

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

ISC: UNRESTRICTED  
CSC2025-0075

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

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### **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*.

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**RECOMMENDATIONS OF THE COUNCIL SERVICES COMMITTEE, 2025 JANUARY 15:**

That Council:

1. **Direct Administration to:**
  - a. Bring recommendations 5, 9, 10, 11, and 13 contained in Report WBC2024-0979 be reviewed as part of potential future work by Council Services Committee in Q2 2027;
  - b. Return to Council Services Committee for discussion on the implementation of recommendation 8 contained in Report WBC2024-0979 in Q2 2026;
  - c. Direct the implementation of recommendations 14, 15, and 16;
  - d. Continue the work with respect to recommendation 3 contained in Report WBC2024-0979 to support incoming council staff in 2025 and return to Council Services Committee with a review of training, professional development, onboarding, and future opportunities in Q3 2026;
  - e. Merge recommendations 3, 4, and 6 contained in Report WBC2024-0979 with recommendations 4 and 5 contained in Report C2024-1309 (Council Compensation Review Committee) and return to Council Services Committee for review and discussion of implementation at the 2025 March 5 Council Services Committee Meeting; and
2. Direct that Confidential Attachment 1 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from Officials) of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Regular Meeting of the Council Services Committee, 2025 January 15:

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**“Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment:**

**That the Council Services Committee recommend that Council:**

1. **Direct Administration to:**
  - a) **Implement recommendation 1 contained in Report WBC2024-0979 to support an incoming council in 2025;**

For: (3) Councillor Sharp, Councillor Penner, and Councillor Wong

Against: (3) Councillor McLean, Councillor Chabot, and Councillor Dhaliwal

**MOTION DEFEATED**

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**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**That the Council Services Committee recommend that Council:**

1. **Direct Administration to:**

**b) Bring recommendations 2 and 7 contained in Report WBC2024-0979 to be reviewed as part of potential future work by Council Services Committee in Q4 2026;**

For: (2) Councillor Penner, and Councillor Dhaliwal  
Against: (4) Councillor Sharp, Councillor McLean, Councillor Chabot, and Councillor Wong

**MOTION DEFEATED**

**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**That the Council Services Committee recommend that Council:**

1. **Direct Administration to:**

**c) Bring recommendations 5, 9, 10, 11, and 13 contained in Report WBC2024-0979 be reviewed as part of potential future work by Council Services Committee in Q2 2027;**

For: (4) Councillor Penner, Councillor Chabot, Councillor Wong, and Councillor Dhaliwal  
Against: (2) Councillor Sharp, and Councillor McLean

**MOTION CARRIED**

**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**That the Council Services Committee recommend that Council:**

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**1. Direct Administration to:**

**d) Bring recommendation 12 contained in Report WBC2024-0979 back to Council to include as part of the mandate for consideration for the next Ward Boundary Commission;**

For: (3) Councillor Sharp, Councillor Penner, and Councillor Dhaliwal  
Against: (3) Councillor McLean, Councillor Chabot, and Councillor Wong

**MOTION DEFEATED**

**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment:**

**That the Council Services Committee recommend that Council:**

**1. Direct Administration to:**

**e) Return to Council Services Committee for discussion on the implementation of recommendation 8 contained in Report WBC2024-0979 in Q2 2026;**

For: (4) Councillor Penner, Councillor Chabot, Councillor Wong, and Councillor Dhaliwal  
Against: (2) Councillor Sharp, and Councillor McLean

**MOTION CARRIED**

**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment:**

**That the Council Services Committee recommend that Council:**

**1. Direct Administration to:**

**f) Direct the implementation of recommendations 14, 15, and 16;**

For: (5) Councillor Sharp, Councillor Penner, Councillor Chabot, Councillor Wong, and Councillor Dhaliwal  
Against: (1) Councillor McLean

**MOTION CARRIED**

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**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**That the Council Services Committee recommend that Council:**

**1. Direct Administration to:**

**g) Continue the work with respect to recommendation 3 contained in Report WBC2024-0979 to support incoming council staff in 2025 and return to Council Services Committee with a review of training, professional development, onboarding, and future opportunities in Q3 2026;**

For: Councillor Sharp, Councillor McLean, Councillor Penner, Councillor Chabot,  
(6) Councillor Wong, and Councillor Dhaliwal

**MOTION CARRIED**

By General Consent, pursuant to Section 121 of Procedure Bylaw 35M2017, Committee granted Councillor Sharp's request to change her vote from "Against" to "For".

**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**That the Council Services Committee recommend that Council:**

**1. Direct Administration to:**

**h) Merge recommendations 3, 4, and 6 contained in Report WBC2024-0979 with recommendations 4 and 5 contained in Report C2024-1309 (Council Compensation Review Committee) and return to Council Services Committee for review and discussion of implementation at the 2025 March 5 Council Services Committee Meeting; and**

For: (4) Councillor Sharp, Councillor Penner, Councillor Wong, and Councillor  
Dhaliwal  
Against: (2) Councillor McLean, and Councillor Chabot

**MOTION CARRIED**

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**Moved by** Councillor Penner

That with respect to Report CSC2025-0075, the following be approved, **after amendment**:

**2. That the Council Services Committee recommend that Council:**

Direct that Confidential Attachment 1 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from Officials) of the *Freedom of Information and Protection of Privacy Act*.

For: Councillor Sharp, Councillor McLean, Councillor Penner, Councillor Chabot,  
(6) Councillor Wong, and Councillor Dhaliwal

**MOTION CARRIED”**

## **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 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.

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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.

### **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

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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

**City Clerks: C. Doi / J. Palaschuk**