

**Ward Boundary Commission Chair Report to
Ward Boundary Commission
2024 September 09**

**ISC: UNRESTRICTED
WBC2024-0979**

Ward Boundary Commission Report and Recommendations

PURPOSE

The purpose of this report is to present the recommendations and report of Ward Boundary Commission (Attachment 1). This report also presents Administration Preliminary Service and Financial Impact Analysis of the Ward Boundary Commission's Recommendations (Attachment 2).

PREVIOUS COUNCIL DIRECTION

On 2024 January 30, Council approved the Ward Boundary Commission's Public Engagement Plan and Timeline (Attachment 3).

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RECOMMENDATIONS:

That the Ward Boundary Commission recommend that Council approve the following recommendations:

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.
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.
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.
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.
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

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2025 General Election parties, slates and candidates, Administration, and other interested parties.

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 Ward Boundary Determination and Review Policy (CP2019-04) 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. Any ward boundary adjustments should continue to be led by the City Clerk's Office.
16. That the Ward Boundary Determination and Review Policy (CP2019-04) 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.

HIGHLIGHTS

- The Ward Boundary Commission was appointed in 2023 and includes five public members and one non-voting member (Returning Officer's designate).
- Internal and public engagement was undertaken in Q1 and Q2 of 2024.
- An overview of the public engagement can be found in Attachment 4.
- Accompanied by engagement insights, Ward Boundary Commission members undertook independent research and analysis in formulating their recommendations.
- The recommendations address four theme areas:
 - 1) Continuity, Professional Development and Training
 - 2) Building Ward Office Capacity and Resilience
 - 3) Fostering Effective Representation
 - 4) Leveraging Data to Drive Responsive Decision-Making
- Administration has completed a preliminary analysis of service and financial impacts of the Ward Boundary Commission's recommendations (Attachment 2).

DISCUSSION

The Ward Boundary Commission's Report (Attachment 1) includes the recommendations, research, and analysis, in addition to the details of the engagement that was undertaken.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|---|---|
| <input checked="" type="checkbox"/> Public engagement was undertaken | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

The public engagement plan and timeline was approved by Council on 2024 January 30. Details of the public engagement and the What We Heard report is included in Attachment 1.

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IMPLICATIONS

Social

Recommendations in this report are intended to improve services, support and capacity to Members of Council and their staff, thereby improving Calgary's 14-ward system of representation for Calgarians.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

Other:

As set out in Attachment 2, some recommendations can be supported within the existing (2023-2026) budget, where others require consideration in the next (2027-2030) budget cycle. In addition, if approved, some recommendations will require further analysis to determine service and financial implications.

RISK

Identifying opportunities to improve Council's ability to perform their duties and the public's ability to be effectively represented is best practice. Opportunities to improve Calgary's 14-ward system may not be realized if the Ward Boundary Commission's report and recommendations are not given due consideration.

ATTACHMENTS

1. Ward Boundary Commission Report
2. Preliminary Service & Financial Impact Analysis – Ward Boundary Commission Recommendations
3. Previous Council Direction, Background
4. What We Heard Report

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