



**TOWN OF MARKHAM**

**BOARD & COMMITTEE  
APPOINTMENT POLICY**

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## PURPOSE OF POLICY

The purpose of the Town of Markham (Markham) Board and Committee Appointment Policy is to ensure a fair and equitable appointment process to Town **Boards** and **Committees** where: 1) applicants are representative of Markham's diversity; and 2) the most qualified applicants are appointed as **Members**.

## SCOPE OF POLICY

This Policy applies to appointments to all Markham **Boards** and **Committees**. This Policy does not apply to Markham **Boards** and **Committees** which are subject to their own applicable legislative requirements, governing by-laws and/or other legal requirements regarding **Board** and **Committee** appointments.

### 1. DEFINITIONS

The following definitions are referred to throughout this Policy:

**Board, Committee** – means any Advisory Committee, Statutory Committee or Board, established by a resolution of **Council** or by enabling legislation, to provide advice, make recommendations; fulfill a statutory or quasi judicial role; organize events; or provide program support among other functions.

**Clerk** – means the Clerk of the Town of Markham, or his or her designate.

**Council** – means the **Council** of the Corporation of the Town of Markham.

**Diversity Information** – means information provided on a voluntary basis regarding board and committee applicants' 1) age; 2) gender; 3) aboriginal status; 4) visual minority status; 5) length of time in Canada; and 6) persons with a barrier to ability. **Diversity Information** is used to determine the relative diversity represented on **Boards** and **Committees** at various stages of the **Board** and **Committee** appointment process. **Diversity Information** reflects the communities of focus outlined in the Markham Diversity Action Plan and profile criteria used by Statistics Canada in the course of their data collection.

**Eligibility** – means the qualifications established by **Council** that an applicant must possess in order to serve on **Boards** and **Committees**.

**Member** – means a person appointed by **Council** to serve on a **Board** or **Committee**.

**Orientation Session** – means a training session for new **Members** of **Boards** and **Committees**.

**Recruitment Information Session** – refers to a meeting or event where interested applicants can enquire about volunteer opportunities related to **Boards** and **Committees**.

**Short Listed Applicants** – means a list determined by the **Striking Committee** of the most qualified applicants for appointment to a particular **Board** or **Committee**. Persons appearing on this list can be appointed or considered as alternates if a vacancy arises.

**Striking Committee** – means a Sub-Committee of **Council** responsible for interviewing applicants and recommending a candidate/slate of candidates for **Council**'s consideration and for ensuring consistency, fairness and professionalism in the recruitment, selection and orientation process.

**Term of Council** – means the period of time for which **Council** is elected to serve, as governed by applicable legislation.

**Terms of Reference** – a document outlining the mandate and board or committee operational details including such things as composition, activities, term, quorum, meeting schedule, staff roles and the like. **Terms of Reference** must be approved by **Council**, including any amendments.

**Voluntary Diversity Form** – is a confidential form voluntarily completed by **Board** and **Committee** applicants to collect **Diversity Information**.

## **2. ELIGIBILITY & GENERAL QUALIFICATIONS OF MEMBERS**

- 2.1. A **Member** must be 18 or more years of age to serve on **Boards** and **Committees**, unless otherwise specified in the Terms of Reference for the applicable **Board** or **Committee**, or where youth representation is required.
- 2.2. A **Member** will be a resident of Markham, or own property within Markham unless it is deemed by **Council** that there is need to acquire specialized knowledge, experience or representation, or a need to maintain continuity within a **Board** or **Committee** and requires reappointment of a **Member** who has moved from Markham.
- 2.3. **Members** are responsible for advising the **Clerk** of any change with respect to their **Eligibility** to serve on **Boards** and **Committees**. The **Clerk** in consultation with the appropriate **Staff** will then decide if the **Member** is still eligible to serve on the **Boards** and **Committees** based on other qualifying criteria.

## **3. TERM & LENGTH OF SERVICE ON AN BOARD OR COMMITTEE**

- 3.1. **Members** will be appointed for a period of time set out in the **Terms of Reference** for the applicable **Board** or **Committee**, which will not exceed the **Term of Council**.
- 3.2. Notwithstanding Section 3.1, **Members** may be appointed beyond the **Term of Council** where required by legislation.
- 3.3. Notwithstanding Section 3.1, **Members** may continue to be appointed and serve beyond the **Term of Council** until the appointment of successors or the dissolution of the **Board** or **Committee** by the succeeding **Council**.
- 3.4. **Members** will not be appointed to more than two (2) **Boards** or **Committees** in a **Term of Council**.
- 3.5. **Members** will not be appointed for more than two (2) consecutive terms on the same **Board** or **Committee**. Notwithstanding the foregoing, **Council** may reappoint a **Member** beyond two (2) consecutive terms if deemed necessary by **Council** to maintain continuity and to achieve balance between new and experienced **Members**.
- 3.6. **Members** eligible for reappointment must complete an application form and submit it to the **Clerk**.
- 3.7. **Members** that have served two (2) consecutive terms on one (1) **Board** or **Committee** may apply to serve on another **Board** or **Committee**.

#### 4. MEMBER RECRUITMENT PROCESS

- 4.1. The recruitment of **Members** will begin once a new **Council** has been sworn in, and, if applicable, following any changes the terms of reference for the applicable **Boards** and **Committees**, or after the establishment of any new **Boards** and **Committees**.
- 4.2. The recruitment process includes written advertisements and may include a **Recruitment Information Session** for interested applicants, where possible.
- 4.3. Advertisements

Advertisements for vacancies on **Boards** and **Committees** will contain the following information:

- A. **Member Eligibility;**
  - B. Meeting frequency and time;
  - C. Information on how to obtain the following: 1) an application form; 2) **Board and Committee Terms of Reference**; and 3) information with respect to attending a **Board** or **Committee** meeting prior to submitting an application;
  - D. The date, time, and location of the **Recruitment Information Session** held to provide information about various **Boards** and **Committees** to interested applicants;
  - E. Details with respect to submitting an application including, without limitation, application deadline, where to submit the application or the application process;
  - F. A note that personal information is collected in accordance with the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56*;
  - G. A note that the vacancy is a volunteer position.
- 4.4. Vacancies on **Boards and Committees** will be advertised in appropriate locations as determined by the **Clerk**.
  - 4.5. Recruitment Information Sessions

At the onset of the recruitment process and whenever possible, a **Recruitment Information Session** may be held to provide an opportunity for prospective **Members** to ask questions of staff regarding the **Boards** and **Committees**.

#### 4.6. Filling Positions Where Specialized Knowledge is Required

**Boards** and **Committees** may have one or more position in its composition designated to a stakeholder group with a specialized knowledge, experience or representation. **Council** may fill this type of vacancy in the following manner: 1) by invitation; 2) by seeking the assistance of a recruitment agency; or, 3) outreach to specific organizations or other means deemed appropriate by **Council**. Activities with respect to filling **Board** and **Committee** vacancies where specialized expertise is required will be coordinated by the **Clerk**, in consultation with applicable staff.

### 5. APPLICATION PROCESS

- 5.1. All applicants will submit to the **Clerk** a completed application, together with a resume or other supporting information, where applicable.
- 5.2. Completed applications must be submitted before the deadline prescribed by the **Clerk** in order to be considered for appointment to **Boards** and **Committees**.
- 5.3. Applicants applying to more than one vacancy will be requested to prioritize their preference.
- 5.4. Applicants will answer questions on the application form based on their first preference and to the best of their ability.
- 5.5. In order to support Markham's commitment to diverse representation on its **Boards** and **Committees**, applicants will be encouraged to complete a **Voluntary Diversity Form**. The information collected will be processed separately from the application form and will remain confidential and in the secure care and custody of the **Clerk**.

In order to process the **Diversity Information** in a fair and equitable manner, the information will be collected in the following manner:

- A. Upon receipt of the application by the **Clerk**, the application form along with the diversity form will be assigned a sequential application number;
- B. The **Clerk** will then separate the application form from the diversity form;
- C. Once the deadline for receiving applications has past, the **Clerk** will provide a copy of all application forms to the **Striking Committee** (see Section 6);
- D. The **Striking Committee** will provide the **Clerk** with the application number(s) of the applicants selected to be interviewed;

- E. After the interviews have occurred and the applicants have been selected, the **Striking Committee** will provide the **Clerk** with the application number(s) of the applicants selected by the **Striking Committee** for Council's consideration;
  - F. The **Clerk** will match the number on the application form with the number on the **Voluntary Diversity Form** in order to provide an aggregate indicator of the diversity of applicants at each stage of the recruitment process: applications received, applicants interviewed and applicants selected for recommendation to Council;
  - G. The **Clerk** will provide **Council** with the diversity statistics on an annual basis;
  - H. The **Clerk** will retain **Diversity Information** records in accordance with the Town Record Policy after which point it will be destroyed.
- 5.6. Applicants may be required to complete supplementary screening requirements, such as a criminal record check; all applicants exposed to children will be required to complete a vulnerable sector screening. These requirements will be noted in the recruitment advertisement and are considered part of the **Eligibility** requirements for **Members** of a particular **Board** or **Committee**.
- 5.7. All personal information collected in the application process, is collected in accordance with the *Municipal Freedom of Information and Protection of Privacy Act R.S.O., 1990*, and will be used to determine **Eligibility** for appointment and aggregate **Diversity Information**.

## 6. SELECTION PROCESS

- 6.1. **Council** will appoint a Sub-Committee know as the **Striking Committee** to fill all vacancies on **Boards** and **Committees**. The **Striking Committee** will be comprised of two (2) Members of Council appointed by **Council**, and will be responsible for interviewing **Short Listed Applicants** and recommending a candidate/slate of candidates for **Council**'s consideration and for ensuring consistency, fairness and professionalism in the recruitment, selection and orientation process.
- 6.2. When interviewing applicants for a particular **Board** or **Committee**, the **Striking Committee** will also include one (1) Member of Council who is appointed to that Board or Committee.
- 6.3. The current Chair or another **Member** of the **Board** or **Committee** may be invited to attend the **Striking Committee** interviews. As well, **Boards** or **Committees** may provide the **Clerk** with suggested candidate evaluation criteria for consideration.



- 6.4. The **Striking Committee** must have a minimum of one (1) Member of Council in attendance to hold meetings, including applicant interviews.
- 6.5. The **Clerk** in consultation with appropriate staff, will pre-screen applicants for the **Striking Committee**.
- 6.6. Once the **Striking Committee** feels that there are an adequate number of applications, the **Striking Committee** will review the applications and create a short list of applicants to interview. The **Striking Committee** may request an extension to the application submission deadline when there are an insufficient number of applications deemed appropriate.
- 6.7. Unless the **Striking Committee** decides otherwise, current **Members** that are eligible for reappointment will be evaluated in the same way as all new applicants.
- 6.8. Applicants that have been short listed will be invited to an interview by a representative of the Office of the Mayor and Members of Council, or the **Clerk**.
- 6.9. All applicants being interviewed for the same **Board** or **Committee** will be asked the same questions in order to ensure a fair and equitable appointment process. The **Clerk** will provide the **Striking Committee** with interview questions. The applicants' responses will be evaluated using a measured or scored approach.
- 6.10. The **Striking Committee** will recommend to **Council** one applicant per vacancy.
- 6.11. The **Striking Committee** is encouraged to recommend additional **Short Listed Applicants** to fill future vacancies. The **Clerk** will maintain confidential records of **Short Listed Applicants**, and other qualified applicants, that can be used to fill future vacancies for the current Term of Council. All **Short Listed Applicants** will be advised of their application status.
- 6.12. The **Striking Committee** recommendations will be provided to the **Clerk**, and placed on a Confidential Agenda for consideration by **Council** in accordance with Section 239 (b) of the *Municipal Act, 2001 S.O. 2001, c. 25*.
- 6.13. Once **Council** makes its appointments, the **Clerk** will send a letter to all unsuccessful Applicants thanking them for their interest.
- 6.14. Once **Council** makes its appointments the **Clerk** will provide **Council** with aggregate statistics pertaining to the diversity of the applicants at the different stages of the appointment process. These statistics are calculated based on information collected from the **Voluntary Diversity Form** (see Section 5.5). The **Clerk** will provide **Council** with this information annually, and will include the diversity statistics from the following stages of the appointment process:
  - A. Applications received;

- B. Applicants interviewed;
  - C. Applicants selected.
- 6.15. All newly appointed **Members** of **Boards** and **Committees** will sign two (2) copies of the Code of Conduct that will be provided to **Members** in their orientation package. **Members** will keep one (1) copy for their reference and return one (1) copy to the **Clerk**.
- 6.16. The **Clerk** will notify the applicable Staff of the appointment and provide them with information on how to contact the new **Member(s)**.
- 6.17. The **Clerk** will maintain a confidential database containing all appointments to **Boards** and **Committees**.

## 7. VACANCIES

- 7.1. Vacancies on **Boards** and **Committees** are created when a **Member** resigns or vacates the position, effective:
- A. The date of the resignation;
  - B. The date the **Member** is removed by **Council** resolution;
  - C. The date the **Member** no longer qualifies for the position;
  - D. The date of the death of the **Member**.
- 7.2. In accordance with the Rules of Procedure Governing Statutory and Advisory Committees (as amended), **Boards** and **Committees** may pass a resolution requesting that a **Member's** position be declared vacant when a **Member** has been absent without good reason for three (3) consecutive meetings or five (5) meetings in any calendar year.
- 7.3. A **Member** who is resigning from their appointed position will submit a written letter of resignation to the **Clerk**.
- 7.4. Whenever possible, vacancies will be filled from the **Short Listed Applicants** for particular **Boards** and **Committees**; otherwise vacancies will be filled as specified in Sections 4, 5 and 6.

## 8. ORIENTATION FOR NEW MEMBERS

- 8.1. The **Clerk** in consultation with appropriate staff will provide new **Members** with an orientation package prior to the first meeting, which will generally include:
- A. Previous meeting minutes;
  - B. **Members** contact information, provided the consent of the **Members** has been obtained;
  - C. Meeting dates;
  - D. **Terms of Reference**;
  - E. Rules of Procedure Governing Statutory and Advisory Committees (as amended);
  - F. Two (2) copies of the Code of Conduct;
  - G. Accessible Customer Service: A Guide for Markham Advisory Boards and Committees Members and Volunteers;
  - H. Markham's Strategic Priorities; and
  - I. Other relevant documentation deemed appropriate for volunteers prepared in cooperation with key stakeholders.
- 8.2. **Staff** will, whenever possible, telephone new **Members** to provide them with meeting details and to address any questions or concerns.
- 8.3. At the onset of each **Council** term, once **Council** makes its appointments, the **Clerk** will hold an **Orientation Session** for newly appointed **Members**. An **Orientation Session** will also be held for **Members** appointed to fill a vacancy in the midst of a **Term of Council**, when there is sufficient attendance to hold an **Orientation Session**.

## 9. LEAVE OF ABSENCE

- 9.1. A **Member** who would like to take a leave of absence for an extended period of time must obtain the approval of the **Board** or **Committee**. The approved request will be forwarded to the **Clerk**.
- 9.2. **Council** may appoint a temporary **Member** to the **Board** or **Committee**. The temporary vacancy will be filled as prescribed above in Section 7. The **Member** whose spot is vacant as a result of a leave of absence will not be included towards establishing quorum until the temporary vacancy is filled.

## **10. COMPLETION OF MEMBERS TERM**

- 10.1. At the completion of a **Member's** term or once **Council** receives the resignation; the **Member** will be sent a letter thanking them for their service.
- 10.2. At the completion of a **Member's** term or when a **Member** submits their resignation, the **Clerk** may conduct an exit interview with the objective of improving the volunteer position (to be conducted in person or by completing a written questionnaire). The **Member** may provide suggestions for improving the position, or may seek information with respect to other opportunities to serve on other **Boards** and **Committees**.

## **11.0. EXCEPTIONS TO THIS POLICY**

Where a conflict exists between the provisions of this policy and any legislative or legal requirement, the legal requirement will prevail.

## **12.0. INTERPRETATION & ADMINISTRATION**

The **Clerk** is responsible for interpreting and administering this policy, and such interpretations will be final.