

Calgary



## 2022 BCC Recruitment Campaign Summary

Outcomes from the Advertising  
Campaign for Public Member  
Recruitment to Boards, Commissions  
and Committees.



## Table of Contents

Executive Summary .....	3
Advertising .....	4
Methods .....	4
Strategic Approach .....	4
Comparative Effectiveness of Advertising Mediums .....	5
Advertising & Marketing Results .....	5
Social Media Results .....	6
Web Results (calgary.ca/boards) .....	6
E-mail Newsletter Results .....	6
Recruitment Campaign Results .....	7
Applications .....	7
Applications Received per Vacancy .....	7
Non-Binding Nominations .....	8
Applicants by Ward .....	8
Five-Year Comparison .....	9
Gender Equity, Diversity, and Inclusion Survey .....	9
Voluntary Questions .....	9
Response Rate .....	10
Results Summary .....	11
Survey Results by Question .....	11



## Executive Summary

The City Clerk's Office leads the annual recruitment and advertising campaign promoting opportunities for Calgarians to serve as Public Members of Boards, Commissions and Committees ("BCCs"). Public Members bring skills and expertise that contribute to good governance and provide a variety of perspectives reflecting the diversity of the community.

The 2022 BCC Recruitment Campaign ("2022 Campaign") took place from August 12 to September 12. There were 162 vacant positions to fill on internal and external BCCs as follows:

- 155 Public Members on 21 BCCs;
- Seven Non-binding Nominations on five BCCs; and

The 2022 Campaign did not include the 19 Public Members on the following five Civic Partners, all of which conduct their own recruitment:

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

A total of 700 applicants submitted applications to serve on BCCs. Further information about the outcomes of the 2022 Campaign are detailed in this report.

## Advertising

### Methods

Council Policy (CP2016-03) on *Governance and Appointments of Boards, Commissions and Committees* directs the City Clerk's Office to advertise BCC vacancies through a variety of marketing channels and media.

The 2022 Campaign used a mix of out-of-home advertising, digital advertising (traditional, ethnic and social media channels), and targeted communications to promote BCC vacancies to Calgarians on a city-wide basis, including:

- Bold Signs (Digital and Static)
- Banner Ads (in Arabic, Traditional and Simplified Chinese, English, French, Punjabi, Spanish and Urdu)
- APTN Banners
- Community Newsletters
- WeChat Sponsored Post
- Federation of Calgary eNewsletter
- Post-secondary institutions
- Social media (LinkedIn, Facebook, Instagram, Twitter)
- Industry publications and newsletters such as the Calgary Real Estate Board (CREB) eNewsletter
- Calgary.ca
- Direct emails

### Strategic Approach

The City Clerk's Office is committed to continuous improvement in increasing public awareness of opportunities to serve on BCCs and in attracting qualified and diverse applicants.

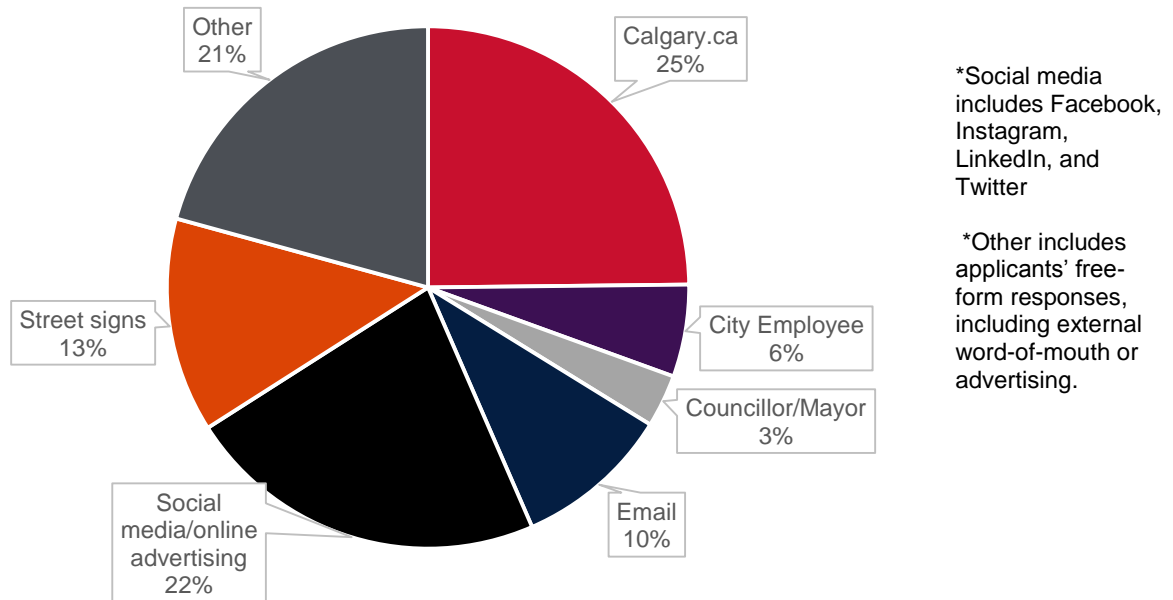
Audiences for the 2022 Campaign included:

- People that live in Calgary
- Students of post-secondary institutions throughout the City
- People whose voices are systemically under-represented
- Indigenous peoples
- People with disabilities
- People who consider themselves advocates for traditionally excluded individuals or communities

Targeted social media focused on reaching BCC candidates from historically under-represented groups, such as minority groups, Indigenous peoples, and people with disabilities. Adjustment to media buys were made mid-campaign based on a review of application numbers to raise awareness on BCCs which needed increased applicant reach, including the BiodiverCity Advisory Committee, the Calgary Transit Access Eligibility Appeal Board, and the Urban Design Review Panel.

### Comparative Effectiveness of Advertising Mediums

Applicants were asked to respond to the question “How did you hear about this opportunity?” at the end of their application forms. The result of this survey is presented below.



### Advertising & Marketing Results

To review the effectiveness of this year’s advertising campaign, the internal marketing and web metrics were reviewed. Paid online multicultural ads were hosted by an external vendor and marketing results will be reviewed when they become available.

## Social Media Results



Impressions: 85,805  
Link Clicks: 890  
Reaction: 57



Impressions: 18,454  
Link Clicks: 221  
Reaction: 31



Impressions: 41,578  
Link Clicks: 525  
Reaction: 2,542

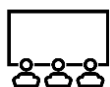


Impressions: 136,601  
Link Clicks: 3,264  
Likes: 392

\*Impressions = the number of times the content is displayed; Clicks = the number of times a user follows through and clicks on the advertisement.

## Web Results (calgary.ca/boards)

The web results presented below are from data gathered during the recruitment period, from 2022 August 12 – September 12.



The page received a total of 16,396 Page Views



Visitors spent an average of 3:11 minutes on the webpage



The page received a total of 14,373 Page Visits



The “Apply Now” Button was clicked 2,153 times

\*Page Views = total count of the number of times a page is loaded by a browser

\*Page Visits = total count of when a person arrives at the site from an outside source

- 64.7% of the traffic to the campaign page was from directly typing calgary.ca on the web
- 21.6% of the traffic was from Paid Ads
- 11.8% of the traffic was from Organic Search
- 1.5% of the traffic was from Social Media referrals (e.g. Facebook, Twitter, etc.)
- 0.4% of the traffic was from other Referral websites

## E-mail Newsletter Results

This year, the City Clerk’s Office launched a BCC recruitment campaign newsletter that targeted professional organizations and post-secondary institutions. Metrics on the recruitment’s email campaign and results are presented below.





**252**  
Successful deliveries

47.2% Open Rate  
29.9% Clicks Per Unique Open  
213 Total Clicks  
757 Total Open

\*Open Rate = measures the percentage of newsletter emails that were opened  
 \*Clicks per unique open = the percentage of unique contacts who opened the campaign and clicked on the link inside, at least once  
 \*Click = represents the total number of people who have clicked on the link within the email at least once  
 \*Open = represents the total number of people who have opened the communication in the email browser or device at least once since it was sent

## Recruitment Campaign Results

### Applications

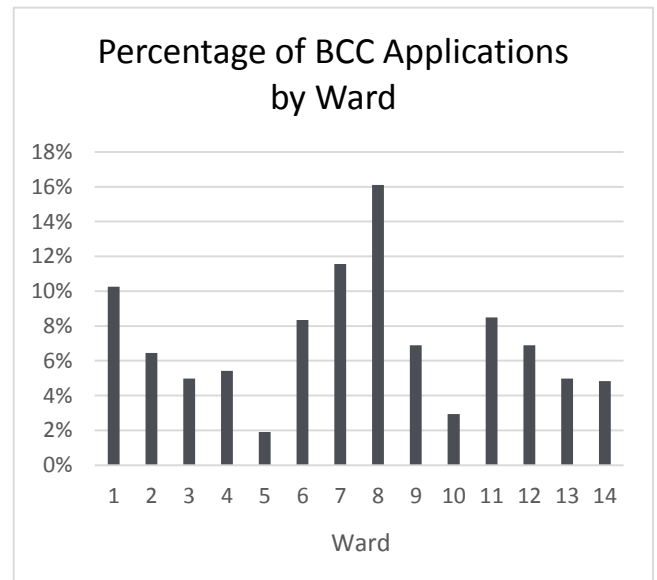
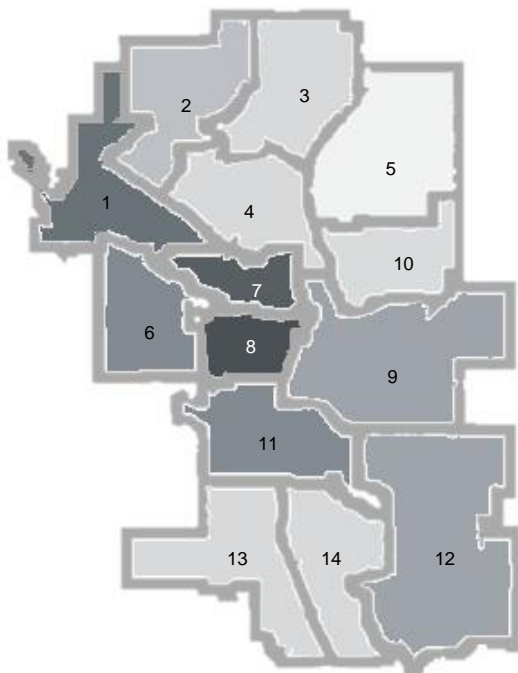
#### Applications Received per Vacancy

BCCs with Vacancies	Number of Vacancy	Number of Applications	Ratio of Vacancies to Applications
Advisory Committee on Accessibility	6	38	1 : 6.3
Anti-Racism Action Committee	12	47	1 : 3.9
Assessment Review Board	42	71	1 : 1.7
Audit Committee	1	30	1 : 30
Beltline Community Investment Fund Committee	10	26	1 : 2.6
BiodiverCity Advisory Committee	5	29	1 : 5.8
Calgary Aboriginal Urban Affairs Committee	5	25	1 : 5.0
Calgary Airport Authority	1	51	1 : 51
Calgary Planning Commission	3	32	1 : 10.7
Calgary Police Commission	4	55	1 : 13.8
Calgary Technologies Inc. (o/a Platform Calgary)	3	41	1 : 13.7
Calgary Transit Access Eligibility Appeal Board	4	11	1 : 2.8
Calgary Transit Public Safety Citizen Oversight Committee	2	13	1 : 6.5
Climate Advisory Committee	15	92	1 : 6.1
Combative Sports Commission	1	8	1 : 8.0
Friends of HMCS Calgary Committee	6	15	1 : 2.5
Licence and Community Standards Appeal Board	10	31	1 : 3.1
Saddledome Foundation	1	12	1 : 12
Social Wellbeing Advisory Committee	5	21	1 : 4.2
Subdivision and Development Appeal Board	15	38	1 : 2.4
Urban Design Review Panel	5	13	1 : 2.6

### Non-Binding Nominations Received per Vacancy

BCCs	Positions to be filled by a Nomination	Positions to be filled either by nomination or by application	Nominations Received
Beltline Community Investment Fund Committee	1	-	1
Calgary International Airport Development Appeal Body	1	-	1
Calgary Planning Commission	-	1	2
Event Centre Committee	2	-	2
Social Wellbeing Advisory Committee	1	-	1
Urban Design Review Panel	-	5	1

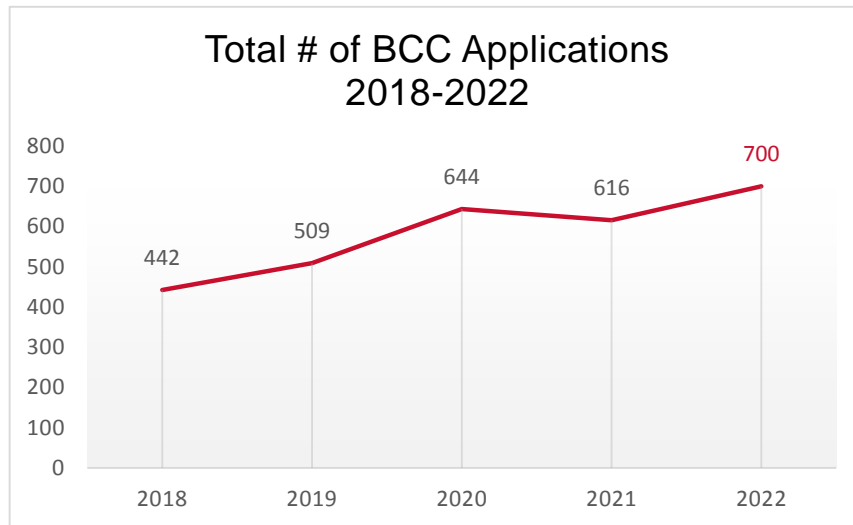
### Applicants by Ward





### Five-Year Comparison

BCC recruitment campaigns vary from year to year, depending on the number of vacancies on each BCC. A comparison of the number of applications received within the past five years is presented below.



## Gender Equity, Diversity, and Inclusion Survey

Since 2019, in line with the Council approved Gender Equity, Diversity, and Inclusion (GEDI) Strategy, standard questions and response categories have been established for collecting demographic information from BCC applicants. This survey information helps track the diversity of applicants to BCCs, and to assess the effectiveness of BCC recruitment practices over time.

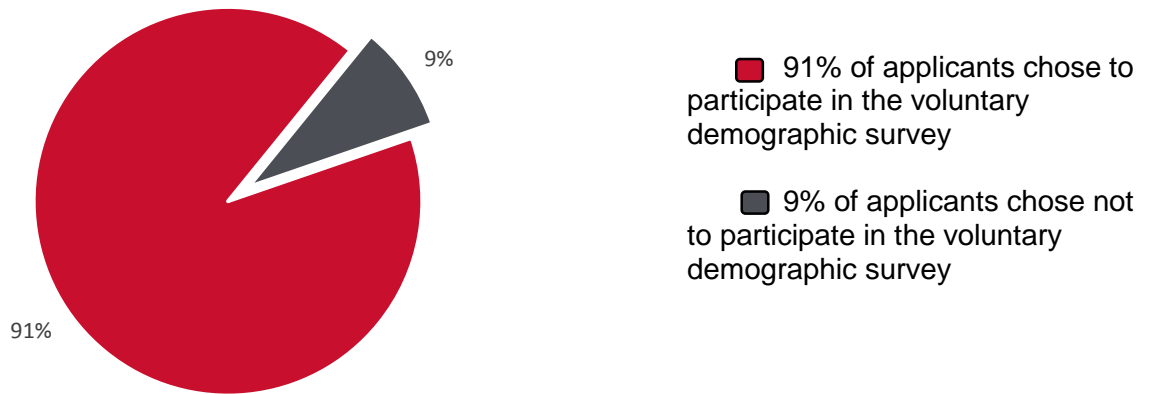
### Voluntary Questions

The survey questionnaire asks applicants to volunteer information on their:

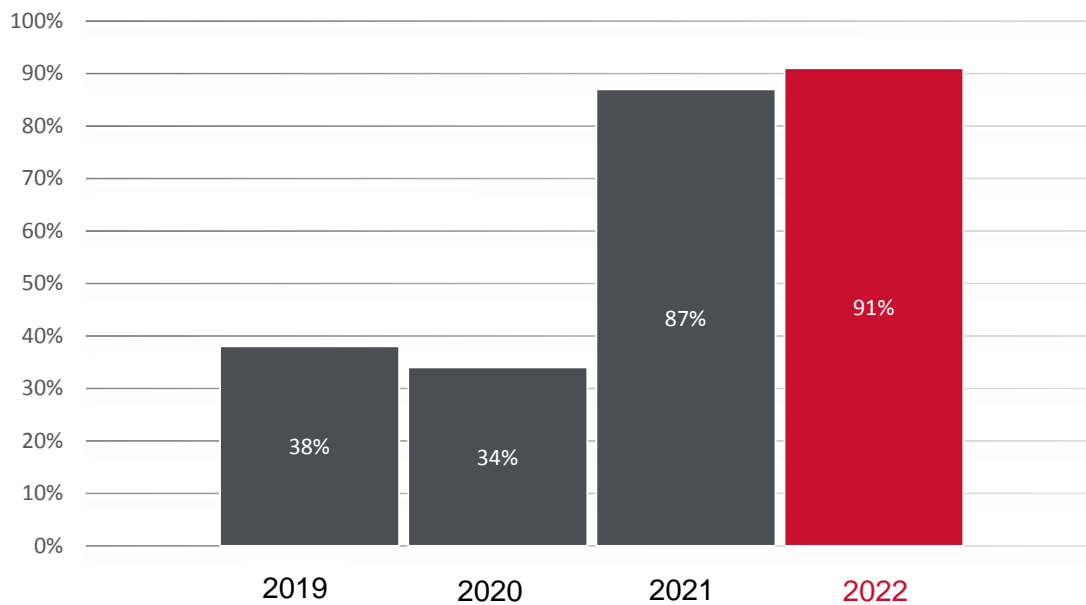
- Age
- Income
- Whether they were born in Canada
- If not born in Canada, how long they have lived in Canada
- Indigenous identity
- Visible minority status
- Whether they have a disability
- Gender identity
- Sexual orientation

Response Rate

2022 Voluntary Demographic Survey Response Rate



2019 - 2022 Response Rate Comparison



## Results Summary

Based on the voluntary survey responses, a majority of BCC applicants:



Are between the age of 35-44



Are men



Have an income of \$90,000-\$150,000



Were born within Canada

The key findings of this survey will be used to support continuous improvement of strategies to advance gender equity and diversity in future BCC recruitment campaigns.

## Survey Results by Question

