Opportunities for Students Enrolled in Post-Graduate Public Policy Programs

Divisional Placement Profiles

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Summer Policy Intern – Job Description

Organization: City of Toronto
Industry: Government
# of Positions: 18
Application Deadline: February 7, 2018 23:59 EST
Written Assessment Distributed: February 16
Candidate Interviews: March 5-7
Internship Duration: 16 weeks
Start Date: April 29, 2018
End Date: August 17, 2018
Pay: $18/hour (based on 7 hour work day)
Location: See project description

The City of Toronto has been named one of Greater Toronto's Top Employers for 2017.

The City of Toronto is committed to fostering a positive and progressive workplace culture with a workforce that is representative of the citizens it serves. Applications from women, Aboriginal peoples, persons with disabilities and visible minority group members are encouraged.

Position Summary:

This position provides research, analysis and project support assistance to senior staff. Assists senior staff in analyzing corporate and/or operational policy issues, formulating research objectives and designing and developing research projects from an interdisciplinary perspective.

Responsibilities:

The responsibilities include, but are not limited to, the following:

- Assists in the evaluation of alternative models and approaches. Applies an understanding of qualitative and quantitative research methodologies
- Provides research support and conducts project research in a number of public policy and program areas under the guidance of an experienced policy/program professional
- Assists with the development and implementation of data collection instruments and research methods
- Reviews and analyzes statistical data, external reports and research studies, and existing and proposed policies
- Assists senior staff in identifying options, assessing implications and developing implementation strategies on project work
• Conducts analysis and assesses impacts of government policy, legislative and budgetary proposals, from all orders of government
• Prepares written comments, reports and summaries on research topics
• Prepares background studies and briefing notes for projects and assignments, as required
• Provides support as required in the preparation of reports, briefing material and presentations
• Liaises with program staff and external organizations in the course of research and analysis
• Performs other related duties as assigned
• Participates in activities of a structured internship program including learning activities designed to provide broader exposure to the City of Toronto’s governance, administrative structure and policy frameworks.

Minimum Education:
• Enrolment as a full-time student of a Master graduate program in a professional discipline related to the job function in the previous academic year, and intend to return to school on a full-time basis in the next academic year.

Mandatory Qualifications:
1. Enrolment as a full-time student of a Master graduate program in a professional discipline related to the job function in the previous academic year, and intend to return to school on a full-time basis in the next academic year.
2. Experience engaging with internal and external stakeholders.
3. Experience in qualitative and quantitative research data collection, including facilitating stakeholder consultations, focus groups, etc.
4. Experience in analysis and interpretation of data and reporting findings
5. Exceptionally strong and well-developed writing skills.
6. Ability to undertake independent research and analysis within defined objectives on assigned projects.
7. Strategic thinking skills in addition to research, analytical and organizational skills.
8. Strong interpersonal skills and the ability to communicate effectively, both orally and in writing, with other staff, external partners and community members; including the ability to maintain effective working relationships.
9. Sound judgment and ability to handle matters of a confidential/sensitive nature.
10. Ability to work under pressure and meet deadlines.
11. Experience with MS Office (e.g. Word, Excel, Power Point and Access).
How to Apply:

1) Review the list of projects descriptions here
   www.careeredge.ca/TorontoInternships.html
2) Candidates may apply to a **maximum of 2 projects**.
3) Submit a cover letter and resume by email with the project number clearly listed in the filenames for all documents submitted. If you apply to 2 projects, please submit separated cover letters and resumes.
4) Please answer the questions on the next page (pg. 5) and attach it to your application package

Email the completed documents to torontointernships@careeredge.ca

Additional Information

For additional information about how to apply for these temporary internship opportunities, please contact:

Michelle McNabb,
Talent Specialist
torontointernships@careeredge.ca

**Accommodation:**
If you are an individual with a disability and you need accommodation in applying for this position, please email us at torontointernships@careeredge.ca
Please answer the following questions and attach this page to your application package. Thank you.

1. Are you currently registered as a full-time Masters student AND will be returning to school on a full-time basis in September 2018?
   YES __  NO__

2. The City of Toronto has multiple office locations across Toronto. Are you willing to be assigned to any City of Toronto office location?
   YES __  NO__

Name: _____________________  Date: ___________________
Project 1: Children's Services, Child and Family Centre Administration Unit

Project Title:
EarlyON Child and Family Centre Transformation

Project Description:
The student would be responsible for supporting the implementation of EarlyON Child and Family Centres within the City of Toronto. On January 1, 2018, the City gained responsibility for the planning and administration for EarlyON centres, and is in the process of working with community representatives to establish a detailed implementation plan.

EarlyON Child and Family Centres were formerly known as Ontario Early Years Centres, Parenting and Family Literacy Centres, Better Beginnings Better Futures Programs and family resource programs. These centres offer safe and welcoming environments open to all families, with qualified professionals and quality programs. Families and caregivers are able to find support, advice, make personal connections and access a network of resources through these centres.

Location:
481 University Avenue

Primary responsibilities:
The Intern will be primarily responsible for supporting the development of planning tools and program standards, as well as assisting with communications, community engagement, and contract management activities as needed. Specific deliverables will be determined following the completion of the EarlyON Child and Family Centre strategic planning process which is currently underway.

Key qualifications/competencies:
- A thorough understanding of public policy, program development and evaluation theories and processes;
- Excellent verbal and written communication skills to engage with a wide variety of external and internal stakeholders, and develop written materials for the public, key partners and internal staff;
- Excellent analytical skills to effectively identify challenges and propose comprehensive, actionable solutions;
- Proficiency using Microsoft Word, PowerPoint and Excel;
- Knowledge of current trends and issues in the children’s services field and the delivery of community services would be an asset;
- Fluency in French would be an asset.

Additional information:
Further information on Children's Services Division is available on-line at:
More information on EarlyON Child and Family Centres is available at:


**Work Environment/Divisional Overview:**

Children’s Services is designated as the City’s “child care service system manager” under provincial legislation and as such has responsibility for planning and managing a broad range of child care and early years services. These services include fee subsidy, wage subsidy, EarlyON child and family centres, special needs resourcing and summer day camps. The Children’s Services Division also has lead responsibility for supporting the City’s broader children’s strategy by managing special projects, initiatives and events such as the Toronto Report Card on Children.
Project 2: Children’s Services, Service System Planning and Policy Development Section

Project Title:
Toronto’s Child Care and Early Years Service System Plan 2019-2024

Project Description:
The Policy Intern will support the development of the Division’s 2020-2024 Service System Plan. These plans, developed every five years, set out the vision for the early years system of services as well as strategic directions, and actions to be implemented by Toronto Children’s Services. The Policy Intern will have the opportunity to be involved in the early planning stage for this service plan which is slated to go to City Council in the fall of 2019. Among other areas, the Policy Intern will conduct a cross-divisional review of initiatives and plans in other City of Toronto divisions, agencies, boards, and commissions that support or affect the well-being of children, families, and the service system.

Location:
Metro Hall, 10th Floor
55 John Street

Primary responsibilities:
The Intern will be primarily responsible for conducting a scan of other City of Toronto plans and initiatives and interviewing key stakeholders from Divisions and ABCs. Through a short final report, the Intern will make recommendations for a) incorporating these into Toronto Children’s Services’ service system plan and b) increased horizontal coordination – across the City of Toronto – on children’s issues.

Key qualifications/competencies:
- Research
- Policy writing
- Stakeholder engagement and ability to understand municipal policy development and service delivery structures and issues
- Critical thinking and analysis in order to develop recommendations from primary sources

Additional information:
The current (2015-2019) Service Plan is available at:

Work Environment/Divisional Overview:
Toronto Children’s Services is the City’s “service system manager” for child care and the early years under provincial legislation and as such has responsibility for planning and managing a broad range of services. These services include licensed child care, child care fee subsidy, EarlyON child and family centres, special needs resourcing and summer day camps, and others. The Division has prepared Service Plans since 1993. The Children’s Services Division also leads other special projects, initiatives and events.
Project 3: Toronto Building, Business Operations

Project Title:
Policy Management Framework

Project Description:
The purpose of this project is to develop a policy management program for the Division. There is currently no framework in place for the policies to be maintained on a regular basis; some policies are out-dated while others may no longer be relevant and should be deleted. A review is required to revisit all of the Division's existing policies and a framework needs to be developed and formalized so that policies can be managed effectively and reviewed at established intervals.

Having a policy management framework in place will positively impact quality assurance in daily operations, increase consistency in interpretation, improve service delivery, and help with training of staff. With a large number of experienced and senior staff eligible for retirement in the next five years, it is imperative to have the key processes documented appropriately to serve as a foundation for training the new generation of staff.

The Division currently houses policies into two categories: A) Administrative (approximately 76 existing policies) and B) Building Code Interpretation (approximately 56 existing policies). Some policies need to be re-categorized and it should be investigated if new categories such as zoning should be created as part of the framework. Some recent requests for information from the public have also brought to light that we may want to consider making the Building Code Interpretation policies accessible to the public.

Developing a Policy Management Framework is directly aligned to the Division's 2017-2021 Service Plan as an action identified under the strategic theme #3 "Support service quality, efficiency and innovation", and sub-theme #3.1 "Improve efficiency and quality of processes and policies".

Location:
City Hall, 12th Floor, East Tower
100 Queen Street West

Primary responsibilities:
- Conducting research on industry best practices for policy management
- Coordinating and consulting with Task Teams and subject matter experts (SME’s) to assist in updating existing policies
- Reviewing and analysing existing policies to identify opportunities for improvement, revision, deletion, etc.
- Developing a formal policy management framework so that policies can be updated regularly and are accessible to the public
- Engaging with a consultant to investigate potential systems and software solution options that allow policies to be searchable and updated in a central location
- Presenting the policy management framework to all stakeholders to receive appropriate approvals
- Investigate making Building Code Interpretation policies available to the public via the website or another medium
Key qualifications/competencies:
- Project management
- Consultation/facilitation with internal and external stakeholders
- Research and analysis
- Business process analysis
- Presentation skills
- Policy development skills
- Written and verbal communication skills

Additional information:
Further information on the Division is available online at www.toronto.ca/building

Work Environment/Divisional Overview:
The City of Toronto is responsible for Building Code enforcement within its boundaries. Toronto Building, the Division responsible for Code enforcement, is required to process and issue building permits in accordance with the legislation and ensure that all construction and development adheres to issued building permits. Toronto Building is recognized as a leader of innovative administrative structure, technology solutions, and management style.
Project 4: Economic Development & Culture, Arts & Culture Services, Cultural Partnerships

Project Title:
Implementing a new tax class for creative hubs (to June 30, 2018) and program evaluation (to August 17, 2018)

Project Description:
Work on implementing a new tax class for creative hubs, creating forms and processes; and joining an evaluation team to research how programs and services created recently are having impact in communities outside the downtown core.

Location:
City Hall, 9th Floor, East Tower
100 Queen Street West

Primary responsibilities:
The policy intern will primarily be responsible for assessing eligibility of applicants to a new tax class along with senior staff, and developing a report recommending properties to be included in the tax class for 2018; and after June 30, will be working to evaluate cultural programs.

Key deliverables:
• Analysis related to proposed property tax class, and support to Economic Development and Culture (EDC) for an appeals processes
• Assistance in promoting, administering and documenting the application process
• Preparation of senior management briefings on the program's progress
• Observation and analyses of programs under way for a developmental evaluation process that will contribute to improving program design and delivery
• Assisting researchers with data collection, public consultation and accessing city information
• Reporting out on information gathered through both written and oral reports, presentations and/or visual materials

Key qualifications/competencies:
• General knowledge of and interest in municipal cultural policy and principles of evaluation
• Excellent research skills
• Excellent writing skills
• Excellent interpersonal skills
• Ability to analyze program design and evaluation criteria
• Ability to take initiative and work without supervision

Additional information:
Further information on the Division is available on-line at:
• https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=a7d25f8a347ac510VgnVCM1000071d60f89RCRD
• https://www.toronto.ca/explore-enjoy/history-art-culture/
Work Environment/Divisional Overview:
The Cultural Partnerships unit is part of the Arts and Culture Services section in the Economic Development and Culture Division. Work will be conducted mostly in an office setting, but field work will be required. The intern will be expected to work with Cultural Partnerships staff, other City Division staff, intergovernmental partners, and external stakeholders. The intern will be expected to work with community partners to seek their advice and input.
Project 5: Economic Development & Culture, Business Growth Services, Business Improvement Area (BIA) Office

Project Title:
BIA Local Capacity Building

Project Description:
Support the launch of new incentive programs to build capacity of Toronto's BIAs, including Innovation Fund, Local Leadership Fund and Capacity Development Fund.

On December 5, 2017, City Council approved a series of policies and programs to support Toronto's retail areas. Program guidelines, terms and criteria for three new supporting programs to BIAs have been developed.

Location:
77 Elizabeth Street, 2nd Floor

Primary responsibilities:
The successful Policy Intern will assist with the launch and promotion of the three supporting programs: Innovation Fund, Local Leadership Fund and Capacity Development Fund. The Intern will coordinate documentation of innovation projects through web and social media platforms, oversee pre-qualification and enrollment in the Local Leadership Program through Ryerson's Local Economic Development Certificate Program, and assist BIAs located in the City's Neighbourhood Improvement Areas to obtain financial support to build administrative capacity through the Capacity Development Fund. An important component of the Intern's focus will be to analyze lessons learned in year 1 of these programs that can be addressed in future years. Secondary research projects will include an analysis of innovative approaches to local retail issues in Toronto as well as other jurisdictions, and a survey of training needs of BIA staff and board members and feasibility of developing an e-learning platform.

Key qualifications/competencies:
Excellent analytical and research skills, familiarity with the local economic environment and workforce trends in Toronto, strong written and oral communication skills.

Additional information:
Further information on the Division is available on-line at:
www.toronto.ca/bia

Report "Potential Policies and Programs to Support Toronto's Retail Areas"

Report "Program to Promote Economic Revitalization in Distressed Retail Areas"

Work Environment/Divisional Overview:
The City of Toronto BIA Office provides support and oversight to Toronto's 82 Business Improvement Areas.
Project 6: Toronto Fire Services, Policy & Planning Section, Fire Chief's Office

**Project Title:**
Toronto Fire Services (TFS) Inclusion Plan

**Project Description:**
A key objective of the TFS Transformation Plan is to prioritize an inclusive workplace culture and a diverse workforce that is reflective of the communities TFS serves.

This project focuses on assisting with the development of the TFS Inclusion Plan.

The plan will include a set of recommendations and a detailed action plan that meets TFS' specific needs. The plan's initiatives will be organized by the following framework:

1. Conduct focused community outreach and education on TFS career opportunities
2. Develop optimized and enhanced recruitment and hiring processes
3. Identify and eliminate systemic biases and barriers
4. Develop a comprehensive post-recruitment support network
5. Foster an increasingly inclusive and welcoming culture across TFS

Note: The intern will focus on areas 1, 4 and 5 of the framework.

**Location:**
Emergency Services Headquarters
4330 Dufferin St.

**Primary responsibilities:**
- Conduct primary research including stakeholder meetings and staff interviews and/or surveys to identify TFS' needs
- Conduct secondary research including review of promising inclusion practices and plans (in emergency services industry and other industries)
- Ensure TFS actions support and are in compliance with City of Toronto policies and actions related to diversity and inclusion (Anti-Black Racism Strategy, Indigenous Affairs Community of Practice)
- Develop options and recommendations for inclusion practices, processes and procedures (in some or all five areas of the framework outlined above time permitting)
- Attend and facilitate Inclusion Plan Working Group meetings and related focus groups
- Identify opportunities to introduce topics that will directly inform the TFS Inclusion Plan
- Make recommendations related to the composition of the Fire Chief's Council on Equity and Inclusivity as well as key focus areas
- Keep management updated with progress and establish buy-in for key milestones
- Develop a detailed implementation plan and determine key success measures (time permitting)
- Oversee and support implementation of plan (time permitting)
- Potential deliverables include:
  - Inventory of requirements to support inclusivity at TFS
  - Implementation plan and recommended success measures
  - Delivery of project updates/presentations
Key qualifications/competencies:
- Demonstrated research and analytical skills to support development of a plan, policies, and procedures supported by evidence
- Experience in preparing comprehensive plans/reports and developing presentation materials on various topics, using a variety of software (i.e. Microsoft Office)
- Well-developed communication and interpersonal skills with an ability to build effective working relationships with a broad range of stakeholders throughout all levels of the organization
- Highly developed time management and organizational skills
- Highly developed human relations skills and the ability to handle matters of a sensitive nature
- Keen interest in supporting diversity and inclusion at TFS

Additional information:
Further information on the Division is available on-line at:

Work Environment/Divisional Overview:
Toronto Fire Services is committed to protecting life, property and the environment from fire, hazardous materials, natural disasters and other emergencies. TFS provides information about emergencies, fire regulations, home inspections, and the Alarm for Life campaign regarding smoke alarms and carbon monoxide detection. We also provide public education and school fire safety programs in accordance with the Fire Protection and Prevention Act. TFS is the largest fire service in Canada and the fifth largest fire service in North America.

The Policy, Project and Public Information Unit at TFS provides strategic advice to the Fire Chief and Divisional Senior Management team regarding research, reports and corporate initiatives, including diversity and inclusion.
Project 7: Transportation Services, Street Furniture Unit

Project Title:
Advertising Management and Research

Project Description:
This project is designed to help City staff understand historical advertising of the automobile, document how the City manages third-party advertising, and create tools to manage creative advertising on transit shelters. Creative advertising is a form of marketing where a transit shelter is physically enhanced, through the use of decals and add-ons, into an experience related to a product or service. See examples below:

Location:
Eastern Avenue Yard, Street Furniture office
433 Eastern Avenue, Block B, 2nd Floor

Key deliverables:
• Tools to manage the City's review, approval, tracking, and revenue of creative advertising campaigns on transit shelters.
• A detailed Powerpoint presentation and written report on how the City manages third-party advertising rights on its property.
• A detailed Powerpoint presentation on the historical approach to advertising the automobile and related services, such as parking, to help inform the City's automated vehicle preparations.

Key qualifications/competencies:
• Experience in research, analysis and interpretation of data
• Ability to undertake independent research and analysis within defined objectives on assigned projects
• Creative thinking and problem-solving skills.
• Strong interpersonal skills and the ability to communicate effectively, both orally and in writing, with other staff, external partners and community members; including the ability to maintain effective working relationships
• Sound judgement and ability to handle matters of a sensitive nature
• Ability to work independently, under pressure, and within deadlines
• Experience with MS Office (e.g. Word, Excel, and PowerPoint)
• Interest in public-private partnerships
Additional information:
Further information on the Street Furniture program is available on-line at:

Work Environment/Divisional Overview:
Transportation Services is the City Division responsible for Toronto's transportation system, including roads, expressways, bikeways, traffic signals, sidewalks, and more. Our mission is to provide a safe, efficient, and effective municipal transportation system that serve our residents, businesses, and visitors in an environmentally, socially, and economically sustainable manner.

The City's Street Furniture program is a public-private partnership with Astral Out-of-home, a division of Bell Media. The partnership provides Astral with the exclusive ability to sell third-party advertising on street furniture placed in the City's right-of-way (the land owned by the City that houses roads and sidewalks).

The Policy Intern will work under the supervision of the Manager of Street Furniture, and will work with other staff in the Unit. Research findings will be presented to other groups of City staff, including senior technical professionals and management.

In addition to your project work, you are expected to integrate into the division/work unit and perform day-to-day duties when needed such as attending staff meetings, supporting colleagues on high-priority items, and preparing presentation materials.
Project 8: Transportation Services, Automated Vehicles Team

Project Title:
Automated Vehicles

Project Description:
To identify policy options for the City of Toronto to implement with regards to 1) upgrading its vehicle fleet to incorporate vehicle automation to improve its operations and 2) identifying what upgrades and policy changes are required to traffic control devices (traffic lights, street signage, etc) to make the City safer for the operation of automated vehicles.

Location:
Eastern Avenue Yard, Street Furniture office
433 Eastern Avenue, Block B, 2nd Floor

Primary responsibilities:
The intern will undertake four main tasks: research, analysis, writing, and presenting. By the end of the workterm, the intern will complete two key projects:

Project 1 - Help identify key performance measures to identify when and how vehicle automation will be beneficial in the City's Fleets, policy changes that will have to be implemented to ensure the program is successful and forecast/quantify the benefit of automation of the City's fleet. – identify key deliverables and departmental expectations throughout the 15 week Internship and at the end.

Project 2 – Identify what technical and policy options the City of Toronto has to upgrade its existing traffic control devices (TCD) (traffic signals, traffic control signage, pavement markings, etc) to increase its effectiveness and road safety for automated and self-driving vehicles. To conduct research on how the Manual on Uniform Traffic Control Devices (MUTCD) is regulated and upgraded and what identify applicable procedures and policies the City would have to follow to implement new design standards for TCDs. Additionally, the intern will have to help identify the technical standards and procedures for TCD design.

Key qualifications/competencies:
- Strong research and analysis skills
- Creative thinking, critical thinking and problem-solving
- Excellent writing abilities
- Interest in making connections between urban transportation and land use/built environment
- Forecasting and out of the box thinking, able to adapt existing knowledge and practices to unfamiliar and futuristic scenarios
- Strong interpersonal skills and the ability to communicate effectively, both orally and in writing, with other staff, external partners and community members; including the ability to maintain effective working relationships
- Sound judgement and ability to handle matters of a sensitive nature
- Ability to work independently, under pressure, and within deadlines
- Experience with MS Office (e.g. Word, Excel, and PowerPoint)
- Ability to meet with stakeholders and external parties
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- Ability to meet with other City departments and gather pertinent information on research topics

Additional information:
Further information on the Division is available on-line at:

Work Environment/Divisional Overview:
Transportation Services is the City Division responsible for Toronto’s transportation system, including roads, expressways, bikeways, traffic signals, sidewalks, and more. Our mission is to provide a safe, efficient, and effective municipal transportation system that serve our residents, businesses, and visitors in an environmentally, socially, and economically sustainable manner.

The City’s Automated Vehicles program focuses on identifying the benefits and challenges that automated vehicles could have on the City of Toronto. This program led to the creation of the Interdivisional Automated Vehicles Working Group that has members from all City divisions.

The Policy Intern will work under the supervision of Fahad Khan, Project Lead of the Automated Vehicles Group, and will work with other staff in the Unit. Research findings will be presented to other groups of City staff, including senior technical professionals and management.

In addition to your project work, you are expected to integrate into the division/work unit and perform day-to-day duties when needed such as attending staff meetings, supporting colleagues on high-priority items, and preparing presentation materials.
Project Title:
Bicycle Parking Strategy

Project Description:
Bicycle parking enables cycling. If it is not present, people will not choose to ride. The purpose of the City's Bicycle Parking Strategy is to:
- Develop a shared vision for bicycle parking among providers and users
- Spread and clarify responsibility for the provision of bicycle parking
- Increase knowledge of priority areas for investment

Location:
City Hall, Ground floor
100 Queen Street West

Primary responsibilities:
- Research, analyse, and recommend approaches to the provision of bicycle parking for key sub-system, such as for streets, schools, parks, City facilities, and major events
- Prepare public expansion plans for 2019-2025, including budget estimates
- Engage stakeholders, providers and property managers
- Support Toronto's first ever Bicycle Parking Symposium, to raise awareness of the benefits and strategies among various public providers, private providers and vendors
- Support the development of the Bicycle Parking Facility Manual – a set of guidelines to inform design, number of required spaces, and site planning

All projects will inform Transportation Services’ Long-Term Bicycle Parking Strategy (2018) and help implement sustainable transportation initiatives through a more balanced (less auto-dependent) transportation system. They also contribute to the Toronto Bike Plan's implementation.

Key qualifications/competencies:
- Exemplary organizational skills – ability to manage competing priorities
- Project management experience – can plan, schedule and brief
- Strong research, writing, and speaking skills – can develop actionable recommendation and clearly articulate them
- Excellent interpersonal skills – can work positively with a wide range of staff, stakeholders and clients
- Public and stakeholder engagement experience – can plan and deliver

Additional information:
Further information is available online at http://www.toronto.ca/cycling/parking/
Work Environment/Divisional Overview:
Transportation Services' mission is to provide a safe, efficient, and effective transportation system that serves our residents, businesses, and visitors in an environmentally, socially, and economically sustainable manner. This includes the responsibility for creating and maintaining liveable streets for all.

Divisional website: www.Toronto.ca/transportation
Project 10: Transportation Services, Traffic Management Centre

Project Title:
Updating the City’s "Traffic Signal Policies & Strategies"

Project Description:
The student will be updating the public facing document and the internal technical document – both were prepared in May 2015.

Location:
703 Don Mills Road, 5th Floor

Primary responsibilities:
Over the past three years, there have been several changes in technology, traffic laws, policies and procedure which need to be captured into an updated document. The Intern will be primarily responsible for developing an updated document by reviewing existing deficiencies, conducting research, facilitating workshops with stakeholders and making presentations to Operations Managers. The key deliverables will be an updated Technical Document for posting on the City’s Intranet (for use as a resource by City staff) and a Summary Document for posting on the City’s Internet (for sharing with the public).

Key qualifications/competencies:
Bachelor’s degree in civil engineering or a Master’s degree in transportation engineering; an understanding of traffic engineering principles; a basic understanding of signal operations; ability to conduct research and present findings in a coherent, concise manner; effective oral and written communication skills including excellent report writing and presentation skills.

Additional information:
Further information on the division/section is available on-line at:
https://www.toronto.ca/services-payments/streets-parking-transportation/traffic-management/

More information on this project/issue is available at:

Work Environment/Divisional Overview:
Transportation Services is responsible for creating and maintaining liveable streets for all Toronto residents. There are seven sections: four District Services, Public Realm, Transportation Infrastructure Management, and Traffic Management Centre (TMC). The division looks after:

- road and sidewalk maintenance
- street cleaning
- snow clearing and road salting
- permits for on-street parking, construction and street events
- traffic signs and pavement markings
- traffic signals
- traffic safety and red light camera operations
- traffic data
• construction planning and policies
• pedestrian and cycling programs
• installing street furniture
• developing public spaces

The TMC is comprised of the following units:
• Traffic Safety Unit (TSU)
• Intelligent Transportation Systems Operations (ITSO)
• Intelligent Transportation Systems Capital Projects (ITSCP)
• Traffic Plant Installation and Maintenance (TPIM)
• Transportation Business Systems (TBSU)
• Signs and Markings (SAM)

ITSO is responsible for the system operation of Toronto's 2,350 signalised intersections the freeway
traffic management system known as RESCU (Road Emergency Services Communications Unit) and the
City's Transportation Operations Centre (TOC). The TOC is operated by a private contractor (supervised
by City staff) and is operational 24/7 every day of the year. The unit has a staff complement of one
Manager, six Traffic Engineers, two Project Leads, 12 Technologists, one IT Supervisor, four System
Integrators, one Administrative Assistant, three Technical Trainees and the occasional Adult Coop
student.
Project 11: Accounting Services

Project Title:
Financial Accounting System Transformation (FAST) and Accounting Services policy development

Project Description:
The project will be twofold:
1. Development of new policies identified during the FAST project discovery workshops of enterprise wide accounting business processes, by city divisions, as being required sooner rather than later.
2. Review and update of outdated existing policies that govern business processes corporate wide i.e.:
   a. Business Expense Policy
   b. Debit/Credit Card Service Provider Refund Policy

The goal of policy development will be to establish or update governance over accounting streams that incorporate actual expenditures or revenue intake. In the case of FAST, many business process pain-points can be alleviated through the establishment of robust corporate-wide policy housed in Accounting Services as responsible for corporate governance.

The updated policy requirements for business expenses and debit/credit card services are required to modernize governance resulting from process pain-points or payment card industry transformation initiatives.

Location:
Metro Hall, 14th Floor
55 John Street

Primary responsibilities:
The Intern will be primarily responsible for conducting research and jurisdictional scans on each identified new policy requirement. Deliverable will include research documentation and written draft policy documents outlining each new policy as identified by the FAST project. In addition, the individual is expected to lead and facilitate workshops within ASD and divisional staff, to review and update current existing policies that govern corporate processes i.e.: Business Expense Policy, Refund Policy for Debit/Credit Card Service Provider. Deliverable will be to provide written draft policy and back up documentation pertaining to validate changes to existing policy.

Key qualifications/competencies:
A policy intern must have the ability to engage in a range of activities, including research and analysis, policy development, stakeholder engagement and program evaluation. Skills required include:

- **Analytical skills**: the ability to identify, retrieve, evaluate and use data to both ask and answer questions so as to support the development of evidence-based policy
- **Collaboration**: working with others to solve a problem or achieve a common goal that is mutually beneficial
- **Communication skills**: presenting information using traditional and/or digital media in a clear, concise and accurate manner through effective written, oral and visual communication
• **Customer service:** involves anticipating and identifying client needs to respond and provide better services with a goal of maximizing client satisfaction.

• **Influencing:** refers to the ability to bring about change by compelling others to action

• **Problem solving skills:** refers to the ability to recognize, understand and resolve a problem by breaking it apart into smaller pieces, and evaluating options and identifying alternative solutions

• **Relationship management:** involves building and maintaining strong working relationships with clients, stakeholders, partners and colleagues and demonstrating respect, ethics and extending trust in order to achieve organizational goals

• **Research skills:** the ability to use appropriate research tools and analytical methodologies to identify and analyze credible sources of information for the purposes of making evidence-based policy recommendations

• **Work management:** involves prioritizing tasks, managing competing priorities as to effectively manage time in order to meet deadlines.

**Additional information:**
Further information on the Division is available on-line at:
http://insideto.toronto.ca/accounting_services/index.htm

**Work Environment/Divisional Overview:**
The Accounting Services Division is responsible for providing a modern, efficient and effective business infrastructure to record and summarize financial transactions on a timely basis in a manner that is useful and meaningful including corporate policies, standards and procedures with respect to financial internal controls.
Project 12: Affordable Housing Office

**Project Title:**
Housing Opportunities Toronto, 2020-2030

**Project Description:**
In 2009, Toronto City Council adopted Housing Opportunities Toronto, an Affordable Housing Action Plan 2010-2020 (HOT). HOT addresses the City’s affordable housing priorities, including moving vulnerable people from streets and shelters into stable homes, assisting people to stay in their homes, improving private apartments and social housing, building 1,000 affordable rental homes annually, and making home ownership more affordable.

As the window for HOT 2010-20 comes to a close, City staff are beginning work to develop the next iteration which will guide the City's housing and homelessness priorities for the next ten years. The Affordable Housing, acting as the secretariat for the DCM, Cluster A, will co-ordinate the development of the HOT 2020-2030 through an interdivisional working group.

**Location:**
Metro Hall, 7th Floor
55 John Street

**Primary responsibilities:**
- Assisting senior staff in conducting a jurisdictional scan of long term housing and homelessness policies to explore best practices and innovations
- Providing support and conducting research and analysis in a number of other areas such as housing policy/program development, alternative program models and approaches, and housing programs and policies in other jurisdictions
- Providing support as required in the preparation of reports, briefing materials and presentations

**Key qualifications/competencies:**
- Research, analysis, and presentation
- Strategic thinking and problem solving
- Effective communication and team work
- Qualitative and/or quantitative research
- Political acuity

**Additional information:**
More information on this project/issue is available at:
Work Environment/Divisional Overview:
The Affordable Housing Office’s mission is to enhance the health of Toronto’s people, neighbourhoods, environment and economy by promoting, managing and funding the creation of safe, affordable, rental and ownership housing. This is accomplished by:

- Working with private sector, community and government partners to support job creation through residential construction, resulting in new homes developed through construction, conversion and intensification of existing sites.
- Ensuring effective and efficient use of affordable housing funding made available by the federal and provincial governments in line with City priorities and other legislative and policy frameworks.
- Implementing Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020.

The AHO provides these services through three areas:

- New affordable housing development.
- Housing policy and partnerships.
- Housing improvement programs
Project 13: Toronto Employment & Social Services (TESS)

Project Title:
TESS Front End Reception Refresh

Project Description:
TESS maintains 19 offices across Toronto, providing a mix of:

- "back office" case management financial benefits administration and service planning support to city residents in receipt of Ontario Works (social assistance), and
- "front end" services in, respectively, reception / waiting areas and "Employment Centres", where residents can get employment information and supports from staff, such as resume development, job counselling, etc.

TESS's front end services have been focused for many years on OW clients and low income city residents who are employable today. In view of the changing profile of OW clients (many of whom are more distant from the labour market compared to earlier cohorts) and need to provide residents with better access to a range of city and community services without having to navigate multiple places or bureaucratic systems, TESS is in the process of repositioning its front end spaces and services to better support less employable clients. This will be done through various means, including:

- the introduction of (new) itinerant services
- co-locations with other City, provincial and community services providers
- changes to the training, role, focus and type of services and supports provided by TESS administrative staff who work in the front end

As part of the City's Human Services Integration (HSI) initiative, for example, TESS will enhance its partnerships with the Children Services and Shelter, Support & Housing Administration divisions to enable city residents to apply for benefits and/or receive on-going case management support and information from common locations (i.e. a one stop shop approach for the City's three means-tested benefit programs). Similarly, by the middle of 2018, three of TESS' 19 offices will be co-located with Provincial staff who administer the Ontario Disability Support Program (ODSP) to better serve clients who move between OW and ODSP.

The training, required skills and competencies, role, function and work processes of administrative staff who work in the "reception" spaces of TESS office are the focus of this "refresh" project.

Especially in view of the high percentage of TESS clients who may be new to Canada, have language barriers and/or present with multiple complex social and/or financial support needs, the key question to be addressed through this refresh project is:

What changes are needed to create a more welcoming and functional front end that effectively supports TESS' diverse, multicultural client population?

Location:
Wellesley Place Employment & Social Services
111 Wellesley St E
Primary responsibilities:
- Developing a project terms of reference and work plan
- Undertaking research into best practices and innovative approaches from other jurisdictions
- Leading consultations with City staff, subject matter experts, and other stakeholders
- Business process assessment and re-engineering of select workflows
- Synthesizing qualitative and quantitative data and other research findings
- Developing and presenting options
- Time permitting: developing communication, training, and implementation

Key deliverables:
- Proposed training or curriculum for reception administrative staff
- Develop reception service standards and expectations
- Options for more welcoming and functional reception centre workspaces that include appropriate signage, line management, and administrative staffing roles and, potentially, work processes

Key qualifications/competencies:
- Project management experience, managing complex assignments from inception through to implementation with a high level of stakeholder engagement
- High degree of conceptual ability and capacity to undertake research and analysis and develop creative solutions for complex operating programs
- High level of communications skills with a particular emphasis on excellent writing ability
- Ability to work under pressure to meet deadlines
- Sound interpersonal skills, cross-cultural awareness and understanding, and good judgement

Additional information:
Further information on the Division is available online at:
- [http://www.toronto.ca/socialservices/reports.htm](http://www.toronto.ca/socialservices/reports.htm)

Work Environment/Divisional Overview:
TESS provides employment services, financial assistance, and social support to Torontonians to strengthen their social and economic well-being in their communities. TESS is the third largest social assistance delivery system in Canada (larger than most provincial delivery systems), with an average monthly caseload of more than 80,000 individuals and families. TESS is a critical player in the City’s Poverty Reduction Strategy, tasked with a number of key corporate initiatives that ensure the City of Toronto is responsive to the complex, intersectional needs of low-income residents. TESS provides and/or facilitates access to a range of programs, services, and supports for low-income residents. This ranges from employment supports to dental services to family support and financial empowerment. TESS helps improve access to jobs, skills, training opportunities, as well as social connections and health-related supports. The 2017/2018 mandate of the Division is "Together, we encourage purpose and possibility to help the people we serve pursue their best lives."
Project 14: Toronto Employment and Social Services (TESS)

Project Title:
Supporting Service Transformation – Mapping Existing Operational Policies to Service Planning Goals

Project Description:
Quality service planning is at the heart of effective client-worker relationships and is key to improving client experience and outcomes. Recognizing this, Toronto Employment and Social Services (TESS) is in the process of transforming its approach to service planning, with a new vision, a common service planning model and a training plan to drive organizational and cultural change. This new approach places the service planning relationship with clients at the heart of what we do, from the first interaction to the development of customized service plans that connect clients to the right supports and are mutually developed based on their needs and input.

TESS' service planning does not take place in a vacuum however. Clients access financial and employment assistance through the provincial Ontario Works (OW) program. Provincial policy directives interpret the laws that govern OW and explain how the programs work, the supports available and the roles and responsibilities of staff and clients. Informed by these directives, TESS develops its own operational policies to guide staff when making decisions about eligibility and benefits.

To support the transformation of service planning, the Policy Intern will undertake a review of key TESS operational policies that relate to provincial directives and have significant implications for service planning. This review will help us to identify policies that need to change to align with the new vision and emphasis on a client-centred model of service planning that supports access to benefits.

Location:
Metro Hall, 11th Floor
55 John Street

Primary responsibilities:
• Engage with key internal stakeholders to identify the key operational policies that are not aligned with service planning;
• Undertake research through the Canadian Legal Information Institute to identify cases that have been brought to the attention of the Social Benefits Tribunal (https://www.canlii.org/en/on/onsbt) and to identify provincial directives that may be challenged;
• Develop recommendations as to how operational policies might change; and
• Develop foundational principles/core values that support all operational policies and align with the new service planning vision and values.

Key deliverables:
• A briefing note identifying and analyzing themes from relevant cases in the Canadian Legal Information Institute database
• A briefing note highlighting operational policies and directives that staff at all levels and with both head office and frontline perspectives view to be in conflict with the renewed service planning and client centred approach
A briefing note outlining a list of the top 20 policies that need to be updated to align with service planning changes based on the research and consultation undertaken above

Key qualifications/competencies:
The Intern will have the opportunity to apply and further develop a number of skills and competencies, including: Creative & solution-oriented thinking; stakeholder engagement; research and analytical skills; and writing and presentation skills.

Work Environment/Divisional Overview:
TESS provides employment services, financial assistance and social support to Torontonians to strengthen their social and economic well-being in their communities. TESS is among the largest social assistance delivery system in Canada (larger than most provincial delivery systems), with an average monthly caseload of more than 80,000 individuals and families. TESS is a critical player in the City's Poverty Reduction and Workforce Development Strategies and works with a range of community, employer and government partners to ensure low income residents can access the programs, services, and supports that help them stabilize their lives and build employability. These range from employment supports to dental services to family support and financial empowerment. TESS helps improve access to jobs, skills, training opportunities, as well as social connections and health related supports. The 2017/2018 mandate of the Division is "Together, we encourage purpose and possibility to help the people we serve pursue their best lives." For additional information on TESS see: http://www.toronto.ca/socialservices/reports.htm
Project 15: City Clerk’s Office, Strategic Protocol and External Relations

Project Title:
City of Toronto Civic Honours Program

Project Description:
To inform the development of a Toronto Civic Honours Program by leading a review of current awards programs offered by and within the City of Toronto, and conducting research to identify best practices to recognize and celebrate achievements of individuals and communities.

The project is an opportunity to support and lead parts of a policy project from start to finish by leading policy research and analysis, performing a gap analysis and a needs assessment, planning consultations, and developing program policies and procedures.

The Intern will support the Senior Project Manager in assessing and determining the need for a City of Toronto Civic Honours Program, including developing a business case, program criteria, policy, procedures, guidelines, and an implementation plan.

Location:
City Hall, 2nd Floor, West Tower
100 Queen Street West

Primary responsibilities:
The Intern will be primarily responsible for developing jurisdictional and environmental scans by conducting research on existing awards programs, identifying best practices, conducting a gap analysis and needs assessment, and developing program policy criteria and procedures. The Intern will also be responsible for identifying appropriate internal and external stakeholders and supporting consultation activities.

The key deliverables for the Intern will be a summary of research and best practices, a gap analysis and a needs assessment, and developing program policy requirements.

Key qualifications/competencies:
- Ability to conduct research and present findings and analysis clearly and sufficiently
- Ability to analyze information and data from multiple sources
- Excellent communication skills, including ability to communicate in writing
- Ability and knowledge of conducting a gap analysis and a needs assessment
- Project Management experiences and/or experiencing leading components of a project
- Interpersonal, political acuity, and judgement skills
- A positive "can do" attitude and a team player

Additional information:
Further information on the City Clerk’s Office is available on-line at: https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/city-clerks-office/
Work Environment/Divisional Overview:
The Intern will be part of a team of experienced professionals ranging from a Research Assistant, Policy Development Officer, Project Manager, and Senior Project Manager. While the Intern will be placed in Strategic Protocol and External Relations, all efforts will be made to expose the Intern to the work of the City Clerk’s Office through formal and informal mentorships and opportunities such as attending meetings with the Senior Project Manager and the Deputy Chief of Protocol.
Project 16: Solid Waste Management Services, Policy, Planning & Support, Unit for Research, Innovation and a Circular Economy

**Project Title:**
Policy for the addition of new materials to the City's waste diversion programs – policy framework development and implementation

**Project Description:**
The intern will be responsible for developing a framework for how the new *Policy for the addition of new materials to the City's waste diversion programs* will be communicated to stakeholders & the public and will also be responsible for developing critical elements, such as the service fee formula.

**Location:**
City Hall, 25th Floor, East Tower
100 Queen Street West

**Primary responsibilities:**
- Coordinating and writing briefing notes/reports for Senior officials on policy and program issues related to the policy for the addition of new materials to the City's waste diversion programs
- Managing the research, writing and production of the addition of new materials to the City's waste diversion programs policy framework development and implementation
- Coordinating any policy development and planning activities involving other City divisions and other key stakeholders
- Generating a range of options for the framework and implementation of the policy including assessing the implications and feasibility of these options
- Key deliverables include: the development of an implementation plan and timeline for communication of the framework for the Policy for the addition of new materials to the City's waste diversion programs, development of a formula on how to determine costs associated with the addition of a new material to the City's waste diversion streams.

**Key qualifications/competencies:**
- Experience in strategic policy development and planning, policy analysis and program evaluations
- Experience in developing creative solutions to complex operating, policy and evaluation of programs.
- Project management experience, managing complex assignments from inception through to implementation with minimal direction while balancing political, community and other stakeholder interests, and resolving conflicts.
- High degree of conceptual ability and capacity to develop creative solutions to complex operating, policy and evaluating problems.
- Ability to work both independently and in a team environment.
- Flexibility in learning new program areas or analytical techniques.
- Ability to work under pressure to meet deadlines.
- High level of communication skills with a particular emphasis on excellent writing ability.
- Sound interpersonal skills, cross-cultural awareness and understanding, and good judgement.
Additional information:
Further information is available online at
www.toronto.ca/wastestrategy

Work Environment/Divisional Overview:
The City’s Solid Waste Management Services (SWMS) vision is to be a leader in providing safe and innovative waste management services to residents, businesses and visitors within the City of Toronto in an efficient, effective and courteous manner, creating environmental sustainability, promoting diversion and maintaining a clean city.

The work environment in this division fosters employee engagement and growth and offers both practical experience in the field as well as analytical and policy development opportunities.
Project 17: Municipal Licensing and Standards (MLS), Policy and Strategic Support

Project Title:
Review of Bars and Restaurants

Project Description:
MLS is reviewing rules for bars, restaurants and nightclubs. This work dovetails with work on the 'night economy' and preserving music venues. Join the policy team in researching and consulting with the public and stakeholders on this contentious and important topic.

Location:
City Hall
100 Queen Street West

Primary responsibilities:
The Intern will be primarily responsible for research, analysing statistical data, identifying external reports, researching other municipal practices, reviewing research studies, analysing City Policies, assisting senior staff in analysing issues, identifying and assessing implications of proposed options, assisting with public consultations, and assisting in the preparation of reports, briefing notes, communications and presentations. Key deliverables include, research, assist with public consultation and assist with drafting reports.

Key qualifications/competencies:
Strong research and writing skills. Enjoys working as part of a team, but can also work independently. Driven to work in a fast-paced and high-profile public sector division.

Additional information:
Further information on the Division is available on-line at:
http://www.toronto.ca/licensing/index.htm

Work Environment/Divisional Overview:
The Municipal Licensing and Standards Division supports a safe, vibrant, creative and clean City of Toronto through by-law administration and enforcement. The Division is responsible for providing by-law enforcement, issuing business licenses and permits, property standards, Animal Care, Control and Shelter.

In addition to your project work, you are expected to integrate into the division/work unit and perform day-to-day duties when needed such as research, public education and consultation, attending staff meetings, preparing communications, briefing notes, answer inquiries from the public and supporting the work of office colleagues.
Project 18: Municipal Licensing and Standards (MLS), Policy and Strategic Support

Project Title:
Vehicle-for-Hire Review and Analysis (Uber and Taxis)

Project Description:
In 2016, City Council legalized Uber in Toronto. At that time, City Council also made several changes to taxi regulations. Join MLS policy staff in a comprehensive review of the implementation of the Vehicle-for-Hire bylaw, Chapter 546, which will involve industry and public consultation, municipal comparisons, and other analysis of emerging issues.

Location:
City Hall
100 Queen Street West

Primary responsibilities:
The Intern will be primarily responsible for research, analysing statistical data, identifying external reports, researching other municipal practices, reviewing research studies, analysing City Policies, assisting senior staff in analysing issues, identifying and assessing implications of proposed options, assisting with public consultations, and assisting in the preparation of reports, briefing notes, communications and presentations. Key deliverables include, research, assist with public consultation and assist with drafting reports.

Key qualifications/competencies:
Strong research and writing skills. Enjoys working as part of a team, but can also work independently. Driven to work in a fast-paced and high-profile public sector division.

Additional information:
Further information on the Division is available on-line at: http://www.toronto.ca/licensing/index.htm

Work Environment/Divisional Overview:
The Municipal Licensing and Standards Division supports a safe, vibrant, creative and clean City of Toronto through by-law administration and enforcement. The Division is responsible for providing by-law enforcement, issuing business licenses and permits, property standards, Animal Care, Control and Shelter.

In addition to your project work, you are expected to integrate into the division/work unit and perform day-to-day duties when needed such as research, public education and consultation, attending staff meetings, preparing communications, briefing notes, answer inquiries from the public and supporting the work of office colleagues.