

**City Clerk's Office Report to  
Organizational Meeting of Council  
2020 October 26**

**ISC: UNRESTRICTED  
C2020-1047  
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## **2020 BCC Recruitment Campaign Report**

### **RECOMMENDATION:**

Administration recommends that Council receive this report and Attachment for the Corporate Record.

### **HIGHLIGHTS**

- Providing statistical information about the annual BCC advertising and recruitment campaign ensures Members of Council are aware of the strategies used by Administration to recruit a diverse pool of qualified applicants to BCCs.
- What does this mean to Calgarians? Robust marketing strategies, with tactics aimed specifically at diverse populations, solicits as diverse a field of candidates as possible.
- Why does this matter? By joining a BCC, Calgarians are actively engaged in the municipal decision-making process and provide guidance to City Council on important civic issues. They also play an integral role in bringing together citizens and The City to achieve the common goal of strengthening the community.
- At the 2019 July 22 meeting of Council, the Gender Equity, Diversity and Inclusion Strategy was adopted, a primary focus of which is to ensure gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and The City's workforce.
- In 2020, 1054 applications were received for 143 vacant positions, which is an approximate 30% increase over 2019 applications.
- Tactics were developed to increase the number of candidates with diverse backgrounds, and to highlight the opportunity to serve on the new Anti-Racism Committee.
- The Applicant Survey (voluntary) shows a continued improvement in reaching more diverse audiences. There was an increase in respondents who identify as a person of colour or visible minority (40% in 2020 compared to 20% in 2019). There was also an increase in respondents who are newcomers (28% in 2020 versus 19% in 2019).
- Strategic Alignment to Council's Citizen Priorities: A well-run city

### **DISCUSSION**

#### Campaign Overview

City Clerks implemented a recruitment campaign to fill 143 positions on a variety of boards and commissions. The goal for 2020 was to recruit high quality applicants (i.e., those with applicable work or life experience), and diverse candidates.

The campaign included a mix of out of home advertising (e.g., bold signs), and digital advertising (both in traditional digital media and ethnic media sources). The campaign also included social media and targeted communications through industry publications. The complete list of tactics is available in Attachment 1.

The 2020 recruitment campaign yielded a high number of qualified applications for all boards with vacancies. In total, 1054 applications were received for 143 vacant positions. In comparison in 2019, 806 applications were received in application for 126 vacant positions.

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Since 2015, Administration has provided Members of Council with a statistical overview of the Boards, Commissions and Committees (BCC) recruitment campaign.

### **Gender, Equity, Diversity and Inclusion Strategy (GEDI)**

Specific messaging was developed to support the GEDI strategy. Messaging was included in general and targeted ads: "The City of Calgary is an equitable, diverse and inclusive organization. Recruitment and selection for Council Boards, Commissions and Committees will emphasize gender equity, race equity, diversity and inclusion strategies."

As well, within the citizen eligibility section of each recruiting committee, as follows:  
"Consideration will be given to qualified applicants who support inclusiveness and who demonstrate ability to integrate multiple perspectives into their work as a Board member."

This year, the City Clerks Office worked directly with Calgary Neighbourhoods to coordinate anti-racism specific social media, identified organizations that support multicultural communities and populations, and promoted the BCC recruitment campaign directly on the calgary.ca anti-racism page.

To support the recruitment and screening of diverse candidates, the City Clerks office again offered training on unconscious bias. Delivered by an expert from Human Resources, Exploring Unconscious Bias training was offered to members of Council and current BCC members involved in recruitment and screening. In total, 52 members of Council and BCCs attended this year's training.

### **Voluntary Applicant Survey**

The voluntary Applicant Survey shows in summary a continued improvement in reaching more diverse audiences. There was an increase in those respondents who identify as a person of colour or visible minority (40% in 2020 compared to 20% in 2019). Survey respondents who are newcomers to Canada (10 years or less) nearly matched their representation in Calgary's population (28% responded to the survey versus 27% in Calgary's population).

For gender, respondents identified equally as woman or man, with 1% identifying as intersex, non-binary, transgendered, or two-spirit.

The demographics baseline and the first two years of comparison data offer The City valuable insights into effectiveness of the recruitment strategy, and over time will allow for improvements to recruitment methods.

### **Next Steps**

The City Clerk's Office will continue to augment the data set to achieve a better understanding of who is applying to BCCs, by exploring ways to improve applicant response rates (for the 2021 campaign); and will launch a demographic survey for those appointed to BCCs this year, to begin to measure whether efforts to attract diverse applicants follows through to screening and appointment. With this information, the Clerk's Office will work with partners in Communications and Calgary Neighbourhoods to enhance communication strategies targeted for diverse communities. Clerks will work directly with current BCC members, through training and

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communication, on the ability to enhance the application of the GEDI lens to the recruitment and screening of applicants.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

The full recruitment campaign information is presented in Attachment 1.

### **IMPLICATIONS**

#### **Social**

At the 2019 July 22 meeting of Council, Council approved the Gender Equity, Diversity, and Inclusion Strategy and directed Administration to implement certain actions. A key strategic action was to develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure that the data is used corporately. In 2019 and in 2020, a survey was used to gather certain demographic information of applicants, which has then been used to target the recruitment campaign for subsequent years.

#### **Environmental**

Not Applicable

#### **Economic**

Not Applicable

#### **Service and Financial Implications**

No anticipated financial impact

### **RISK**

No identified risks.

### **ATTACHMENT**

1. BCC Recruitment Metrics

Department Circulation

General Manager	Department	Approve/Consult/Inform