

Law, Legislative Services & Security Report to  
Council Services Committee  
2025 January 15

ISC: UNRESTRICTED  
CSC2025-0075

## **Ward Boundary Commission - Revised Recommendations**

---

### **PURPOSE**

This report responds to Council's 2024 September 17 direction to request the Council Services Committee forward a revised set of Ward Boundary Commission recommendations for Council's consideration and implementation no later than the end of Q2, 2025.

### **PREVIOUS COUNCIL DIRECTION**

On 2024 September 17, Council directed:

That with respect to Report WBC2024-0979, the following be adopted:

That Council thank and accept the report of the Ward Boundary Commission;

And further, that Council ask the Council Services Committee to forward to Council a revised set of recommendations for consideration and implementation no later than the end of Q2 2025.

### **RECOMMENDATIONS:**

1. That the Council Services Committee forward a revised set of Ward Boundary Commission recommendations for Council's consideration and implementation; and
2. Direct that Confidential Attachment 1 remain confidential pursuant to Section 24 (Advice From Officials) and Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

The City Solicitor and General Counsel concurs with this report.

### **HIGHLIGHTS**

- In keeping with Bylaw 28M2023, a Ward Boundary Commission ("the Commission") was appointed in 2023 with a mandate to review and provide recommendations to Council on the effectiveness of the 14-ward system with no change to the number of Councillors and the *Ward Boundary Determination and Review Policy*.
- The Commission's 16 recommendations organized within 5 sections are detailed in their 2024 September 17 report to Council (Attachment 2).
- Administration's Preliminary Analysis of Service and Financial Impacts accompanied the Commission's 2024 September 17 report (Attachment 3).
- Attachment 4 is a Reference Document outlining:
  - Commission recommendations by report section,
  - Page references to Attachment 2 and 3, and
  - Status of recommendations (new opportunity for Council to consider, aligns with existing work under way by Administration, or administrative housekeeping).
- As set out in Attachment 3, some of the Commission's recommendations can be supported within the existing (2023- 2026) budget, where others require consideration in

Law, Legislative Services & Security Report  
to  
Council Services Committee  
2025 January 15

ISC: UNRESTRICTED  
CSC2025-0075

## **Ward Boundary Commission - Revised Recommendations**

---

the next (2027-2030) budget cycle. Some recommendations will require further analysis to determine service and financial implications.

### **DISCUSSION**

Between 2024 December 8 and 13, Members of Council were invited by Administration to complete a survey (Attachment 1) to:

1. Assist the Council Services Committee to prioritize the Commission's recommendations.
2. Gather feedback on refining the Commission's recommendations.
3. Identify recommendations that may need further clarification.

The survey focused on recommendations representing new opportunities for Council to consider and those which align with existing work under way by Administration. Recommendations representing administrative housekeeping were not included in the survey.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Council Member survey (see Discussion section).

### **IMPLICATIONS**

#### **Social**

Recommendations of the Commission 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:**

A preliminary analysis of service and financial impacts is outlined in Attachment 3.

Law, Legislative Services & Security Report  
to  
Council Services Committee  
2025 January 15

ISC: UNRESTRICTED  
CSC2025-0075

## Ward Boundary Commission - Revised Recommendations

---

### 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 Commission's recommendations are not given due consideration.

### ATTACHMENTS

1. CONFIDENTIAL Survey: Ward Boundary Commission Recommendations
2. Ward Boundary Commission Report
3. Preliminary Analysis of Service and Financial Impacts
4. Reference Document
5. Previous Council Direction
6. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katarzyna Martin, City Clerk/Director	Law, Legislative Services and Security	Approve
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Chris Arthurs, General Manager	People, Innovation and Collaboration Services	Inform
Greg Juliano, Chief Human Resources Officer	People, Innovation and Collaboration Services	Inform
Jennifer McMurtry, Director of Customer Service & Communications	People, Innovation and Collaboration Services	Inform

Author: Andrew Brouwer, City Clerk's Office