



C2021-1211
Attachment 1

2021 BCC Recruitment Campaign

Outcomes from the Recruitment Campaign for Public Members to Boards, Commissions, and Committees (BCCs)



**Combined Meeting of Council
2021 November 15**

Table of Contents

Background.....	3
Advertising Approach.....	3
Recruitment Campaign Results.....	3
Applications	3
Applications Received per Advertised BCC Vacancy	5
Applications Received from Incumbent Public Members.....	6
Non-binding Nominations and Recommendations	6
Applicants per Ward.....	7
Applicants per Quadrant	8
Gender Equity, Diversity and Inclusion Survey.....	8
Response Rate	9
Results Summary	9
Survey Results by Question.....	10
From Application to Appointment	14

Background

The appointment of Public Members to serve on Boards, Commissions and Committees (BCCs) is important to The City of Calgary as it brings specific skills and expertise that contribute to good governance, represents stakeholder groups and specific groups of service users, and provides a variety of perspectives reflecting the diversity of the community (Council policy on *Governance and Appointments of Boards, Commissions and Committees*, CP2016-03).

To ensure Calgarians can apply for Public Member vacancies, The City Clerk's Office conducts an annual recruitment campaign. The 2021 BCC Recruitment Campaign took place from August 23 to September 23, 2021, and advertised for 123 vacancies on 18 different Boards, Commissions and Committees.

The City Clerk's Office works closely with Calgary Neighbourhoods and Human Resources to ensure alignment of the recruitment campaign to the Gender Equity, Diversity and Inclusion Strategy, and to ensure practices remain current and effective.

Advertising Approach

The recruitment campaign included paid targeted digital advertising, bold signs, direct email contacts, and targeted social media. The strategy included marketing in multiple languages as well as continued reliance on strong-performing channels from the past (such as LinkedIn, bold signs and direct email contacts).

Targeted social media focused on reaching possible candidates for the Boards, Commissions and Committees with historically lower application volumes. Application volumes were reviewed mid-way through the recruitment campaign, and the recruitment deadline was extended for the License and Community Standards Appeal Board and the Urban Design review Panel. In addition, new positions on the License and Community Standards Appeal Board required direct emails to new stakeholder groups.

The City Clerk's Office worked with Calgary Local Immigration Partnership to deliver a Boards, Commissions and Committees Webinar on August 25, 2021. The focus of this Webinar was on the importance of newcomer engagement in civic affairs.

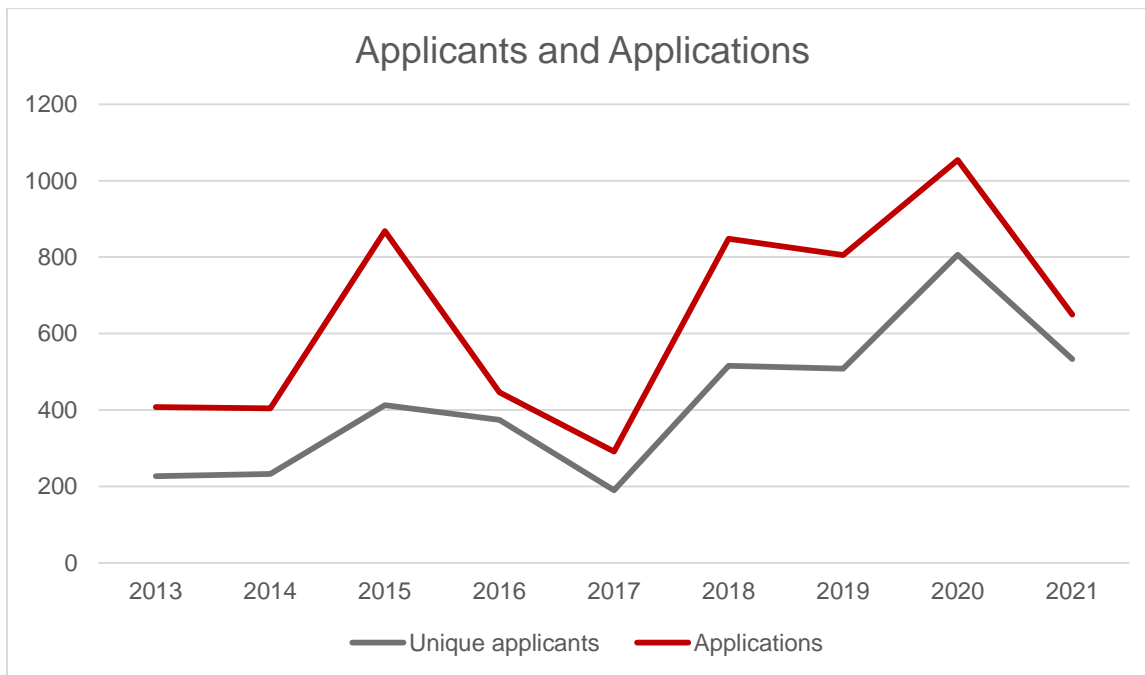
Recruitment Campaign Results

Applications

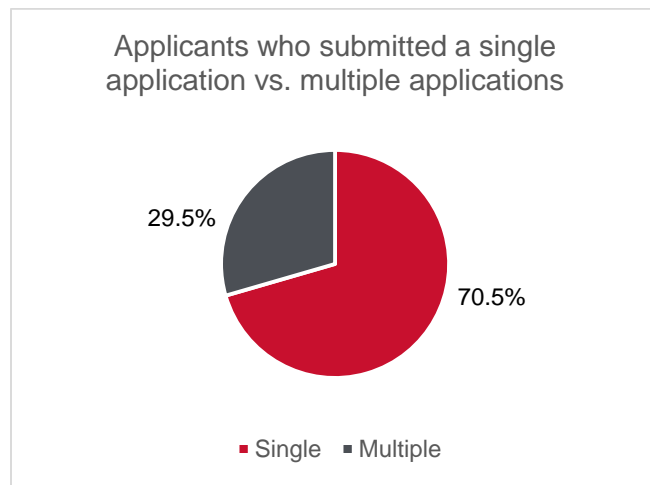
During this year's recruitment campaign, a total of 631 Public Member applications were received.

Year	# BCCs advertised	# Vacancies Public Members (Advertised positions)	# Unique Public Member applicants	# Public Member applications (permitted to apply for more than 1 BCC)
2021	18	131	533	631
2020	20	141	806	1054
2019	20	123	508	805
2018	18	80	516	848
2017	15	57	190	291
2016	18	69	374	446
2015	17	61	413	868
2014	19	55	233	404
2013	16	54	227	408

Applicants and Applications, year by year



Ratio of Applicants who submitted a single application



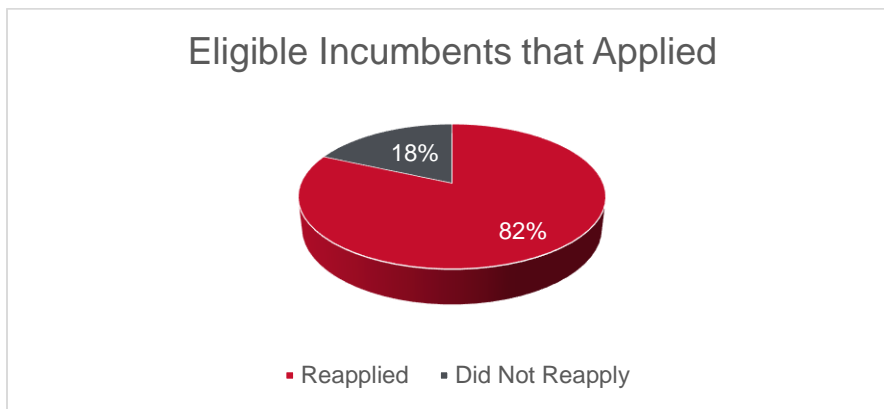
Applications Received per Advertised BCC Vacancy

18 BCCs With Vacancies	Vacancies	Applications	Applications to Vacancies Ratio
Advisory Committee on Accessibility	8	58	4.6
Anti-Racism Action Committee	4	46	11.5
Assessment Review Board	42	70	1.7
Audit Committee	2	28	14.0
BiodiverCity Advisory Committee	5	43	8.6
Calgary Aboriginal Urban Affairs Committee	9	27	3.9
Calgary General Hospital Legacy Fund Review Committee	2	8	4.0
Calgary Planning Commission	4	43	10.8
Calgary Police Commission	7	54	7.7
Calgary Technologies Inc. (Operating as Platform Calgary)	3	75	25.0
Calgary Transit Access Eligibility Appeal Board	3	4	1.3
Calgary Transit Public Safety Citizen Oversight Committee	2	7	3.5
Combative Sports Commission	4	14	3.5
Licence and Community Standards Appeal Board	10	43	4.3
Saddledome Foundation	1	18	18.0
Social Wellbeing Advisory Committee	2	29	12.0

18 BCCs With Vacancies	Vacancies	Applications	Applications to Vacancies Ratio
Subdivision and Development Appeal Board	16	49	3.6
Urban Design Review Panel	7	23	2.9
Total Vacancies / number of applications	131	631	

Applications Received from Incumbent Public Members

Public Members who are eligible to be re-appointed for another term on a BCC (“Incumbents”) must re-apply through the application process. Out of the 109 Incumbents eligible for re-appointment, 91 presented an application to serve another term.



Non-binding Nominations and Recommendations

Council policy provides that if a BCC’s Governance Documents outline that Public Member vacancies are to be appointed through Non-binding nominations, these vacancies are not required to be advertised. Each year, the City Clerk’s Office corresponds with BCCs and external organizations, in accordance with individual BCC Governance Document(s) and Council direction, to solicit nominations and recommendations outside of the recruitment campaign.

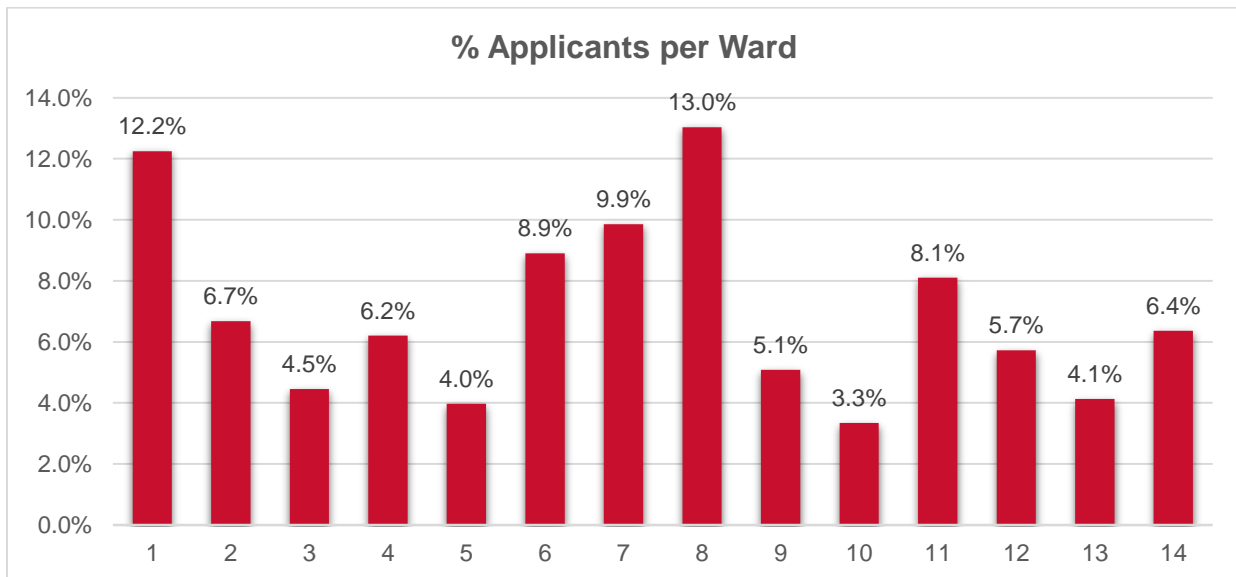
The BCCs with vacancies required to be filled by non-binding nominations and recommendations are:

Boards, Commissions and Committees	Positions must be filled by a Nomination	Positions can be filled either by nomination or by a citizen	Nominations Received
Calgary General Hospital Legacy Fund Review Committee	1	-	0

Boards, Commissions and Committees	Positions must be filled by a Nomination	Positions can be filled either by nomination or by a citizen	Nominations Received
Calgary Planning Commission	-	3	9
Social Wellbeing Advisory Committee	6	-	7
Urban Design Review Panel	-	8	3

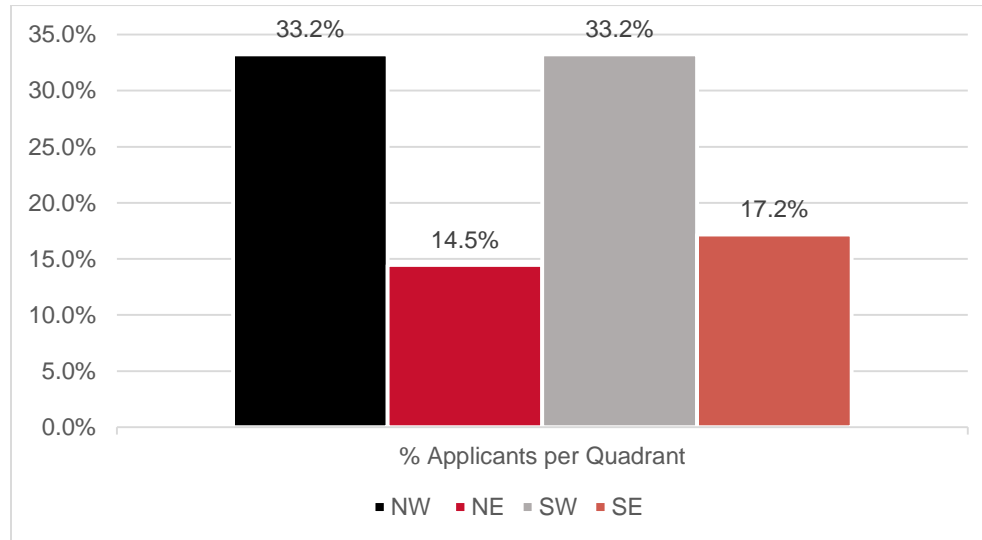
Applicants per Ward

The City Clerk's Office selects methods and mediums that promote City-wide exposure of BCC vacancies. In 2021, the highest percentage of applicants reside in Wards 1, 7 and 8.



Applicants per Quadrant

Below is the proportion by quadrants of public member applicants.



Gender Equity, Diversity and Inclusion Survey

The Gender Equity, Diversity and Inclusion Strategy declares to employees and citizens that Council and Administration are committed to building and strengthening an equitable, diverse and inclusive organization. The City Clerk’s Office is committed to advancing the Gender Equity, Diversity and Inclusion Strategy by ensuring that the membership of Council Boards, Commissions and Committees reflects the diversity of the City’s population. In addition to the tailored recruitment campaign, demographic data is collected on a voluntary basis as a key pillar to support the Gender, Equity, Diversity and Inclusion Strategy, and to help inform the overall recruitment campaign and tactics.

The voluntary questionnaire asked applicants to provide the following information:

- Age category
- Gender
- Sexual orientation
- Income
- 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

There was a significant increase in response rate compared to previous years. This increase is likely due to changes in how the survey could be accessed by applicants. In 2021, with the launch of a new software system (Board Manager) the applications included the demographic survey within the application, making it easier to access.

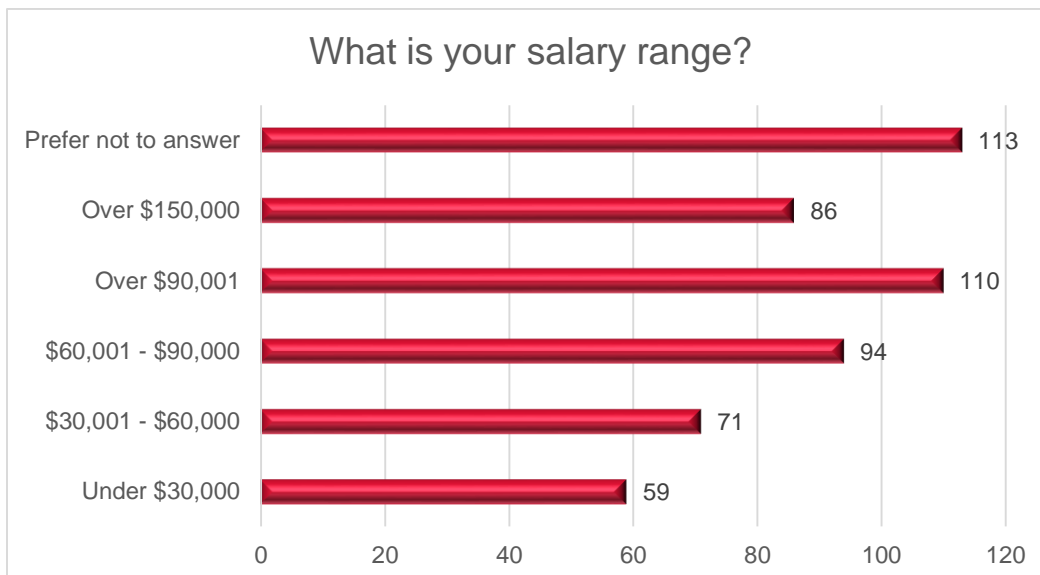
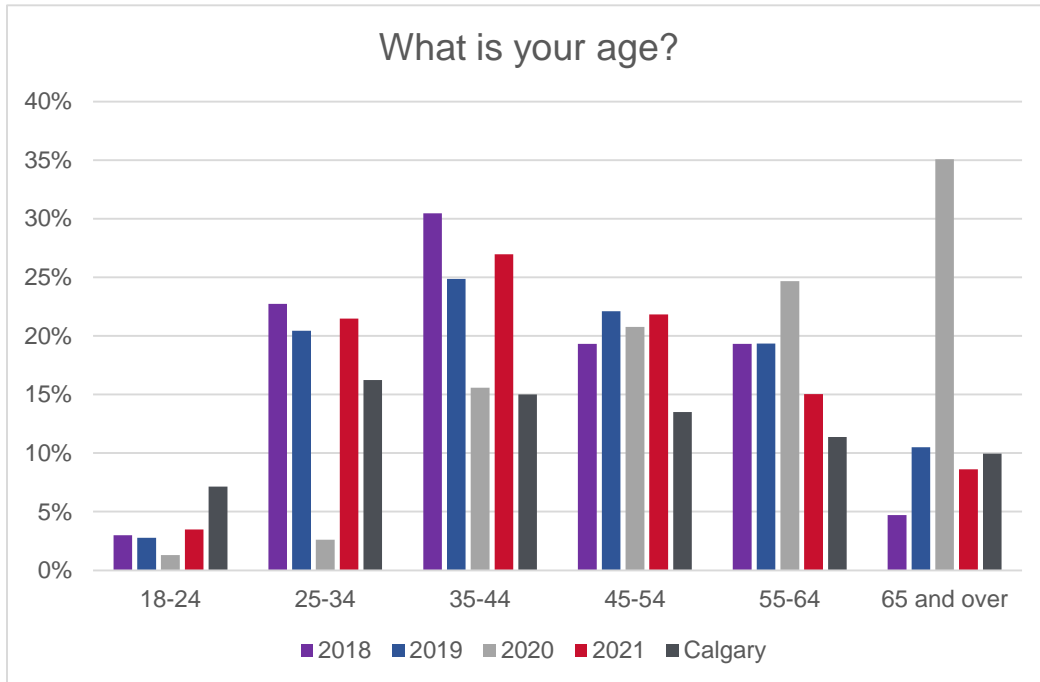
Year	Rate of Completion
2021	87%
2020	34%
2019	38%
2018	45%

Results Summary

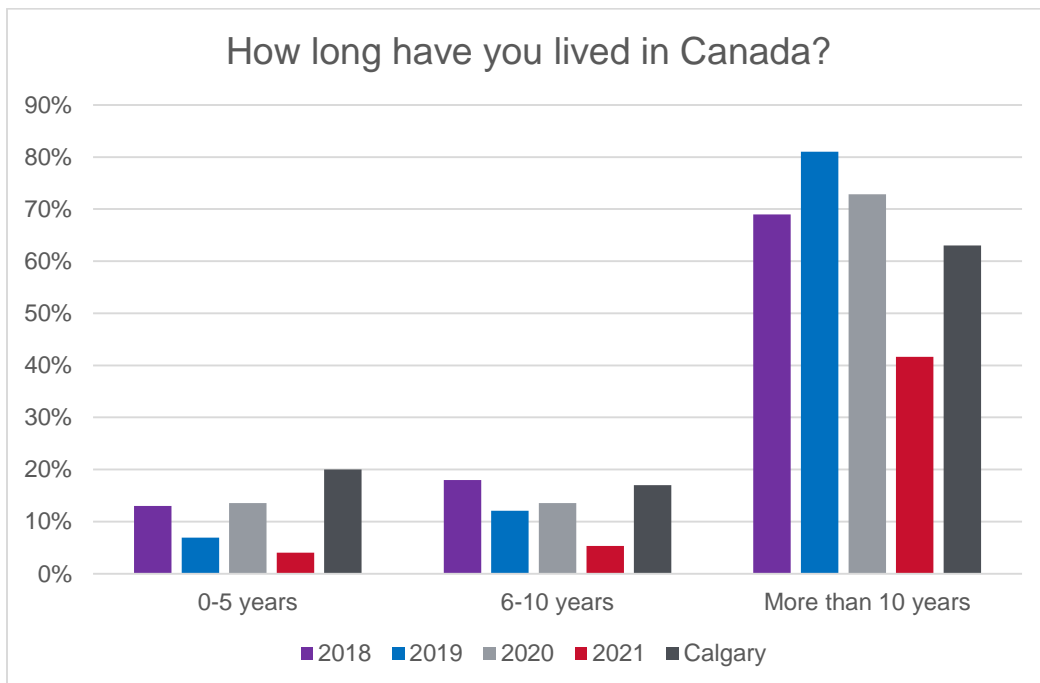
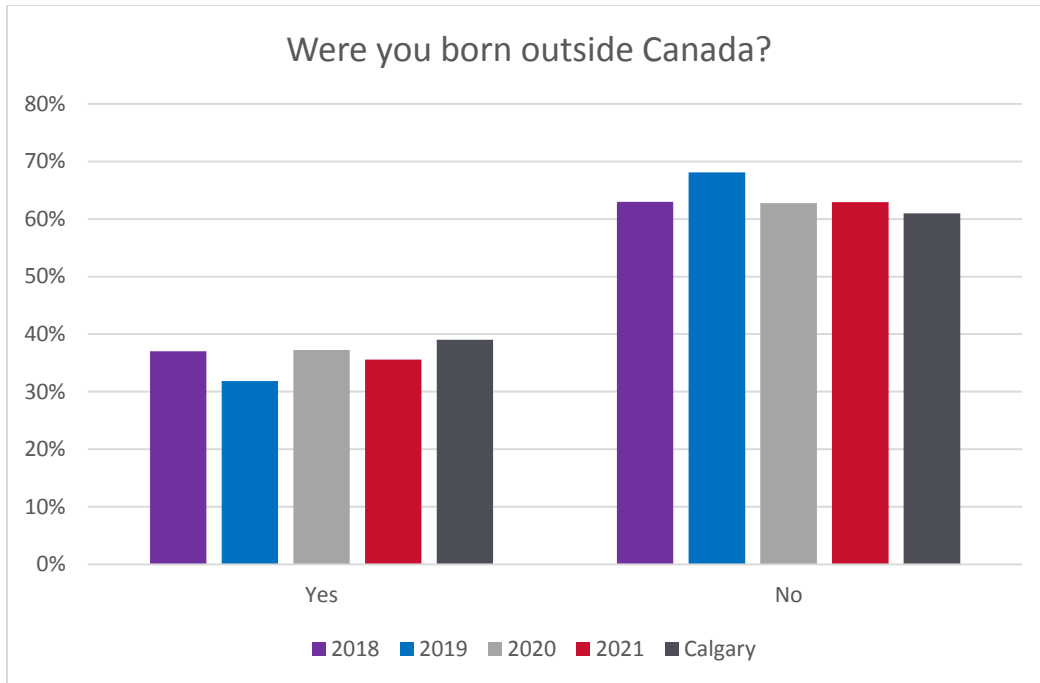
The demographic information offers The City valuable insight into the effectiveness of the recruitment strategy, and over time will allow for improvements to recruitment methods.

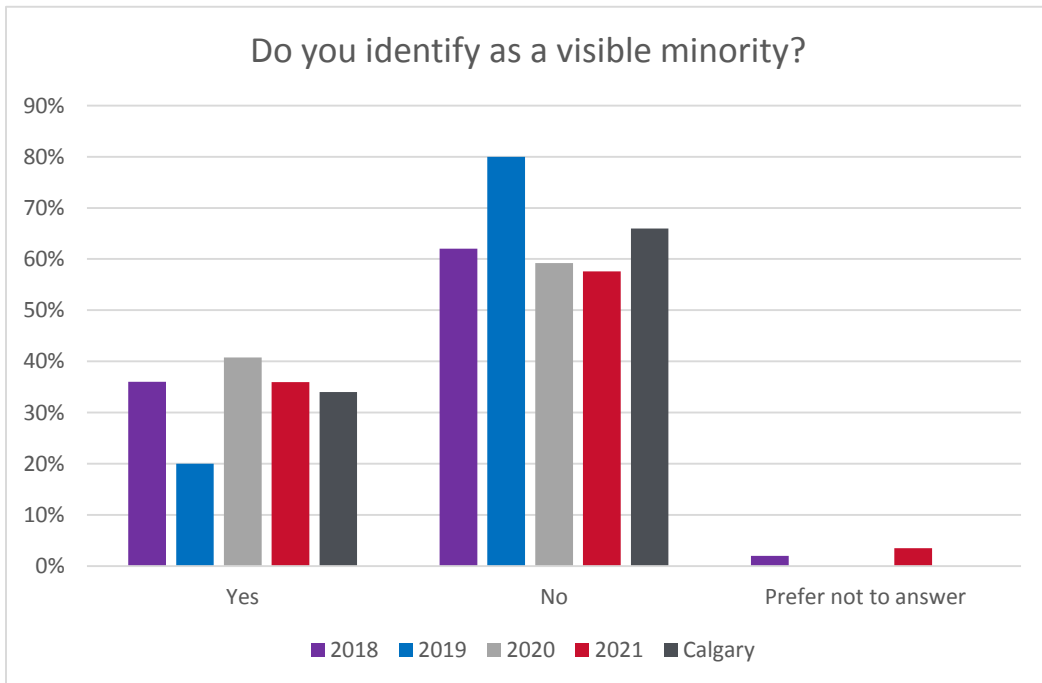
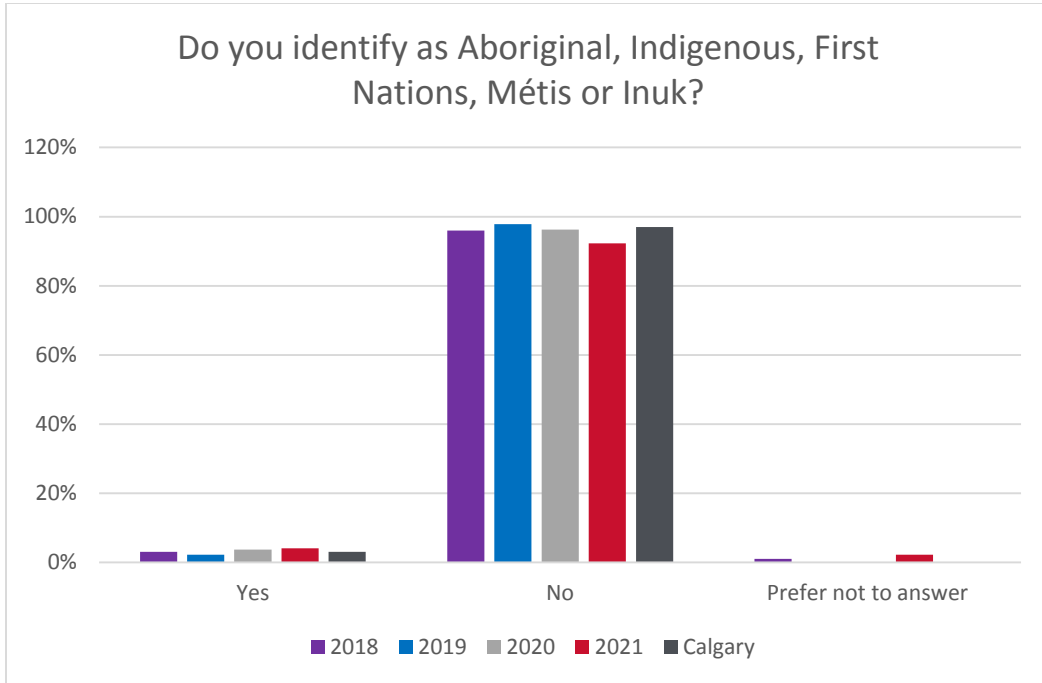
Nevertheless, it is recognized that several methodological limitations to the data exist. For instance, the survey is voluntary, and applicants completing the survey are entirely based on which BCCs have vacancies.

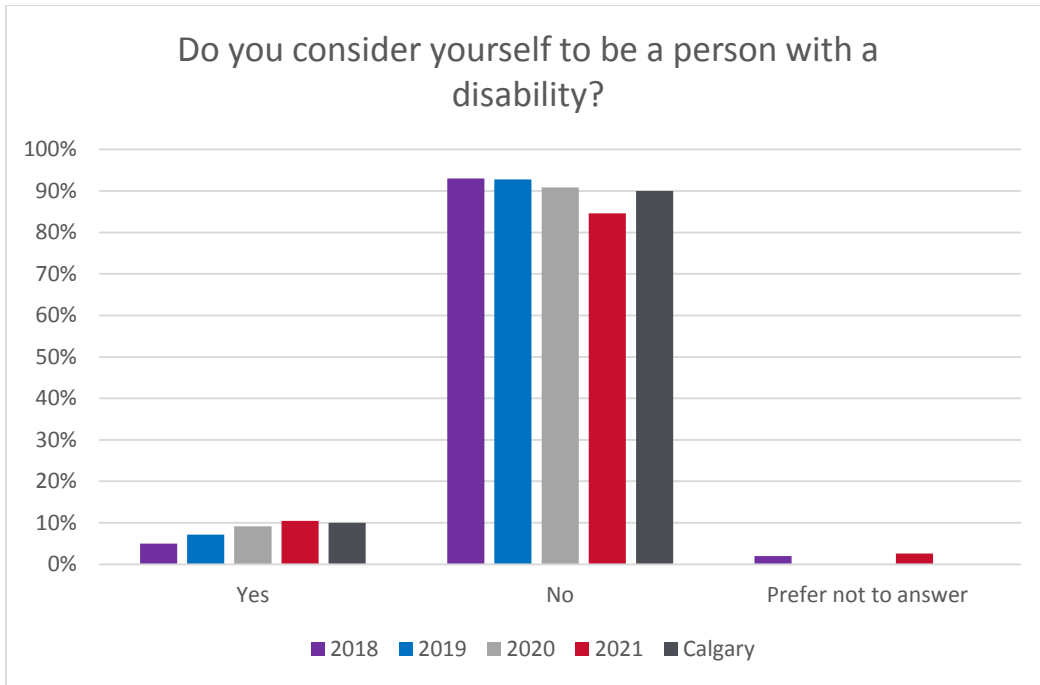
Survey Results by Question



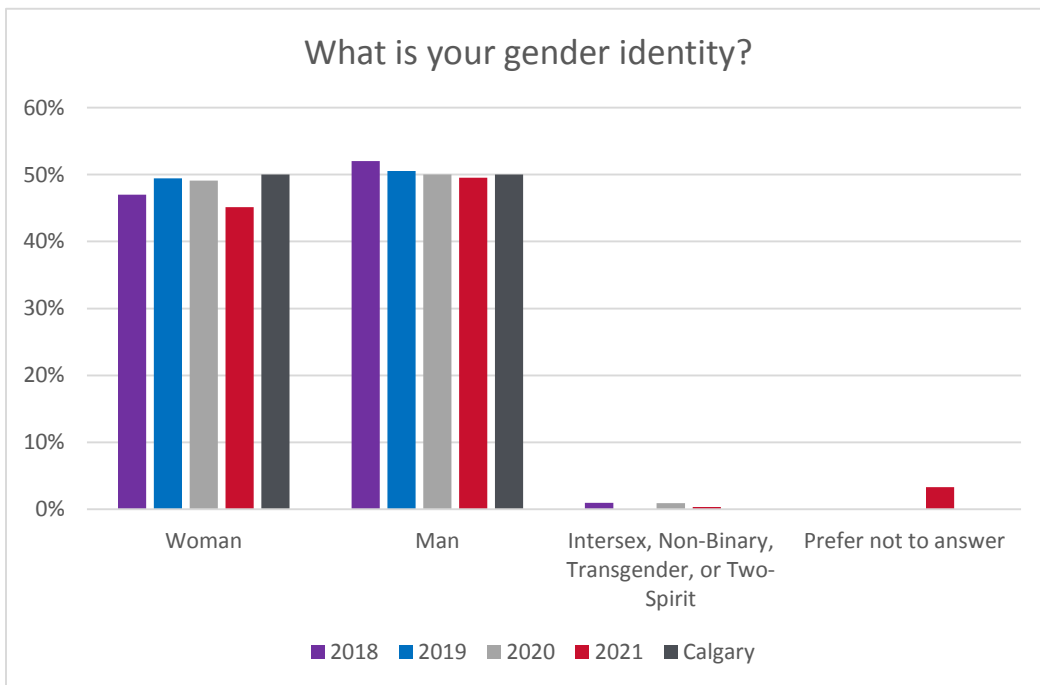
This question has been added to the voluntary survey for Corporate consistency.

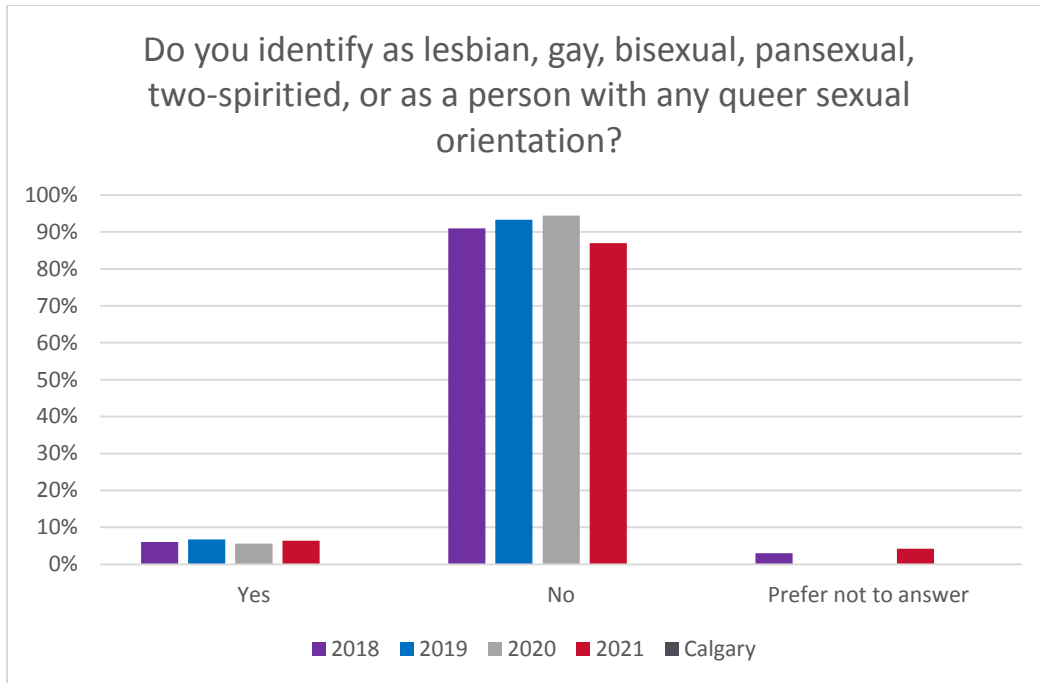






The source for the Calgary population figures on disability is the 2012 Canadian Survey on Disability.





No comparison data available for Calgary population.

From Application to Appointment

The new Board Manager technology will allow Administration to extract demographic data on both applications and appointed Members. For the first time, this data could be used to identify potential barriers to equitable and inclusive appointments to BCC from the start of the process to appointment.