



Ward Boundary Commission – Final Report

WBC2024-0979

September 9, 2024



Ward Boundary Commission members



Jordan Pinkster,
Chair



Jacqueline Peterson,
Vice Chair



Jack Lucas,
Member



Elise Bieche,
Member



Karen Jiang,
Member



Andrew Brouwer

Returning Officer's designate and a non-voting member on the Commission.

Mandate of the Commission:

- (a) review the effectiveness of the 14-ward system with no change to the number of Councillors;
 - (b) review the Policy;
- and provide recommendations to Council with respect to the above.



Ward Boundary Commission Milestones

June 2023	Direction from Council to review the effectiveness of the 14-ward system with no change to the number of Councillors.
November – December 2023	Ward Boundary Commission appointed & onboarded. Development of internal & public engagement plan.
January 2024	Council approved public engagement plan & project timeline.
February 2024	Customer Service & Communications presentation to the Ward Boundary Commission.
March 2024	Presentation on Political Representation & Democratic Institutions in Calgary to Ward Boundary Commission.
March – June 2024	Internal & public engagement undertaken.
July 2024	Council information session regarding proposed recommendations.
September 2024	Final presentation of recommendations to Council.

- Members of Council and their staff
- Chief Administrative Officer (CAO) & CAO Office leadership
- Chief Operating Officer (COO)
- Ethics & Integrity Office
- Calgary Board of Education & Calgary Catholic School District
- Customer Service and Communications, including 311
- City Clerk's Office leadership
- Anti-Racism Team
- Indigenous Relations Office
- Government Relations Office
- Partnerships Office leadership
- Council Compensation Review Committee Chair

Online questionnaires:

Designed for the following groups:

- General public
- Business owners/operators
- Representatives from:
 - Community Associations
 - Business Improvement Areas
 - Business associations
 - Ethnocultural associations
 - Volunteer and not-for-profit organizations

Online workshops:

The Commission and the Engage Resource Unit hosted four 90-minute online workshops, one for each of these groups:

- Business Improvement Areas
- Ethnocultural associations
- Business associations
- Community associations



In person pop-up events:

Quadrant	Location	Date
SW	Cardel Rec South 333 Shawville Blvd S.E. #100*	April 4
SE	The Spring Market at Deerfoot Inn & Casino 11500 35 St S.E. #1000	April 14
NW	Calgary Farmers' Market West 25 Greenbriar Drive N.W.	April 20
NE	Genesis Centre 7555 Falconridge Blvd N.E. #10	April 25
Downtown	Central Library 800 3 St S.E.	April 27



Engagement numbers

7

Weeks of advertising
public engagement

8,299

Visits to the Engage
Portal page on calgary.ca

848

Online survey
submissions

11

Participants in
online workshops

5

In-person
pop-up events

80

Calgarians engaged
with at events



Expectations	Improvement Areas
<ul style="list-style-type: none"> • Two-way communication • Constituent focus • Character, transparency and integrity • Well-run services 	<ul style="list-style-type: none"> • Communications • Local perspective • Fiscal governance • Transparency and accountability

- ***Setting Council members up for success: Facilitating continuity, professional development and training***
- ***Maximizing impact: Building ward office capacity and resilience***
- ***Mechanisms for democratic accountability: Fostering effective representation***
- ***Knowing your ward: Leveraging data to drive responsive decision-making***
- **Future commission considerations**
- **Policy considerations**

Setting Council members up for success: Facilitating continuity, professional development and training

1. That Administration engage with Council Members' offices to prepare impartial administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation and key internal and external contacts, among other things.
2. That Administration review programming for Council's onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.
3. That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety, and anti-racism.

Maximizing impact: Building ward office capacity and resilience

4. That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.
5. That Administration prepare ward budget structure options for Council's consideration to respond to unique resource requirements among wards, while maintaining a base budget allocation per ward, with input from Council and their offices.
6. That Administration develop a Council Members' office human resources strategy to address Council Member employee environment gaps, with input from Council and their offices.

Mechanisms for democratic accountability: Fostering effective representation

7. That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member webpages to present their vote record and rationale by topic. As well, Administration should establish a link to Council Member vote records and rationale webpages from the Council and Committee meetings landing webpage.
8. That educational and communications programming be expanded to share clear information for the public about the roles and responsibilities of Council and municipal government, as well as opportunities for public participation in City decision making.

Knowing your ward: Leveraging data to drive responsive decision-making

9. That all city-wide public opinion research undertaken or commissioned by Administration be designed for and shared at the level of individual wards. This should include developing accessible and customized data dashboards for use by Council Members' offices.
10. That Administration develop a partnership with local post-secondaries or another suitable partner to carry out a high-quality survey of Calgarians' policy priorities and attitudes at least once per year.
11. That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.

Future commission considerations

12. That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the introduction of political parties and slates. Their work should include consultation with 2025 General Election parties, slates and candidates, Administration, and other interested parties.

Policy considerations

13. That the next Ward Boundary Commission consider opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.
14. That the name of future commissions be referred to by their primary mandate (such as review of ward boundaries, number of Councillors or effectiveness of the ward system).
15. That the Policy be amended to provide that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment.
16. That the Policy be amended to remove Section 6.1.2, “Total Electors,” and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.



Thank you