



City of Markham Council-Staff Relations Policy

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1. The Project

Why Update the Council-Staff Relations Policy?

1. Compliance with Municipal Act

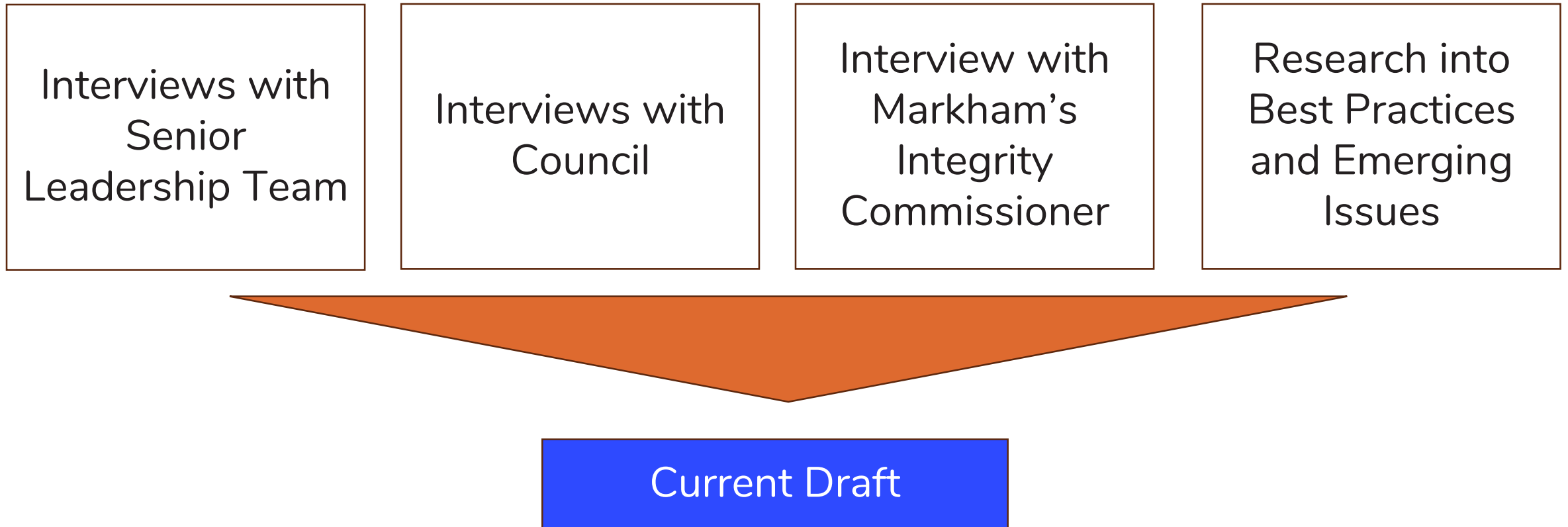
2. Address common problems and provide a strong foundation for effective governance

3. Update to Reflect Strong Mayor Powers

4. Consider emerging trends:

- Hybrid Council meetings
- Post COVID Issues

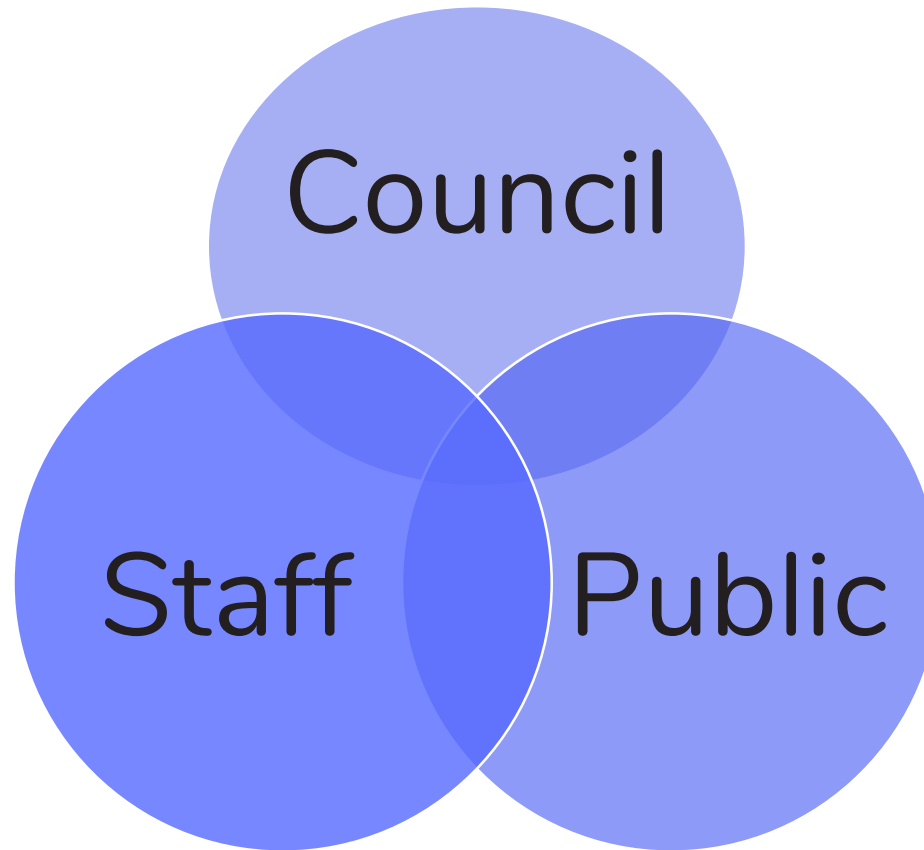
The Process



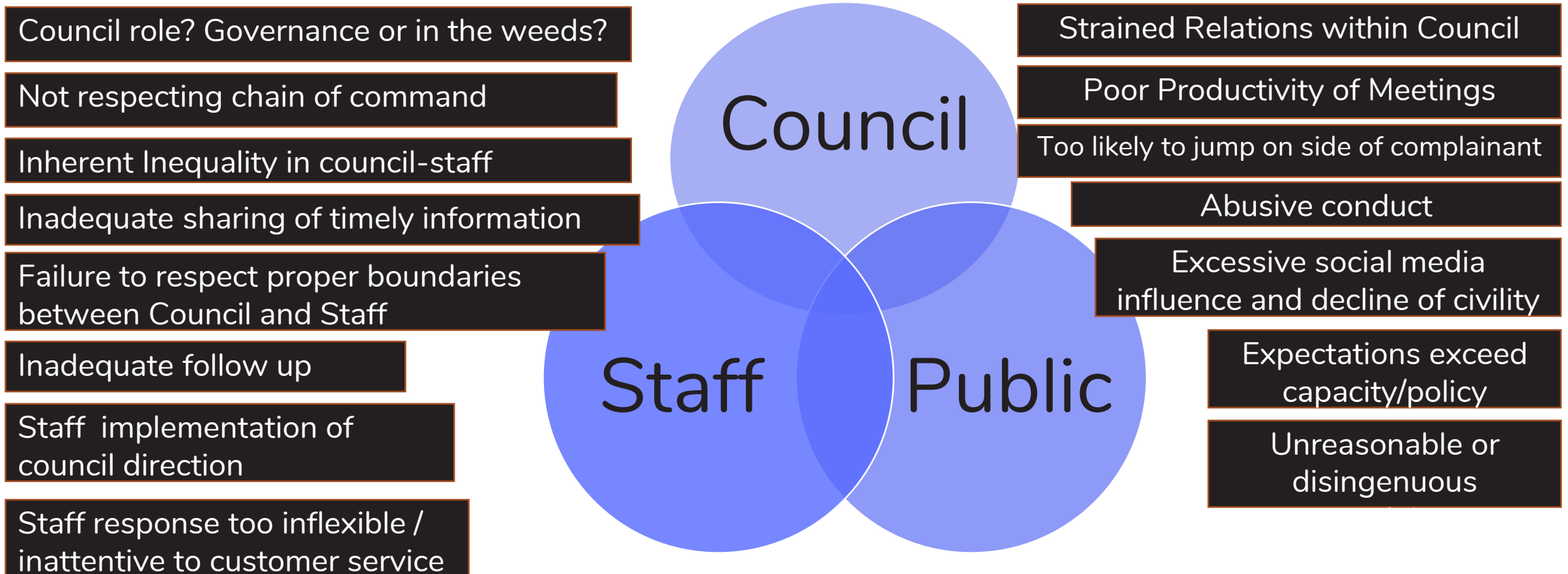
2. What We Hear Across the Province

The Basic Relationships

- The relationship between Council, Staff and the Public is at the foundation of trust and accountability in government.



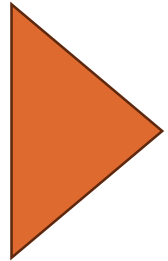
Common Concerns from local governments across the province that erode the basic relationship...



Key Themes from Interviews

Generally, things are working well in Markham...

There are some areas for reinforcement or improvement



1. The Role of Council

- General expectations for conduct among members
- The Strong Mayor powers

2. The Roles and Relationship of Council and Staff

- General expectations for conduct
- Specific situations, such as planning applications and requests for service on constituency matters

The Draft Policy:

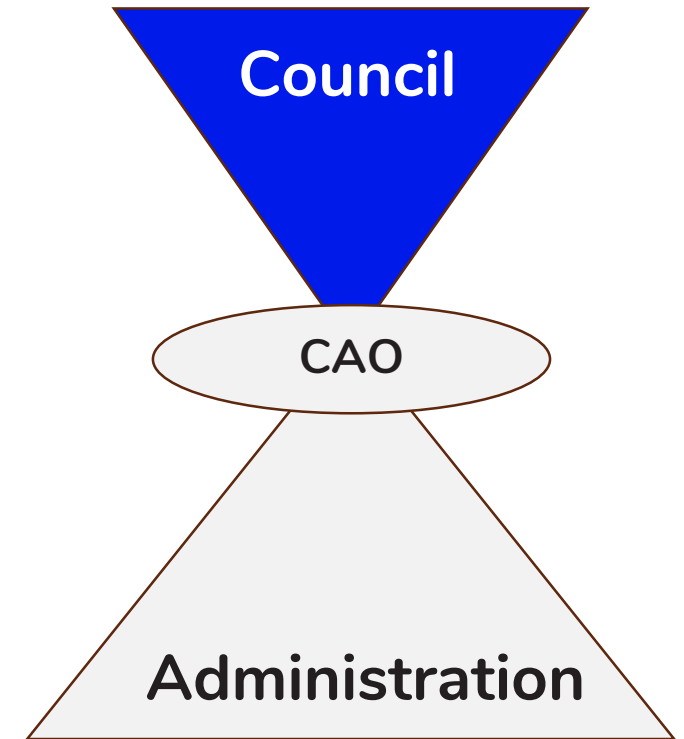
What does it say,
and how can it
help?

- What follows is an introductory summary for presentation purposes.
- Please refer to the full policy for the actual and complete version.

Reinforce the Role of Council:

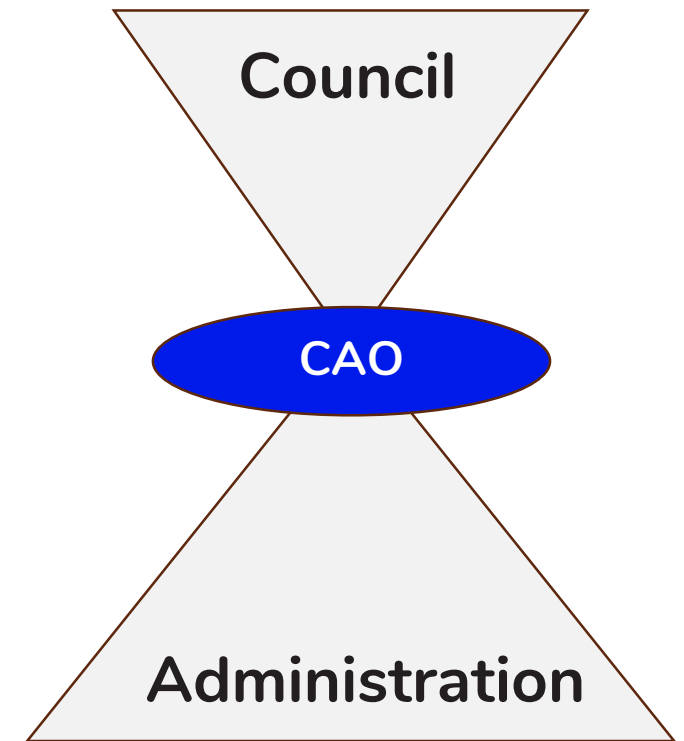
5.1.2 “Each Councillor is responsible for exercising their own judgement when considering the well-being and interests of the City and its residents.

- They should not depend solely on the viewpoints of other individual Councillors.”



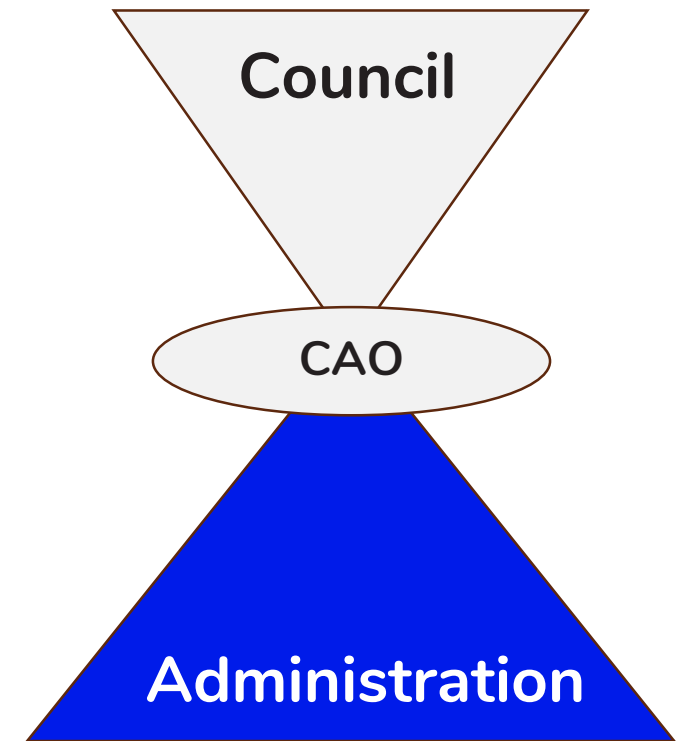
Better Define the Role of the CAO

- 5.2.2 On day-to-day matters, it is the role of the CAO and the Senior Executive to direct and manage the work of Staff.
- Staff time is a limited corporate resource and must be managed in a manner that respects its value as a public asset.



Better Define the Role of the Administration

- 5.3.2 Markham's Administration includes professionals and experts in all aspects of the City's areas of service.
- It is expected that the Administration provides objective advice to Council based on professional knowledge and that Council will rely on the Administration as its primary source of expert opinion.
- 5.3.3 It is expected that the Administration will faithfully and impartially serve Council in a non-partisan fashion.



Set the expectation that these roles will be respected

5.4.1 Councillors and members of the Administration must uphold their respective roles and show respect for the roles of others within the City.

5.4.2 Councillors shall not seek to improperly influence or interfere in the operations of the City.

- . Councillors may not on their own authority direct the conduct of Staff, other than by way of Council or Committee resolution;

Set mutual Expectations for Councillors and Administration

6.1 Seek to advance the common good of the City and act in a manner that enhances public confidence in local government.

6.2 Promote the flow of formal and informal communication among Councillors and Administration

Set mutual Expectations for Councillors and Administration

6.3 Promote orderly and effective conduct at City meetings:

- . Decorum
- . Councillors are expected to show respect for all participants
- . Discuss questions that may arise prior to meetings.
- . Be well prepared for meetings

Set mutual Expectations for Councillors and Administration

6.4 Ensure a safe and respectful workplace:

- Workplace where every person is treated with respect and dignity.
- Respect the diversity and be free from discrimination;
- Be free from harassment
- Be free from violence

(as defined by the Ontario Human Rights Code and the Ontario Occupational Health and Safety Act)

Set mutual Expectations for Councillors and Administration

6.5 No harassment of a Councillor, Staff or any member of the public: prohibited under the Ontario Human Rights Code and this Policy.

6.6 No public disparagement of a Councillor or of a member of the Administration:

- . “casts aspersions on or undermines their professional competence, ethics, or credibility.”

6.7 No Favouritism: All Councillors are equal and are to be treated as such, without favouritism, by the Administration.

Set expectations relating to Councillors

7.1 Councillors shall act in a way that enhances public confidence in local government.

7.2 Engage in respectful debate in the decision-making process:

- . Debate is part of the decision-making process, and it is expected that Councillors will engage in respectful debate as part of their collective task of decision-making.

Set expectations relating to Councillors

7.3 All Councillors shall uphold the decisions of Council, regardless of personal opinion or belief...

7.4 Do not improperly influence the actions of Staff or to secure preferential benefit for a constituent

- . It is the obligation of a Councillor to serve their constituents and the public in an accountable and transparent manner.
- . Discharge this obligation in a manner consistent with the expectations described in this Policy.

Set Expectations relating to Administration

8.1 Impartially provide professional advice to Council

8.2 The Administration acknowledges the role of Council as the policy setting and decision-making body of the City.

8.3 The Administration will faithfully implement the decisions of Council, regardless of personal opinion or belief...

8.4 Staff will operate within the confines of their delegations of authority and:

1. Refrain from making corporate commitments unless approved
2. Remain in good standing regarding their professional designation...
3. Exercise any statutory obligations independent of influence and in accordance with the provisions of the applicable legislation.

Set Expectations about the Interactions of Council and Administration

9.1 Councillors and the Administration shall comply with the prevailing Resident/Customer Service Policy

9.2 “Drop in” meetings are discouraged

9.2.2 Staff participation in Councillor- constituent or community information meetings must be authorized by the Council.

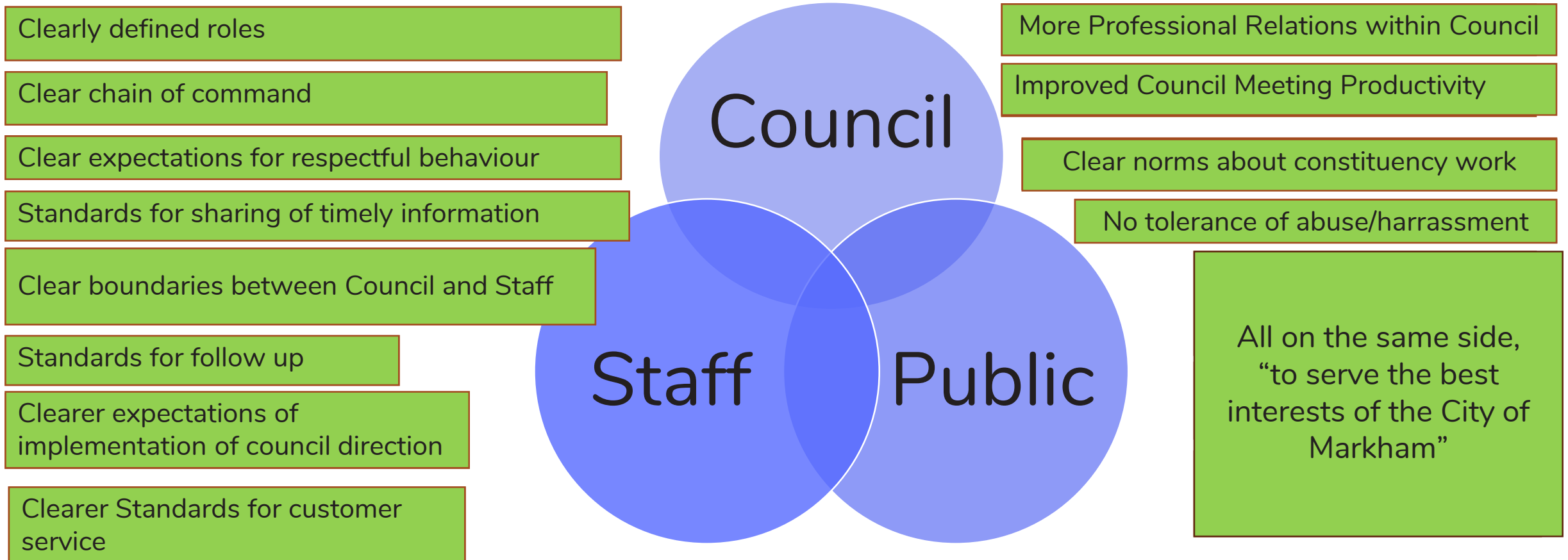
9.3 Response time expectations:

Emergency: Immediate or as soon as possible

Priority: as determined by the CAO

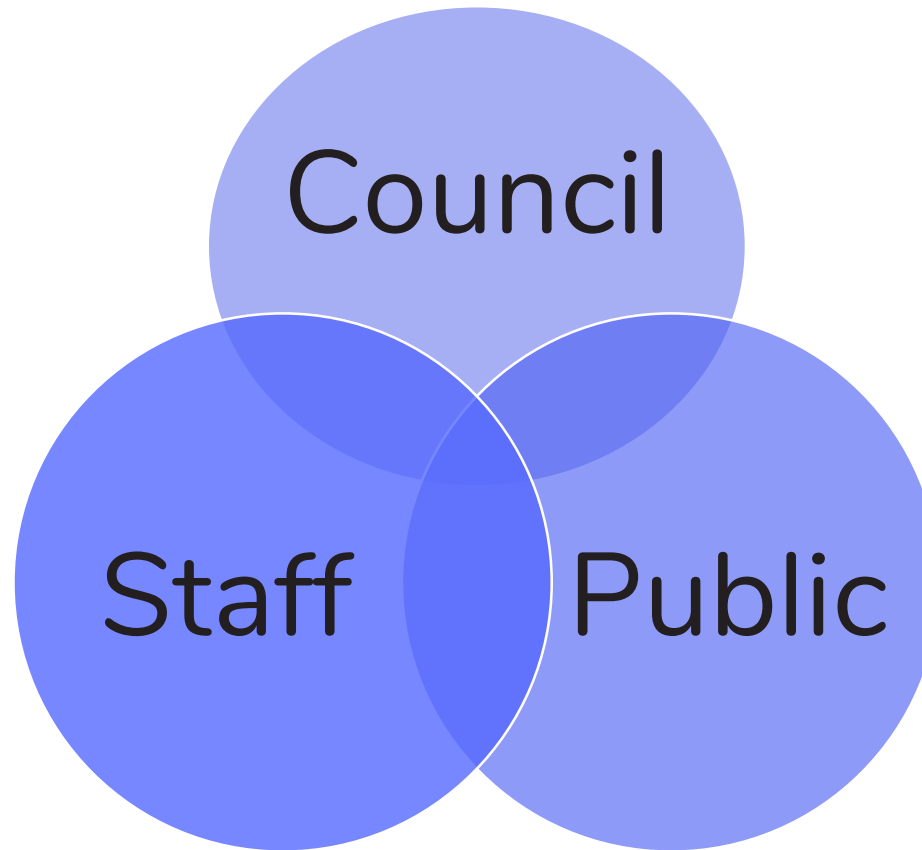
Regular: as determined by the CAO.

The draft policy addresses issues common to many Ontario Municipalities



The Draft Policy provides a solid foundation

- ✓ Compliance with Municipal Act
- ✓ Address common problems and provide a strong foundation for effective governance
- ✓ Updated to Reflect Strong Mayor Powers
- ✓ Consider emerging trends





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