

Statistical Information on the 2019 BCC Advertising Campaign



Contents

Executive Summary	3
Advertising	4
Strategy.....	4
Methods and Mediums	4
Comparative Effectiveness of Advertising Mediums	6
Highlights of Advertising Mediums.....	7
Broadcast Highlights.....	7
Results	8
Applications.....	9
Applicants by Ward	9
Applicant Preferences by BCC	9
Applications Received from Incumbent Public Members	11
Non-Binding Vacancies and Nominations.....	11
Five Year Comparison of Applications.....	11
Gender and Diversity Survey	12
Survey Questions.....	13
Response Rate	13
Results Summary.....	13
Survey Results by Question	15

Executive Summary

The appointment of Public Members to serve on Boards, Commissions and Committees (BCCs) draws upon citizen skills and expertise which contribute to good governance. Inclusive appointment processes encourage diverse community representation from citizens-at-large, stakeholder groups, and groups at risk of being under-represented.

Administration facilitates an annual recruitment campaign to recruit Public Members for BCC vacancies, to be appointed each year at the Organizational Meeting of Council. From August 15 to September 14, 2019, Administration recruited for Public Members and non-binding nominees to fill 136 vacancies on 20 internal and external BCCs.

During the 2019 BCC campaign, 508 applicants submitted 806 applications. Key highlights of the 2019 BCC campaign include:

- ✓ The Assessment Review Board was included in the campaign for the first time.
- ✓ LinkedIn sourcing from HR supported recruitment for the Calgary Police Commission, the Assessment Review Board, and the Licence and Community Standards Appeal Board.
- ✓ Ads on Volunteer Connector delivered 2,465 views and 281 clicks.

The 2019 BCC campaign did not include the following Civic Partners, all of which conduct their own recruitment:

- Calgary Convention Centre Authority,
- Calgary Heritage Authority,
- Calgary Public Library Board,
- Calgary Sports and Major Events Committee, and
- Silvera for Seniors.

Overall, the 2019 BCC campaign met its targets while reducing expenditures. While the number of respondents to the voluntary demographics survey decreased from last year, the data will continue to inform Administration's approach to ensuring gender equity, diversity and inclusion in its recruitment practices, and will inform ongoing efforts to continue to offer unconscious bias training for Members of Council, Board Chairs and Vice-Chairs.

Advertising

Strategy

Council policy CP2016-03 directs that Administration may advertise BCC vacancies through a variety of media sources including print media, newsletters to professional organizations and communities, out-of-home advertising and the City's website and social media accounts.

In 2019, Administration undertook a comprehensive advertising approach with a budget of \$20,000. For comparison, in 2018, recruitment expenditures were \$23,000 for the BCC campaign and \$7,000 for the Assessment Review Board independent campaign. Merging the two campaigns allowed for significant savings (\$10K) to be realized. 2019 campaign objectives included:

- Generate over 12,000 webpage visits;
- Maintain the number of applications received (a minimum of 706);
- increase awareness of opportunities to volunteer;
- increase the ratio of female applicants surveyed by 2%, to a minimum of 50% of surveyed applicants;
- increase the ratio of applicants who qualify for niche positions; and
- increase the number of qualified and diverse applications.

The target audiences for the campaign were identified as:

- Citizens: residents of Calgary, engaged citizens, community driven, most likely already volunteer or have served on other boards.
- Targeted citizen groups: those who possess specific qualifications/skills related to specific hard-to-fill boards, interested in building their professional network and resume through volunteer opportunities.
- Newcomers/ethno-cultural groups: residents of Calgary, interested in being a part of the City and looking to build their professional network and resume.
- Seniors: 65+ audience, leveraging the Community Neighbourhoods Age-Friendly strategy to reach seniors and related community agencies.

Methods and Mediums

Table 1: Advertising Methods and Mediums on page 5 depicts the methods and mediums for advertising that were used during the campaign.

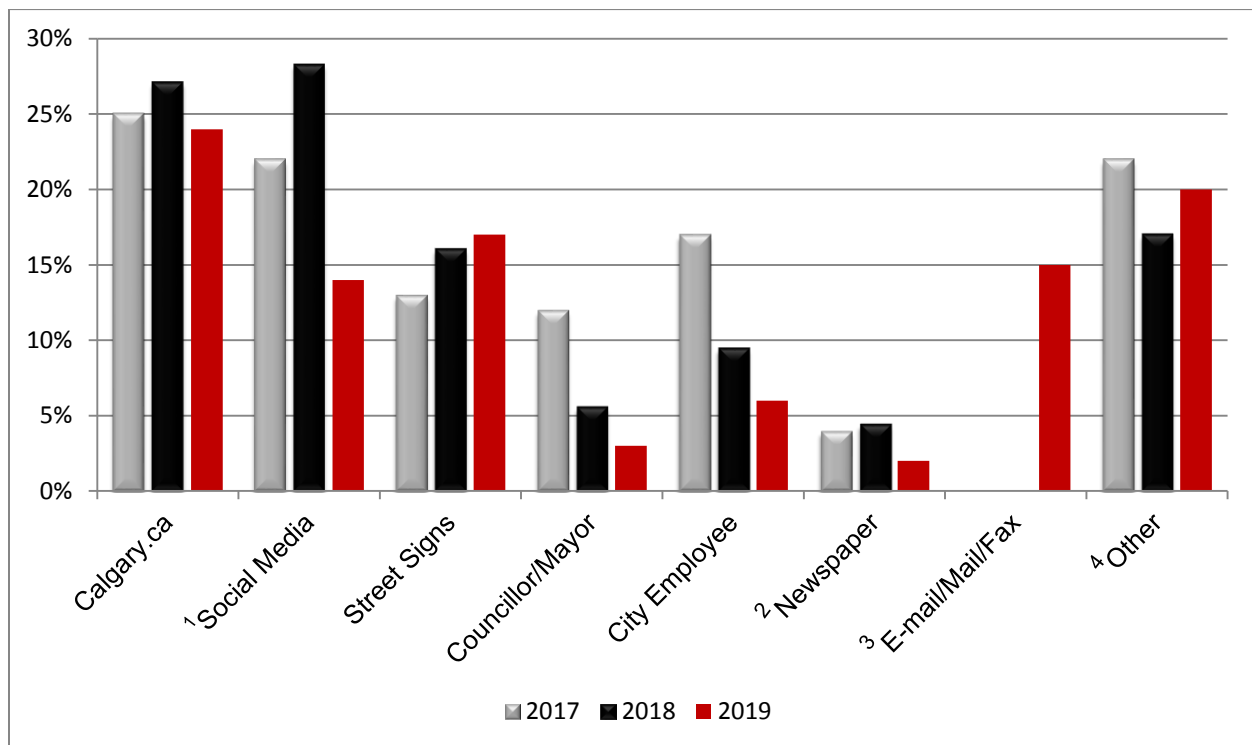
Table 1: Advertising Methods and Mediums

Medium	Type	Description
Digital	Broadcast	<ul style="list-style-type: none"> ▪ CBC ▪ CTV ▪ OMNI ▪ Cineplex theatres ▪ Global morning news
	Social media	Targeted ads on various social media platforms including: <ul style="list-style-type: none"> ▪ Facebook ▪ LinkedIn ▪ Twitter
	Online news, newsletters	Ads and banners published on the following sites: <ul style="list-style-type: none"> ▪ Alberta Native News e-newsletter ▪ WeChat e-newsletter ▪ APPI e-newsletter ▪ CREBNow e-newsletter ▪ Federation of Calgary Communities e-newsletter
	Online webpages	<ul style="list-style-type: none"> ▪ Calgary.ca/The City's Career home page ▪ APPI website ▪ Volunteer Connector website ▪ Multicultural websites
	Professional job boards	Individual ads for various BCCs were place on the Board Opportunities listing of the Institute of Corporate Directors.
	Direct email campaign	<ul style="list-style-type: none"> ▪ Calgary Neighbourhoods Network ▪ Targeted ARB email ▪ Targeted SDAB email ▪ Members of Council ▪ Indigenous Organizations ▪ Bow Valley Diversity Coordinator ▪ Targeted emails to diverse organizations
Print Ads	Newspapers	<ul style="list-style-type: none"> ▪ Calgary Prime Times News for Seniors ▪ Alberta Native News
Out-of-Home ads	Job Boards	<ul style="list-style-type: none"> ▪ Municipal Building Job Kiosk Poster
	Bold signs	Bold signs placed in the following locations: <ul style="list-style-type: none"> ▪ Community/leisure centres ▪ Public spaces, parks, main roads

Medium	Type	Description
		<ul style="list-style-type: none"> Disability centres Aboriginal centres City facilities/offices
	Digital Display Unit ads	Digital ads at 150 external and internal facilities and offices

Comparative Effectiveness of Advertising Mediums

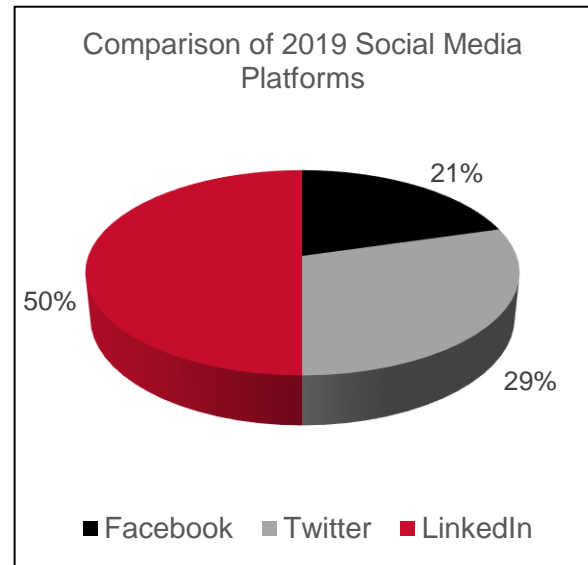
The following graph depicts applicants' responses, collected during the application process, to how they heard of the opportunity to volunteer on a BCC.



1. Social media includes Facebook, LinkedIn and Twitter
2. Newspaper included Calgary Prime Times, Native News, Calgary Herald (Herald not used in 2019)
3. E-mail/Mail/Fax source data began in 2019
4. 'Other' captures applicants' free-form responses, including word-of-mouth, Report to Calgarians, digital ad boards

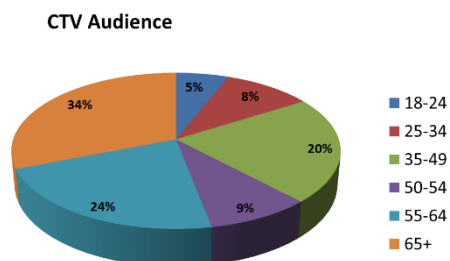
Highlights of Advertising Mediums

- Calgary.ca is the leading source of information for BCC opportunities.
- The number of applicants citing 'Other' remains consistently high each year, and emphasizes the importance of using a wide variety of ad mediums
- There was a notable decrease in the number of applicants citing social media as the source of information regarding BCC opportunities (a 50% decrease from 2018).
- LinkedIn increased its share of social media impressions due to utilizing both paid posts and targeted organic posts through HR consultants
- There was a decrease in the number of applicants citing Councillor/Mayor and City Employees as the source of information regarding BCC opportunities.
- Street signs continue to be moderately successful with a slight gain over last year.
- Print ads continue to be the lowest source of information for BCC opportunities.



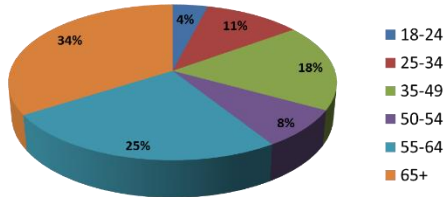
Broadcast Highlights

Report to Calgarians was aired for one week on TV through CTV, CBC, OMNI, and in Cineplex Theatres. This targeted all audiences. The charts below outline the demographic breakdown and audience impressions for each channel.



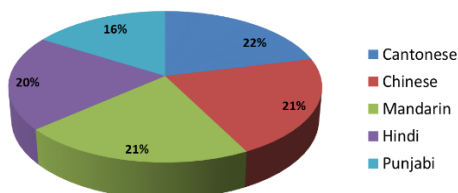
- 55.7% Female
- 44.3% Male
- 671,000 audience impressions per week

CBC Audience



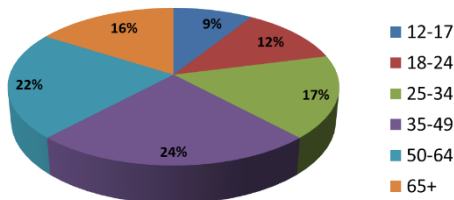
- 47% Female
- 53% Male
- 169,000 audience impressions per week

OMNI Audience



- 40,500 audience impressions per week
- 10-15% reach of each Ethnic group in Calgary weekly

Cineplex Audience



- 49% Female
- 51% Male
- 60,000 audience impressions per week

Results

This year's marketing campaign delivered over **1.6 million** ad impressions. All ads directed citizens to the calgary.ca/boards website which provided them with information on the various board opportunities available and an online application.

As a result of the marketing campaign there were a total of **36,777** pageviews exceeding this year's target of 12,000 web page visits, and exceeding last years' pageviews by over 213%, resulting in **806** total applications.

BCC Pageviews	Aug. 15 – Sept. 13
Total All Pages	36,777
BCC Recruitment Homepage	13,558
BCC List Page	11,638
BCC FAQ Page	2,740
BCC Application Page	8,841

Applications

Applicants by Ward

Administration selects methods and mediums that promote City-wide exposure of BCC vacancies. In 2019, the highest percentage of applicants live in Wards 7, 8 and 11.

Table 2: Applicants by Ward

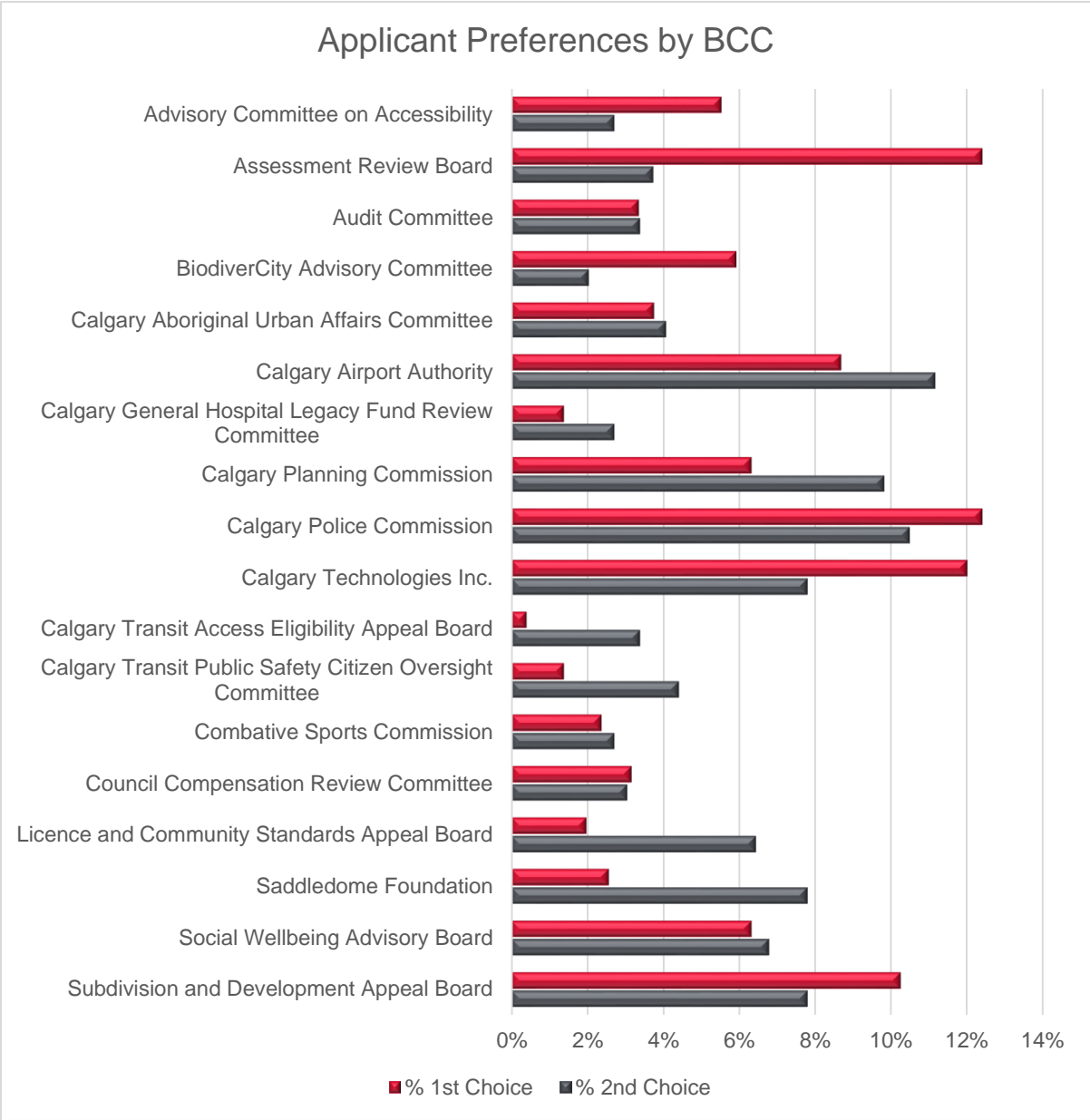
Ward	Ward Population*	Number of Applicants	Percentage of Total Applicants
1	89,254	40	8%
2	92,115	37	7%
3	70,824	18	4%
4	97,111	32	6%
5	95,717	13	3%
6	91,219	55	11%
7	77,280	60	12%
8	92,999	60	12%
9	91,695	23	5%
10	92,901	18	4%
11	100,003	62	12%
12	110,175	28	5%
13	91,235	21	4%
14	93,183	36	7%
No Ward	n/a	7	1%

* Based on 2019 Census Results

Applicant Preferences by BCC

During the 2019 BCC campaign, 508 Public Member applicants submitted 806 applications (up to two BCC applications can be submitted per applicant) as follows:

Total number of Public Member applications received: **806**, a decrease of 43 applications from 2018.



Applications Received from Incumbent Public Members

Healthy and vital BCCs strike the right balance between retaining skilled and experienced members and attracting those with fresh input. The retention rate of public members serving on BCCs (incumbents) can be an important measure of this health. Prior to the launch of the 2019 campaign, all incumbents whose term was set to expire in 2019 were advised of the end of their current term. The following are some key measures related to incumbent retention:

- Of the 508 people who applied to serve in 2019, 19% are incumbents who re-applied.
- 124 incumbents were identified as eligible to be re-appointed for another term on the BCC in which they were serving.
- 94 incumbents reapplied, representing 76% of incumbents.
- An additional 3 incumbents reapplied, in spite of being notified that they had reached the maximum length of service allowed.

Non-Binding Vacancies and Nominations

Council policy provides that if a BCC's Governance Documents direct that all Public Member positions are to be appointed through non-binding nominations from Organizations and other BCCs, these vacancies are not required to be advertised. Administration promotes these vacancies through alternate recruitment methods which include targeted correspondence with professional associations, external organizations, and other BCCs, in accordance with the governance documents of the individual BCC and Council direction.

The 2019 BCCs with vacancies required to be filled by non-binding nominations were broken down as follows:

BCCs with vacancies for non-binding nominees from targeted industries, associations, or stakeholders. These BCCs utilized alternate recruitment methods only.

- Calgary International Airport Development Appeal Body (1 vacancy)
- Urban Design Review Panel (8 vacancies)

BCCs with a combination of vacancies for citizens from the general population and for non-binding nominees. These BCCs were included in the traditional advertising campaign, and also utilized alternate recruitment methods.

- Calgary General Hospital Legacy Fund Review Committee (1 vacancy)
- Calgary Planning Commission (up to 2 vacancies)
- Social Wellbeing Advisory Committee (4 vacancies)

Five Year Comparison of Applications

BCC recruitment campaigns vary from year to year depending on the number of internal and external BCCs with vacancies, and the number of vacancies on each BCC.

Year	BCCs	Vacancies			Applicants		
		Public Members	Non-Binding	Total	Public Member Applicants	Public Member applications	Non-Binding Nominees
2019	20	121-123 ^{1/2}	15-17 ¹	136 ²	508	806	17
2018	19	76 – 80 ¹	12 – 16 ¹	92	516	848	22
2017	15	57	11	68	190	291	19
2016	18	69	23	92	374	446	25
2015	17	61	11	72	413	868	16

¹The Calgary Planning Commission has up to four citizen positions that can be filled by either Public Members or non-binding nominees.

²In 2019, Assessment Review Board vacancies were included in the BCC campaign, representing an increase of 41 positions to fill.

Gender and Diversity Survey

At the 2019 July 22 meeting of Council, Council approved the Gender Equity, Diversity, and Inclusion Strategy and directed Administration to implement the actions outlined. A key strategic action was to develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensuring the data is used corporately.

Prior to 2018, The City did not collect data regarding gender or diversity within its Boards, Commissions and Committees campaign. During the 2018 recruitment period, applicants to City BCCs were asked to complete a voluntary online demographic survey and this was repeated in 2019. Information from these surveys is intended to monitor diversity of applicants to BCCs over time, and to assess effectiveness of BCC recruitment practices for the gender equity, diversity and inclusion strategy.

The key findings of this survey are depicted in the following section “Survey Results by Question”.

Survey Questions

The voluntary questionnaire asked applicants to provide the following information:

- Age category
- Gender
- Sexual orientation
- Visible minority status
- Indigenous identity
- Whether they have a disability
- Whether they were born in Canada
- For those not born in Canada, how long they have lived in Canada

Response Rate

Overall, there was a decrease in diversity of applicants who completed the demographic survey in 2019 as compared to 2018. In 2019, 508 individuals applied to BCCs, and 194 people completed the questionnaire for a completion rate of 38%, a decrease from 45% in 2018.

Results Summary

Results indicate that compared to the overall population of Calgary, BCC applicants are composed of a smaller proportion of minority demographic groups, other than women.

- There was a slightly higher percentage representation of women among BCC applicants, 50.55% as compared to 47% in 2018.
- Survey respondents who are newcomers to Canada (10 years or less) are less well represented than in the Calgary population (19% responded to the survey, vs. 27% in Calgary's population).
- Respondents who identify as Aboriginal, Indigenous, First Nations, Métis, or Inuk are roughly equal to the Calgary population (2% responded to the survey vs. 3% in Calgary's population).
- Respondents who identify as a person with a disability are slightly lower than the Calgary population.
- The highest rate of response came from the 35-44 year age group.

The demographics baseline and first year of comparison data offer The City valuable insights into effectiveness of the recruitment strategy, and over time will allow for improvements to recruitment methods. There are methodological limitations to the way the data is gathered, and Administration is working to reduce their influence on statistical analysis in the future. Some limitations identified are:

- Voluntary nature of the survey: All questions and the survey itself are optional.

- Placement of the survey: The survey was available online for the entire recruitment period, but the link to the survey appeared following completion of the application.
- Respondent Pool:
 - The BCCs which have vacancies in a given year changes, thus the composition of the respondent pool is different every year.
 - The survey is directed toward applicants to BCCs, therefore a general limitation may be that respondents to the recruitment campaign may not share characteristics with the overall population of Calgary.

Other methodological limitations may impact data analysis. For example, there is a lack of comparison data regarding sexual orientation or non-binary gender identity.

The key findings of this survey and other components of the Gender and Diversity Assessment will be included in the ongoing strategy to advance gender equity and diversity in future BCC recruitment campaigns.

Survey Results by Question

The results of the demographic survey are presented in this report without commentary.

- Number of respondents: **194** (a decrease from 232 respondents in 2018)

Note: The source for the Calgary population figures is the 2016 Census of Canada, unless otherwise indicated.

