

Reference Document

1. Setting Council Members up for success: facilitating continuity, professional development, and training

“Elections are an important component of effective representation to keep elected officials accountable, but can have an impact on a political office’s ability to respond to the needs of their constituents. This section explores ways to improve continuity, professional development and training opportunities for Councillors and their staff.” (Attachment 2, Commission report, pg. 4)

Rec. No.	Description	Attachment 2 Page No.	Attachment 3 Page No.	Status of Recommendation
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.	6	1	New opportunity for Council to explore.
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.	7	1	New opportunity for Council to explore.
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.	7	1	New opportunity for Council to explore.

2. Maximizing impact: Building ward office capacity and resilience

“Strong ward offices are a direct contributor to the overall effectiveness of a Councillor. This section explores support structures for political staff, and budget structures for ward offices.” (Attachment 2, Commission report, pg. 4)

Rec. No.	Description	Attachment 2 Page No.	Attachment 3 Page No.	Status of Recommendation
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.	8	3	Aligns with work under way by Administration.
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.	9	3	New opportunity for Council to explore.
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.	9	3	Aligns with work under way by Administration.

3. Mechanisms for democratic accountability: Fostering effective representation

“Calgarians place a high expectation on transparency and effective two-way communication with their elected leaders. This section explores tools to augment information sharing with members of the public.” (Attachment 2, Commission report, pg. 4)

Rec. No.	Description	Attachment 2 Page No.	Attachment 3 Page No.	Status of Recommendation
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.	10	4	New opportunity for Council to explore.
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.	11	4	Aligns with work under way by Administration.

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

“Well-informed Councillors are in a better position to strongly advocate for their constituents. This section explores the development of research and engagement tools to give Council a better understanding of local priorities and opinions on pressing issues.” (Attachment 2, Commission report, pg. 4)

Rec. No.	Description	Attachment 2 Page No.	Attachment 3 Page No.	Status of Recommendation
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.	13	5	New opportunity for Council to explore.
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.	13	5	New opportunity for Council to explore.
11	That Administration commission one to four citizens’ assemblies per term, each focused on an important and high-profile policy challenge.	14	6	New opportunity for Council to explore.

5. Future Commission considerations, including recommendations related to the Ward Boundary Determination and Review Policy

“Provincial legislation regarding the establishment of municipal political parties in Calgary may require deliberation from a future Ward Boundary Commission. This section provides a suggestion on work for a future Commission and provides input on the overarching policy that governs this work. This set of recommendations is intended to provide a menu of options for Council’s consideration.” (Attachment 2, Commission report, pg. 4)

Rec. No.	Description	Attachment 2 Page No.	Attachment 3 Page No.	Status of Recommendation
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.	15	7	New opportunity for Council to explore.
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.	16	7	New opportunity for Council to explore.
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).	16	7	Administrative housekeeping.
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.	17	8	Administrative housekeeping.
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.	17	8	Administrative housekeeping.