agree. If the program requires more money and an addition to the budget needs approval, it is important to focus on the financial, organizational, and community returns brought about by the investment.”

A common hurdle when implementing such programs is the initial hesitancy from directors who are worried about the resources and staff required to support the training and work of these young professionals. These programs also require a reorganization of supervisor workloads so that proper training and mentoring is provided. Lastly, there

needs to be a commitment for, and follow-through of, proper integration and supervision to ensure that there are benefits for all involved.

Benefits

The efforts and commitment of the MRC to incorporate youth within its organization has resulted in the following successes that continue to impact, influence, and shape the organization today.

- By working with youth and young professionals, the MRC has a significant return on investment. Most programs need minimal financial funding and in return the MRC gains access to current knowledge, new perspectives, and innovation while benefitting from young energy.
- Recruiting and retaining young employees facilitates transition of other staff to senior positions if supported internally. This propagates a strong corporate culture of organizational stability.
- In addition, the data, research, and other work completed by young professionals through educational partnerships are used to support the decisions of the MRC d’Argenteuil’s council.
- Early investment in employees results in higher retention rates, as these employees become committed to the organization and its values.
- Young professionals who begin their professional careers with the MRC become passionate community members and advocates for municipal programs and issues because of the strong corporate culture.
- Municipalities need to ensure that there is an understanding among senior staff and management of the role and importance of young professionals to the organization. This will result in a management team that is committed to making these programs a core component of the organization.



CONCLUSION

Words of Wisdom

Advice to other municipalities:

- Listen to what the community asks of you. If there are opportunities for partnerships with local youth institutions, make it a responsibility to involve them.
- Avoid stereotypes and prejudices towards young people who, after all, merely require some mentoring to become champions in the workforce. Recognize their talents and their strengths.
- Give credit to youth when they are involved in municipal projects. Make sure to value and look for their input as young professionals.
- Consider work environment and organizational culture when choosing long-term placements.

Going Forward

FCM's Jack Layton Fellows will continue to assist municipal officials in increasing youth interest and participation within the municipal public service. Without developing an interest in municipal affairs in their formative teenage years nor accessing professional municipal opportunities in their early adult lives, the next cohort of potential municipal leaders may not find its way into the municipal sector. As highlighted in case studies throughout the handbook, many municipalities across the country have already put in place innovative programs to recruit and retain youth. With sustained effort, imagination, and an appetite for organizational change, municipalities in every region can meet the challenge of bringing in the next generation of municipal leaders.

All the resources referenced in the following appendices are valuable and adaptable to your situation. We hope you find them useful.



ACKNOWLEDGEMENTS

This handbook would not have been possible without the precious collaboration of numerous municipal champions. The Jack Layton Fellows would like to extend our sincerest thanks to all the municipalities and organizations referred to in the document. Their resources and expertise were of a great help when it came to identifying key initiatives to engage youth in municipalities.

Toronto Councillor Mike Layton, Pelham Mayor Dave Augustyn and Director-General Marc Carrière of the MRC d'Argenteuil as well as the folks at Burlington City Hall, Apathy is Boring, and [Samara Canada](#) were gracious enough to spend time with the Jack Layton Fellows to help us create this handbook for Canadian municipalities. We would also like to extend special thanks to Councillor Bill Baker and Chief Administrative Officer Russ Phillips of the Town of Essex for contributing knowledge about youth representatives on municipal councils.



APPENDICES

Appendix 1 – Matrices

The following tables provide a very high-level cross comparison of initiatives that municipalities may choose to implement. This is to provide a qualitative overview of each initiative's requirements and potential effectiveness.

Criteria

RESOURCES: This refers to the amount of material costs necessary for the successful implementation of the initiative. Resources represent items such as staff (supervision), office equipment, and capital that are necessary for the day-to-day activities/functions of each option. One star indicates relatively low resources are required and three stars indicate a significant amount of resources required.

TIME: This refers to the amount of time that must be dedicated for the successful implementation of the initiative. Factors include screening, hiring and acceptance of students, training, check-in meetings, review periods, and others that are all essential to the objectives of each initiative. One star indicates that a relatively low amount of time is required and three stars indicate a significant amount of time must be invested.

ADAPTABILITY: This refers to the flexibility of the initiative to be implemented within the various contexts of municipalities. There is recognition that not every municipality is the same and each has its own capacities and limitations. Adaptability assesses whether the initiative can be implemented successfully regardless of which municipality chooses to implement it. One star indicates that the initiative is difficult to adapt and three stars indicate that the initiative is accommodating and easy to adapt.

EFFICACY: This refers to how effective the initiative is in recruiting and retaining young professionals. Each initiative addresses the issue differently and some are more direct than others. Efficacy assesses how effective or successful each initiative would be towards achieving the desired outcome of attracting and retaining young professionals. One star indicates that the initiative is less effective and three stars indicate that the initiative is very effective.

Education and Awareness Initiatives

	RESOURCES	TIME	ADAPTABILITY	EFFICACY
LOCAL GOVERNMENT WEEK/DAY ACTIVITIES				
Town Hall tour	▼	▼	▼▼▼	▼
Mock council meeting	▼▼	▼▼	▼▼▼	▼▼▼
Photo contest	▼▼	▼▼	▼▼▼	▼▼▼
School visit by municipal staff or elected officials	▼	▼	▼▼▼	▼▼
ONLINE TOOLS				
Facebook	▼	▼	▼▼	▼▼
Twitter	▼	▼	▼	▼▼
Website/webpage	▼▼▼	▼▼▼	▼▼▼	▼▼▼
Innovative applications	▼▼▼	▼▼▼	▼	▼

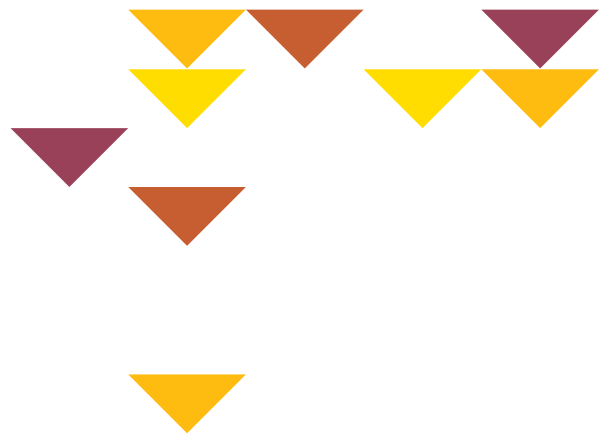


Engagement and Participation Initiatives

	RESOURCES	TIME	ADAPTABILITY	EFFICACY
Youth advisory committees	▼▼▼	▼▼	▼▼▼	▼
Mayors' youth advisory councils	▼	▼	▼	▼▼
Youth representatives on municipal council	▼▼	▼▼▼	▼▼	▼▼▼
RECRUITMENT TECHNIQUES				
Peer nomination of youth representatives	▼▼	▼▼	▼▼	▼
Essay contest	▼	▼▼▼	▼▼▼	▼▼
Selecting youth representatives from student councils	▼	▼	▼	▼▼
High school election of youth representatives	▼▼▼	▼	▼▼▼	▼▼▼

Recruitment and Retention Initiatives

	RESOURCES	TIME	ADAPTABILITY	EFFICACY
Career mentoring	▼▼	▼▼	▼▼▼	▼▼▼
Job shadowing	▼	▼▼	▼▼▼	▼▼▼
Internships	▼▼	▼▼	▼▼	▼▼
Young professional networks	▼	▼	▼▼	▼
Young professional committees	▼	▼	▼	▼▼



Appendix 2 – List of Resources

Section 1: Educate and Inform

- [A Guide to Youth Friendly Practices](#), Handbook by the City of Calgary
- [Canadian Policy Research Network](#), numerous publications
- Reid, Linda. (2012). [Engaging Youth Through Social Media](#), [Canadian Parliamentary Review 35 \(4\)](#)
- Online Tools: Greater Victoria has an online youth portal (youthcore.ca) that includes an excellent resource section: [youthcore.ca/resources](#)
- [Strengthening Civic Collaboration: New strategies for engaging young voters](#)

Section 2: Engage and Participate

- [A Guide to Youth Friendly Practices](#), Handbook by the City of Calgary
- [City of Edmonton Youth Council](#)
- [City Youth Council of Toronto](#)
- [Congress of Aboriginal Peoples' National Youth Council](#)
- [Create a Youth Council in Your Community](#), Rural Ontario Institute resource

Section 3: Recruit and Retain

- [FCM Protégé Program \(Mentoring\)](#)
- [Kawartha Young Professionals Association](#), City of Kawartha Lakes
- [Municipal Management Internship Program](#), Association of Municipal Managers, Clerks and Treasurers of Ontario
- [Rural Communities Interested in Attracting Professionals](#), a compilation by Alberta Government
- [Succession Planning \(Corporate Planning/Internships/Mentoring\)](#), Government of Saskatchewan
- [The Municipal Internship Program](#), Alberta Municipal Affairs
- [Toronto Urban Fellows \(Internships\)](#), Ville de Toronto
- [Youth Advisory Council](#), City of Quinte West
- [Young Professionals of Chatham-Kent Networking Group](#)
- [Young Professionals Network](#), Municipal Finance Officers' Association of Ontario

Resources on Job Shadowing

- [Big Brothers Big Sisters](#)
- [Canadian Management Centre](#)
- [Concordia University](#)
- [University of Toronto](#)
- [Western University](#)



