



Ward Boundary Commission – Revised Recommendations

CSC2025-0075

2025 January 15 Council Services Committee

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*.



Timeline

2023 June 6
Reg.
Meeting

Direction to recruit Commission, mandate set out in Bylaw 28M2023.

2024 January 30 Reg. Meeting

Commission's public engagement plan approved.

2024 September 17 Reg. Meeting

Commission report presented (Attachment 2) with Preliminary Analysis of Service & Financial Impacts (Attachment 3).

2025 January 15 Council Services Committee Meeting

Consider revised Commission recommendations (Council to consider by end of Q2, 2025).



2023 October 24 Org. Meeting

Commission members appointed.

Q1 – Q3, 2024

Public & internal engagement by Commission.

Commission analysis & report development.

2024 December 8-13

Council Member survey opportunity (Confidential Attachment 1).



New Opportunities

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$150,000 for City Clerk's Office capacity to develop programs and support off-boarding and onboarding throughout the term of Council (recommendations 1, 2 and 3).

Timing Considerations

Ideally, complete prior to Oct. 2025 or before following term of Council transition.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$150,000 for City Clerk's Office capacity to develop programs and support off-boarding and onboarding throughout the term of Council (recommendations 1, 2 and 3).

Additional costs required for 2027 – 2030 base budget for professional development and training (TBD based on scope of programming).

Timing Considerations

Ideally, develop and implement professional development and training program in next term of Council.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$150,000 for City Clerk's Office capacity to develop programs and support off-boarding and onboarding throughout the term of Council (recommendations 1, 2 and 3).

Additional costs required for 2027 – 2030 base budget for professional development and training (TBD based on scope of programming).

Timing Considerations

Ideally, develop and implement professional development and training program in next term of Council.

Recommendation 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.

New Budget Requirements

Yes, for 2027-2030 base budget.

To be determined based on ward budget structure recommended.

Timing Considerations

Could be implemented in 2027-2030 budget cycle or following.

Recommendation 7

That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member web pages to present their vote record and rationale by topic.

As well, Administration should establish a link to Council Member vote records and rationale web pages from the Council and Committee meetings landing web page.

New Budget Requirements

No.

There is no additional cost from Administration for Councillors to use their existing page to present their vote record and rationale.

Timing Considerations

Ideally, implement in next term of Council.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$100,000 - \$200,000 (ward-level aggregation of Fall Survey, the Spring Survey and the Attitudes and Outlook Survey).

Up to \$250,000 for staff resourcing to support creation and maintenance of ward-level data dashboards.

Timing Considerations

Ideally, implement in next term of Council.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

To be determined, based on the survey methodology used.

Timing Considerations

Ideally, implement in next term of Council.

Recommendation 11

That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.

New Budget Requirements

Yes, for 2027-2030 base budget.

To be determined, based on approach to citizen assembly methodology.

Timing Considerations

Ideally, implement in next term of Council.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$480,000. Cost estimate represents a 12-month mandate to review:

- Ward boundaries (\$200,000)
- Representational and organizational considerations related to the introduction of political parties and slates (Recommendation 12.) + Opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core (Recommendation 13.) (\$150,000)
- Limited-term staff resourcing (\$130,000).

Timing Considerations

Next term of Council, following 2025 General Election.

Recommendation 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.

New Budget Requirements

Yes, for 2027-2030 base budget.

\$480,000. Cost estimate represents a 12-month mandate to review:

- Ward boundaries (\$200,000)
- Representational and organizational considerations related to the introduction of political parties and slates (Recommendation 12.) + Opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core (Recommendation 13.) (\$150,000)
- Limited-term staff resourcing (\$130,000).

Timing Considerations

Next term of Council, following 2025 General Election.



Opportunities Aligning with Existing Work

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.

New Budget Requirements

No.

Timing Considerations

Work is under way.



Recommendation 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.

New Budget Requirements

No.

Timing Considerations

Work is under way.

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.

New Budget Requirements

Yes, for 2027-2030 base budget.

To be determined based on scope of recourses and tactics to support educational and communication strategy tactic

Timing Considerations

Work is under way, in part.



Administrative Housekeeping



Recommendation 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).

New Budget Requirements

No.

Timing Considerations

Next term of Council, following 2025 General Election.

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.

Any ward boundary adjustments should continue to be led by the City Clerk's Office.

New Budget Requirements

No (resourcing required to amend the Policy).

Timing Considerations

Next term of Council, following 2025 General Election.



Recommendation 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.

New Budget Requirements

No.

Timing Considerations

Next term of Council, following 2025 General Election.

- Attachment 3: Administration's Preliminary Analysis of Service and Financial Impacts.
- Some of the Commission's recommendations can be supported within the existing (2023- 2026) budget, while others require consideration in the next (2027-2030) budget cycle.
- Some recommendations will require further analysis to determine service and financial implications.

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