

Boards, Commissions and Committees Recruitment Campaign Report

The City Clerk's Office facilitates an annual campaign to recruit Public Members for Boards, Commissions and Committees (BCC's) vacancies to be filled that year at the Organizational Meeting of Council.

The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of citizen leadership in governance.

City Clerks implemented a recruitment campaign to fill 143 positions on a variety of boards and commissions. The goal for 2020 was to recruit candidates with applicable work and life experience, and diversity reflecting Calgary's population.

Targeted audiences included:

- Citizens - residents of Calgary, engaged citizens, community driven, most likely already volunteers or have served on other boards.
- Newcomers / ethno-cultural groups – residents of Calgary, interested in being a part of The City and looking to build their professional network and resume.
- Minority applicants – residents of Calgary who are interested in participating in local government and identify as a minority.

Strategic Approach

The recruitment campaign was focused on reaching Calgarians and more specifically the audience groups noted above. In some cases, boards had specific requirements for appointments (skills or professional designations), and therefore a segment of the strategy was developed to target some of those professional areas as well.

The campaign included a mix of out of home advertising (Bold signs), digital advertising (both in traditional digital media and ethnic media sources), it also included social media and targeted communications (through industry publications).

Tactics	
Bold Signs	Alberta Native News
DSA Programmatic	CREB e-Newsletter
Ethnique Media (network of 120 premium Canadian multicultural vendors)	HR recruitment channel (calgary.ca/careers)
WeChat - WeMi Media	calgary.ca updates
WeChat - IDO Media	Direct emails

UDRP digital promo	Information toolkit
Federation of Calgary eNewsletter	News release
LinkedIn	DDU
Facebook	311 script
Instagram	Volunteer Connector
Twitter	Institute of Corporate Directors
APPI Posting and newsletter	

Outcomes

The 2020 recruitment campaign yielded a high number of qualified applicants for all boards with vacancies. As there are different vacancy numbers each year, it is difficult to directly compare numbers, but the goal of the campaign was to obtain a large number of applicants to select from and as shown in the application numbers below, that goal was met. Across the BCCs, the number of applications received per vacancy ranged from 2.1 to 80.

20 BCCS WITH VACANCIES	Vacancies	Applicants
Advisory Committee on Accessibility	7	44
Anti-Racism Action Committee	11	128
Assessment Review Board	42	89
Audit Committee	1	30
BiodiverCity Advisory Committee	5	33
Calgary Aboriginal Urban Affairs Committee	5	31
Calgary Airport Authority	1	80
Calgary Parking Committee	5	29
Calgary Planning Commission	5	66
Calgary Police Commission	4	93
Calgary Technologies Inc. (Platform Calgary)	3	94
Calgary Transit Access Eligibility Appeal Board	4	15
Calgary Transit Public Safety Citizen Oversight Committee	2	18
Combative Sports Commission	1	14
Friends of HMCS Calgary Committee	6	22
Licence and Community Standards Appeal Board	5	45
Saddledome Foundation	1	37
Social Wellbeing Advisory Committee	4	88
Subdivision and Development Appeal Board	19	64
Urban Design Review Panel	12	34
Total Vacancies / number of applications	143	1054

Marketing Results

To review the goals of the marketing plan itself, the digital marketing and web metrics were reviewed. Overall, all multicultural ads this year performed better than last year since this year's click-thru rate (the number of times someone sees the ad and clicks through to the City website) was 0.1% vs last year's 0.07%.

BCC Multicultural Ads	Spent	Impressions	Clicks
Twitter - Anti-Racism	\$500	50,894	577
LinkedIn - CAUAC	\$500	6,269	150
Online Ads - Multicultural	\$1,500	270,765	279
Online Ads - AB Native News	\$500	17,542	13
Online Ads - WeChat	\$600	1,479	-
TOTAL	\$3,600	346,949	1,019

When comparing the paid digital multicultural advertising performance from this year to 2019, there has been a slight increase.

	2020	2020	2019	2019
Multicultural Ads By Language	Impressions	Clicks	Impressions	Clicks
Chinese	139,943	99	133,307	54
Punjabi	132,301	180	143,442	141
TOTAL	272,244	279	276,749	195

Social Media Results

Social media efforts to target more diverse segments of Calgarians was successful overall. However, a recommendation for next year will be to do more social media ads targeted by language in order to increase the number of diverse applicants for BCCs.

BCC Ads	Spent	Impressions	Clicks	Video Views
Facebook - Launch	\$500	145,528	1,598	-
Facebook - Reminder	\$0	18,420	199	-
Twitter - Launch	\$500	69,516	1,119	25,730
Twitter - Anti-Racism	\$500	50,894	577	-
Twitter - Reminder	\$0	7,766	290	-
Instagram - Launch	\$0	40,381	51	-
Instagram - Reminder	\$0	39,606	53	-
LinkedIn - Launch	\$500	58,934	2,137	30,890
LinkedIn - ARB	\$1,700	18,698	523	-
LinkedIn - SDAB	\$1,500	15,607	471	-
LinkedIn - Accessibility	\$500	6,029	132	-
LinkedIn - Calgary Transit Access	\$1,200	12,754	225	-

LinkedIn - CAUAC	\$500	6,269	150	-
LinkedIn - HMCS	\$800	7,276	189	-
LinkedIn - Calgary Parking	\$500	4,616	120	-
LinkedIn - Urban Design	\$300	3,756	153	-
Volunteer Connector	\$0	966	-	-
Online Ads - Premium Banners	\$1,335	294,659	253	-
Online Ads - Multicultural	\$1,500	270,765	279	-
Online Ads - AB Native News	\$500	17,542	13	-
Online Ads - WeChat	\$600	1,479	-	-
TOTAL	\$12,935	1,091,461	8,532	56,620

Web Results

The marketing materials directed interested applicants to go to www.calgary.ca/boards, on these pages applicants could get more information on vacancy requirements and apply online. Metrics were reviewed for these webpages for the campaign period to determine to what extent the advertising generated traffic to these pages.

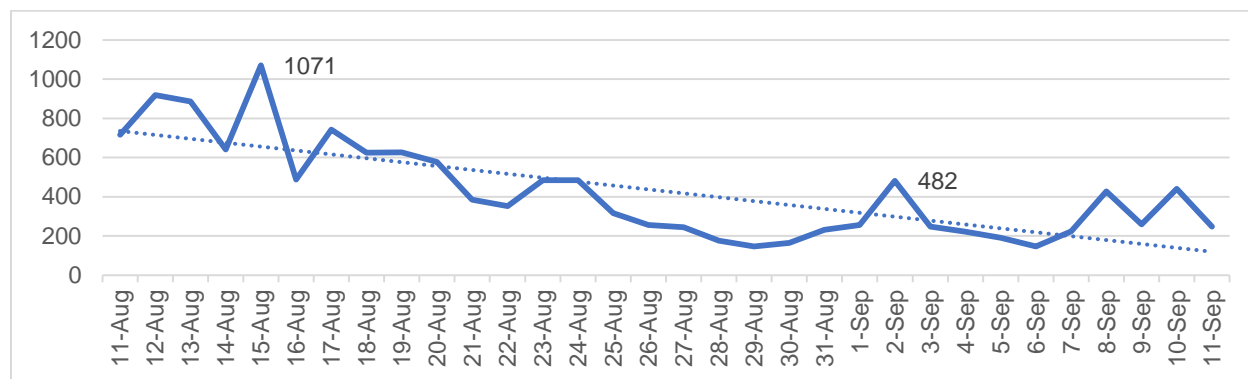
Overall observations:

- The Page received 16,250 page views and the Visitor had spent an average of 2.29 minutes on the page
- About 48% of the traffic to the page was from users typing in the short url; 29% from organic search; 16% from Social Media Referrals; and 7% from Paid ads (Google Analytics)
- Around 57% of the Page views to the page are from Mobile users and 35% from Desktop users and 8% from Tablet users (Google Analytics)
- During the Campaign Period - The Apply Now button was clicked 3,379 times and the total button clicks on the page including Frequently Asked Questions and Learn More button is 4,001
- Compared to 2019 campaign period, the page views increased by 18% and the time on page has decreased by 32%
- In 2019 around 36% of the traffic is from Social Media referrals (compared to 16% in 2020), 29% from Organic Search, 28% from Direct traffic and 7% from Paid Ads.

Page Analysis of the Boards, Commissions, and Committees Page

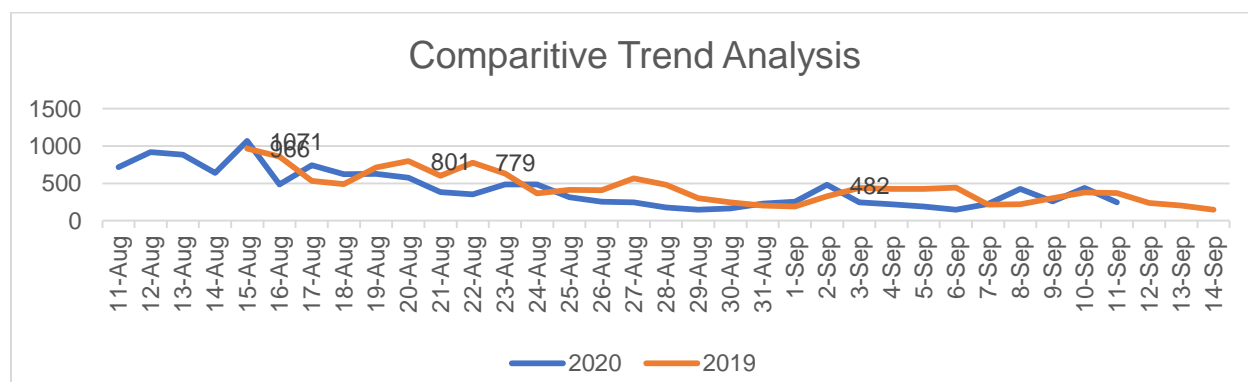
Campaign period: August 11, 2020 to September 11, 2020

This chart shows the overall page traffic throughout the 2020 campaign.



Overall the spikes in traffic line up with the release of various marketing pieces (the publication of a new digital ad or the installation of the Bold Signs etc.) This means we are seeing direct interest in this content as a result of the campaign.

This chart shows the page traffic comparing the 2019 campaign numbers to the 2020 campaign.



Analysis

Overall the campaign was successful. The City Clerk's Office will continue to review, refine and expand the marketing and campaign tactics in future years to encourage more diverse representation of Calgarians on The City's Boards, Commissions, and Committees.

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, and 2020. 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 comparative decrease in the number of applicants who completed the demographic survey in 2020 as compared to 2019 and 2018. In 2020, 648 individuals applied to BCCs, and 220 people completed the questionnaire for a completion rate of 34%, a decrease from 38% in 2019, and 45% in 2018.

Results Summary

- Of all respondents, 50% identified as woman, 49% as man, and 1% as intersex, non-binary, transgendered, or two-spirit.
- 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).
- Respondents who identify as Aboriginal, Indigenous, First Nations, Métis, or Inuk are roughly equal to the Calgary population (3% responded to the survey vs. 3% in Calgary’s population).
- Respondents who identify as a person with a disability are similar to the Calgary population (9% identified compared to 10% in the population).
- The highest rate of response came from the 35-44 year old age group.

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. 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.

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: **220**

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

