



2023 Boards, Commissions and Committees Recruitment Campaign Summary

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



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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 2023 BCC Recruitment Campaign ("2023 Campaign") took place from August 8 to September 7. There were 178 vacant positions to fill on internal and external BCCs as follows:

- 163 Public Members on 22 BCCs; and
- 15 Non-binding Nominations on five BCCs.

The 2023 Campaign did not include the 18 Public Members on the following six 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
- Tourism Calgary

A record total of 992 applications were submitted to serve on BCCs this year, with 754 unique applicants, and 141 individuals with multiple applications.

Further information about the outcomes of the 2023 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 2023 Recruitment 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 Traditional & Simplified Chinese, Arabic, Urdu, Spanish, Punjabi, French, Vietnamese, Korean, and Russian)
- Community Newsletters
- Social media (LinkedIn, Facebook, Instagram, X [formerly Twitter])
- 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.

Valued audiences for the 2023 Recruitment Campaign included:

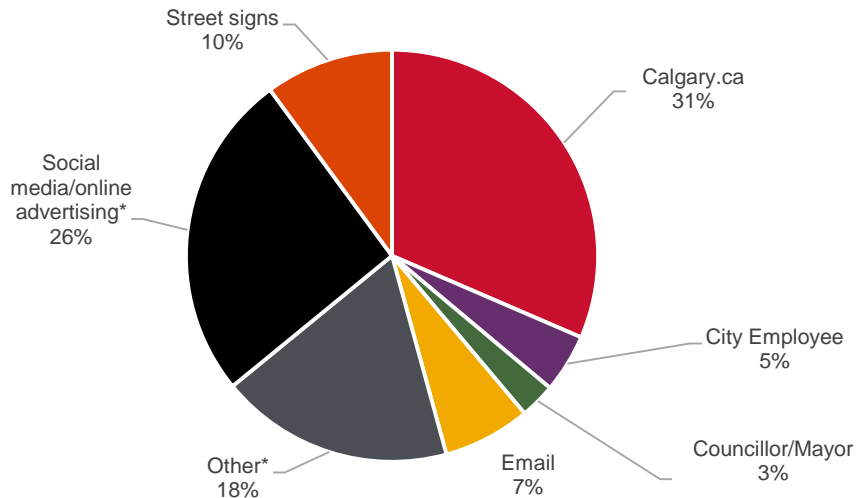
- Residents of Calgary at least 18 years of age;
- Seniors (60+) and Youth (18-24);
- Female skew;
- Indigenous peoples;
- Public Members with disabilities;
- Public Members who consider themselves advocates for underrepresented groups;
- Public Members looking to build their professional network through volunteer opportunities; and
- Public Members from sectors that directly support the military or perform public safety activities.

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 review of application numbers to raise awareness on BCCs which needed increased applicant reach, including the newly established Calgary Salutes Committee, Calgary Transit Access Eligibility Appeal Board, Urban Design Review Panel, and Ward Boundary Commission.

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.



*Social media includes Facebook, Instagram, LinkedIn, and X (formerly Twitter)

*Other includes applicants’ free-form responses, including external word-of-mouth or advertising.

Advertising & Marketing Results

To review the effectiveness of this year’s advertising campaign, internal marketing was reviewed. The external vendor that facilitated the bold signs and digital ads reported that while there is no measurement on the bold signs’ placement, the digital placement and targeting performed better than expected and exceeded impression estimations.

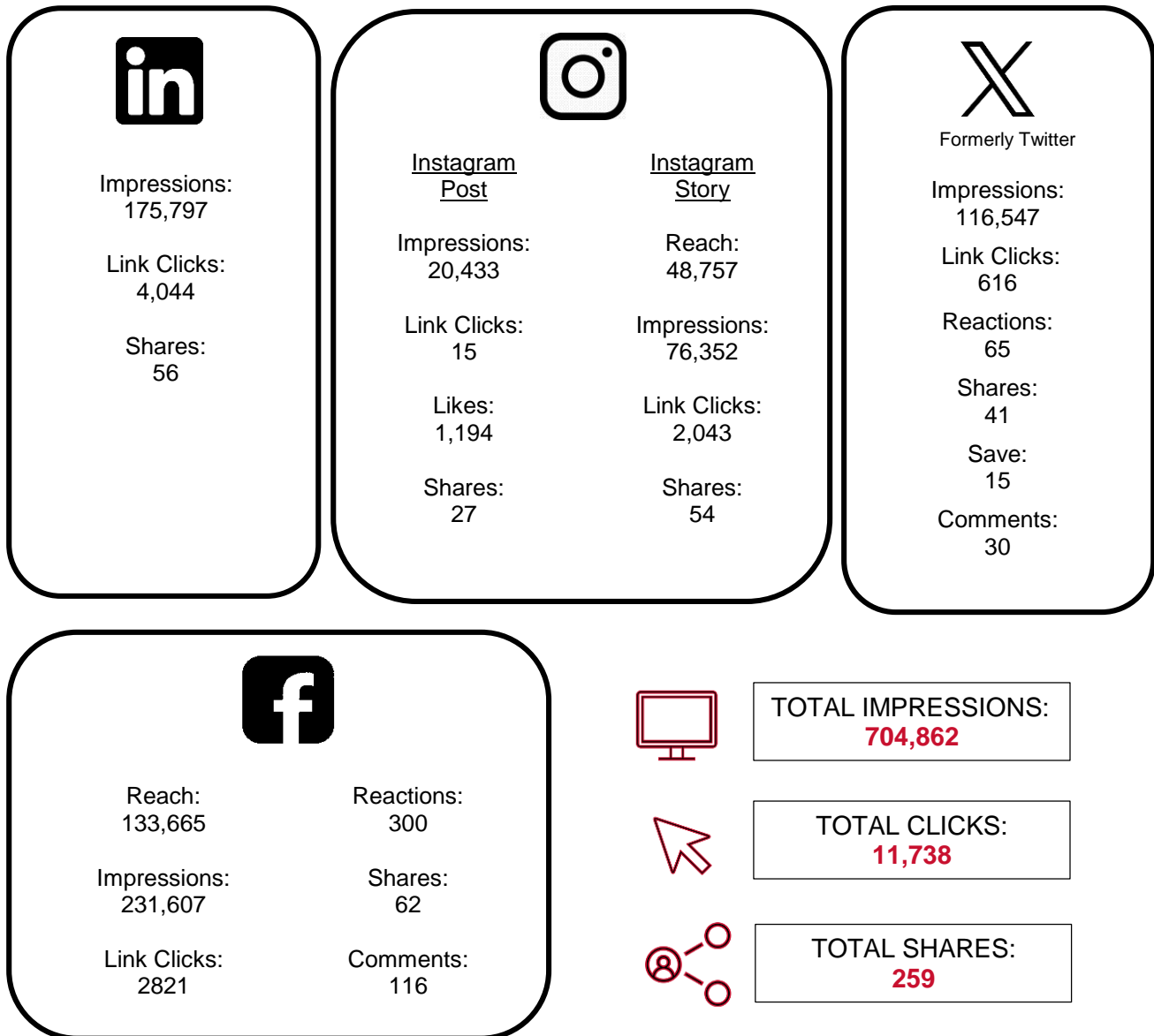
Bold signs of 4x8 street level signs were placed in 22 locations around the city for three weeks from August 17 - September 2. Other than English, advertisements were done in the top ten languages spoken at home in Calgary, instead of the usual top three in previous years. The top ten languages include: Traditional Chinese, Simplified Chinese, Arabic, Spanish, Urdu, French, Vietnamese, Korean, Russian, and Punjabi.

The campaign delivered 1,326,769 impressions, which is 132% of the estimated and goal of 999,000 impressions. Because of this year’s success, similar strategies would be considered for future iterations of this campaign.

Social Media Results

The BCC social media campaign performed well, achieving the objective of driving public members to the website to learn more about the different BCCs and ultimately apply.

Individual metrics on each of the social media platforms used for the campaign, as well as the summary of the total activity for the entire campaign, are presented below:



The Communications Team who handled our social media campaign reported that the images this year were received better than the previous year (see below images). To keep the campaign fresh, the images will be updated again for next year.

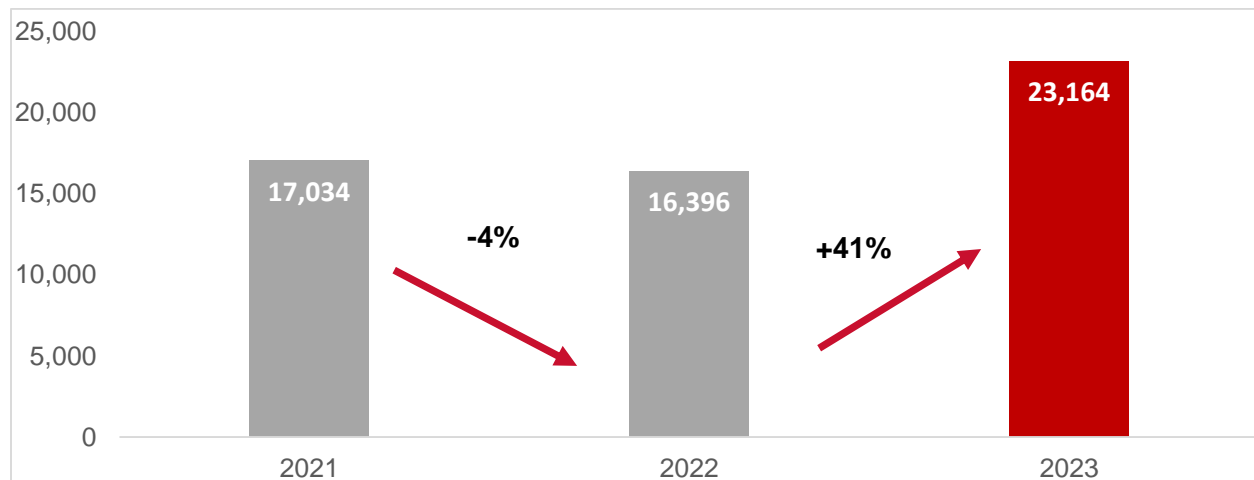


Web Results (calgary.ca/boards)

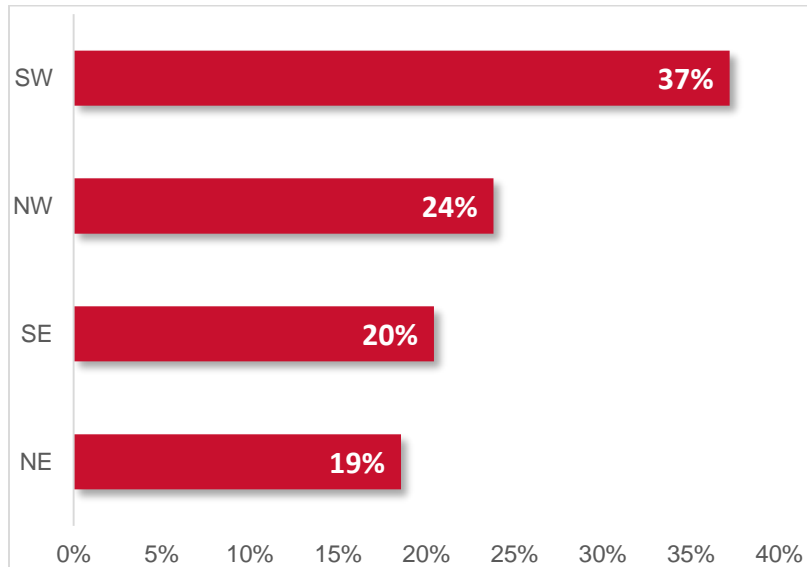
The results of the BCC webpage presented below are from data gathered during the recruitment period from 2023 August 8 - September 7.

A comparison between the 2023 campaign and the prior year shows there was a significant traffic boost of 41%. It's worth noting that each year the campaign has an identical one-month duration.

BCC Webpage – Year to Year Comparison



BCC Webpage – Performance by Quadrant



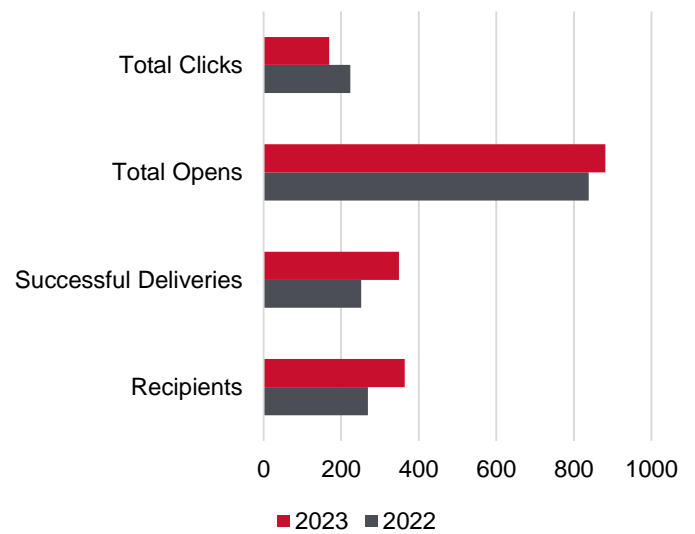
The Southwest accounted for the most traffic, accumulating 37% of the page views. The traffic distribution among the Northwest, Southeast, and Northeast regions was evenly spread.

E-mail Newsletter Results

This year’s BCC newsletter targeted professional organizations, post-secondary institutions, and local non-profit organizations engaged in direct community support to Calgarians, including sectors that directly support the military or perform public safety activities.

Voluntary subscription to the BCC newsletters has been made available to the public by signing up through the BCC City webpage. This allowed for not only organizations to be included in our contact list, but also individual subscribers who wanted to receive updates on the BCCs’ annual recruitment campaign.

Overall, the 2023 email campaign did better than the previous year. It is anticipated that our contact list will gradually increase in the next year as there’s a continuous trend of individuals subscribing to the BCC newsletter.



364
Recipients



95.9%
Successful Deliveries

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	7	44	1 : 6.3
Anti-Racism Action Committee	8	78	1 : 9.8
Assessment Review Board	35	76	1 : 2.2
Audit Committee	2	37	1 : 18.5
Beltline Community Investment Fund Committee	5	25	1 : 5
BiodiverCity Advisory Committee	7	35	1 : 5
Calgary Aboriginal Urban Affairs Committee	7	30	1 : 4.3
Calgary Airport Authority	1	94	1 : 94
Calgary General Hospital Legacy Fund Review Committee	1	11	1 : 11
Calgary Planning Commission	3	38	1 : 12.7
Calgary Police Commission	3	77	1 : 25.7
Calgary Salutes Committee	26	42	1 : 1.6
Calgary Transit Access Eligibility Appeal Board	3	10	1 : 3.3
Climate Advisory Committee	8	95	1 : 11.9
Community Peace Officer Oversight Committee	1	15	1 : 15
Licence and Community Standards Appeal Board	10	20	1 : 2
Platform Calgary	3	70	1 : 23.3
Saddledome Foundation	1	32	1 : 32
Social Wellbeing Advisory Committee	4	62	1 : 15.5
Subdivision and Development Appeal Board	15	48	1 : 3.2
Urban Design Review Panel	8	15	1 : 1.9
Ward Boundary Commission	5	38	1 : 7.6

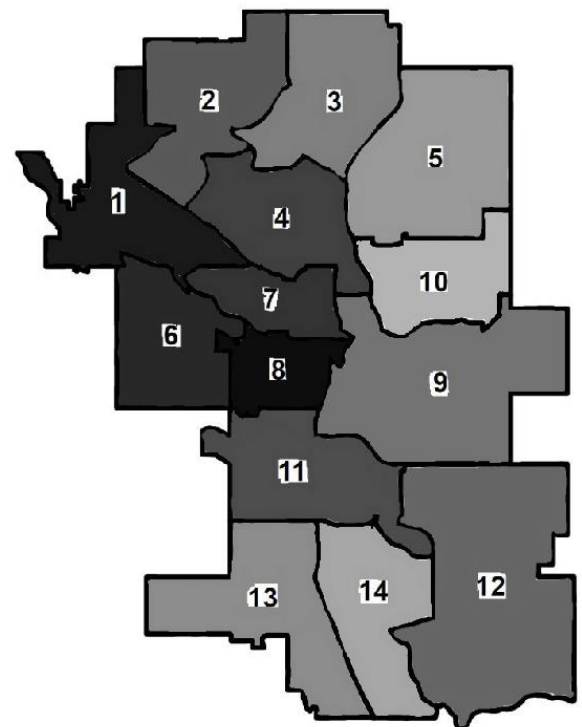
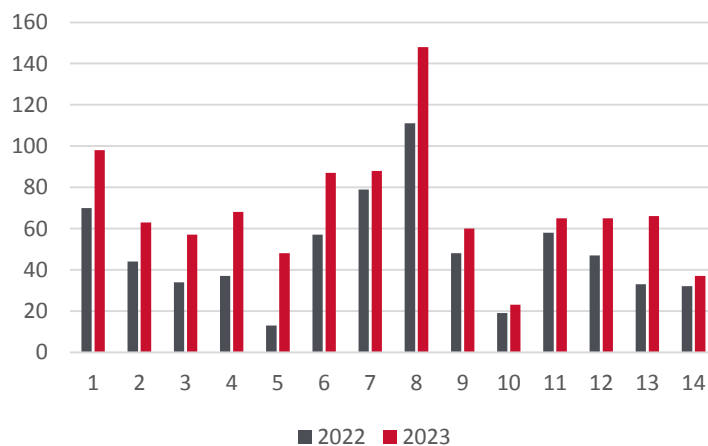
Non-Binding Nominations Received per Vacancy

BCCs	Positions to be filled by a Nomination	Positions to be filled either by nomination or by application	Nominations Received
Arts Commons Advisory Committee	3	-	3
Event Centre Committee	2	-	1
Calgary General Hospital Legacy Fund Review Committee	1	-	1
Multisport Fieldhouse Committee	2	-	-
Calgary Planning Commission	-	7	3
Social Wellbeing Advisory Committee	7	-	3
Urban Design Review Panel	-	6	2

Applications by Ward

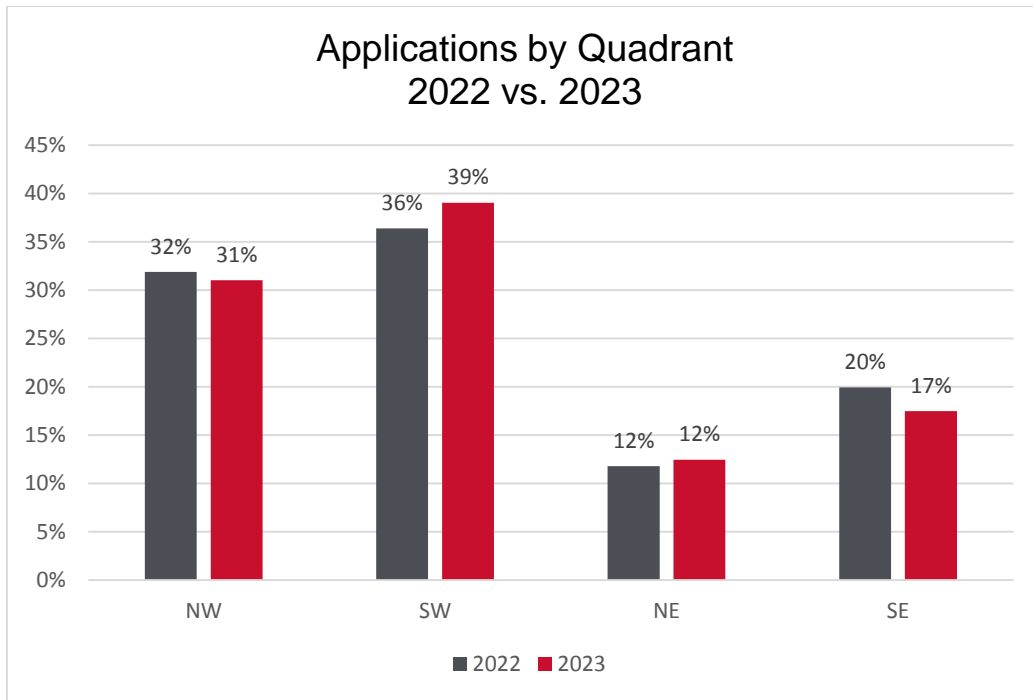
In 2023, most of the applications were received from Ward 8 with a total of 147. Ward 10 garnered the least amount with just 23 applications.

Applications by Ward
2022 vs. 2023



Applications by Quadrant

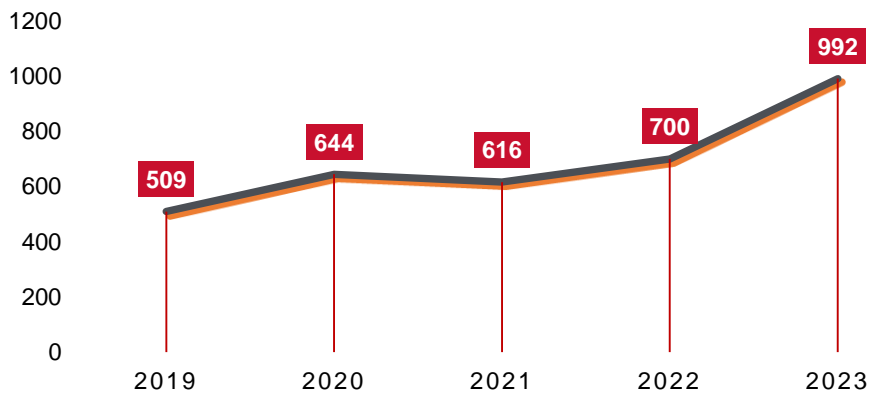
Analysis of the number of applications by City quadrant shows 2023 is not much different from 2022, where most of applications come from the Southwest and the least amount from the Northeast.



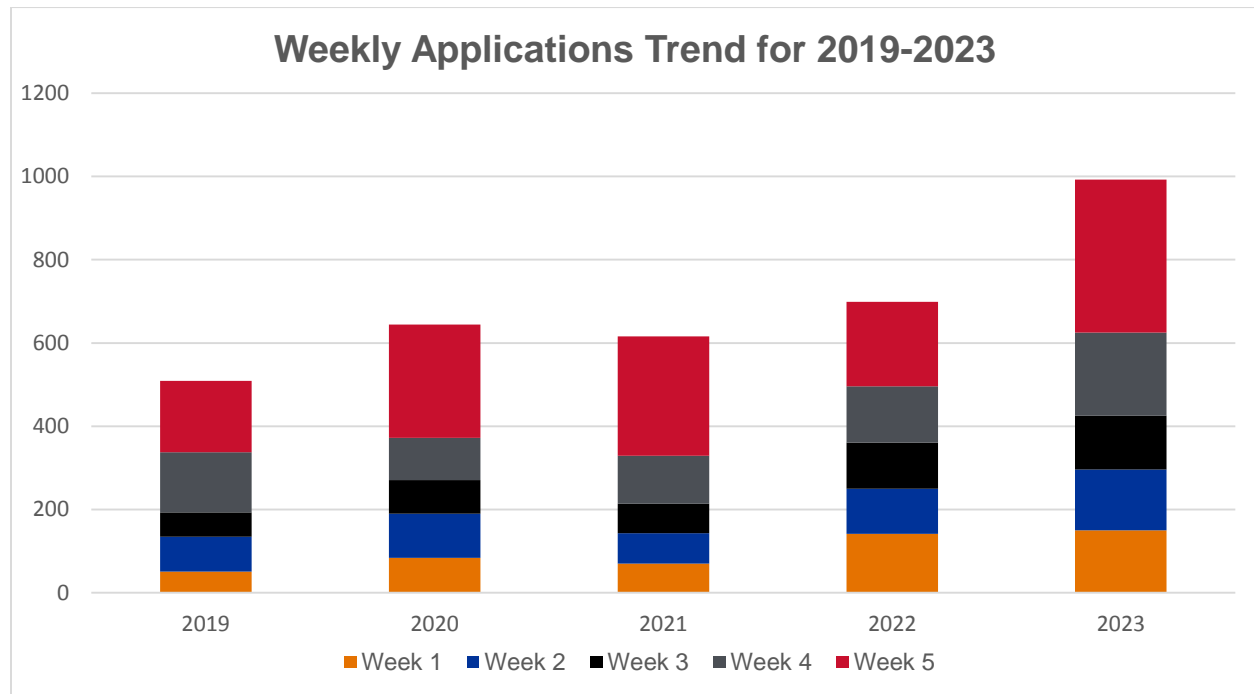
Five-Year Comparison

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.

YEARLY APPLICATION TREND 2019 - 2023



This year, the BCC Recruitment Campaign broke the record of application numbers with a total of 992 applications.



Overall, the 2023 BCC Recruitment Campaign experienced a significant rise in application numbers, breaking records every week since the launch. Towards the end of the campaign, there was a notable spike in the number of applications, which is typical as public members try to get their applications in before the campaign closes.

Equity, Diversity, Inclusion and Belonging Survey

Since 2019, in line with the Council-approved Gender Equity, Diversity, and Inclusion (GEDI) Strategy (now called Equity, Diversity, Inclusion and Belonging [EDIB]), 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

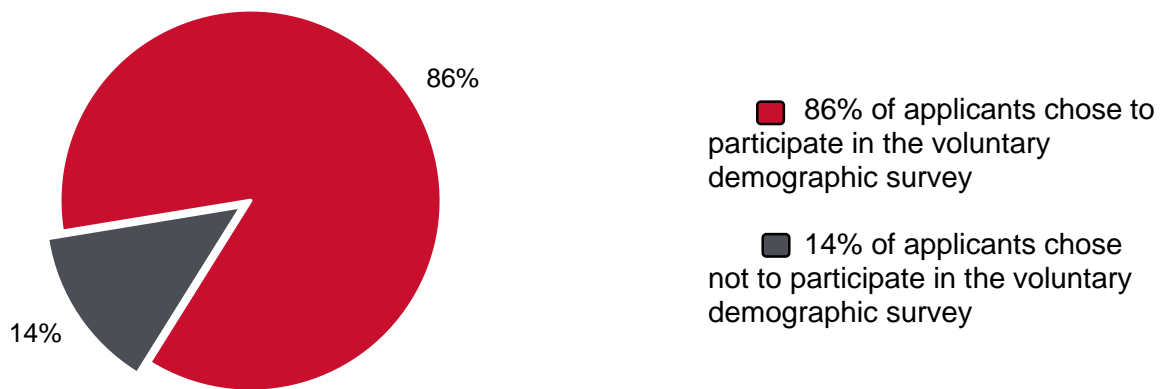
The survey questionnaire asks applicants to volunteer information on their:

- Age
- Income
- Whether they were born in Canada
- If not born in Canada, how long they have lived in Canada
- Indigenous identity

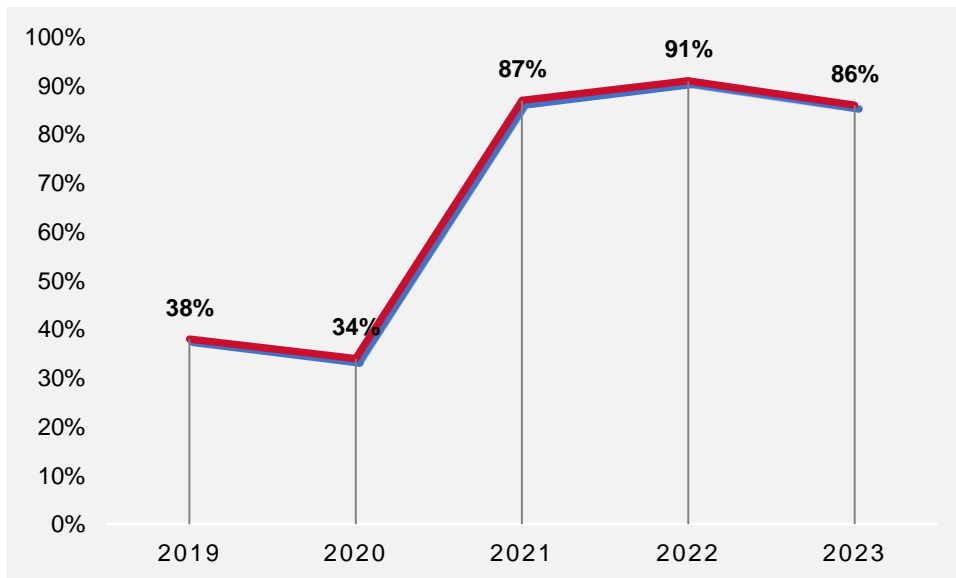
- Visible minority status
- Whether they have a disability
- Gender identity
- Sexual orientation

Voluntary Demographic Survey Response Rate

2023 Voluntary Demographic Survey Response Rate



Five Year Comparison of the Demographic Survey Response Rate



Results Summary

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

Majority of this year's BCC applicants:



Are men



Age between 35-44



Earn \$90,000-\$150,000



Born within Canada



Comparison of the 2022 and 2023 data highlight the increase of application numbers from the following groups:

4.5% increase from seniors (65+)



15% increase from people with a disability



42% increase from those who identify as lesbian, gay, bisexual, pansexual, two-spirit person, or person with any queer sexual orientation



46% increase from those who identify as a person of colour or visible minority



48.63% increase from women



81% increase from newcomers to Canada (those have been in Canada for 0-5 years)

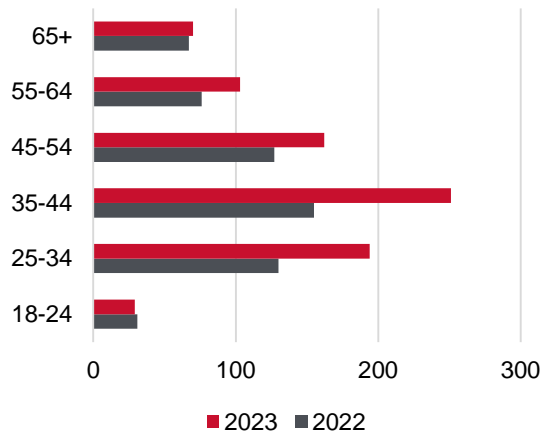


Survey Results by Question

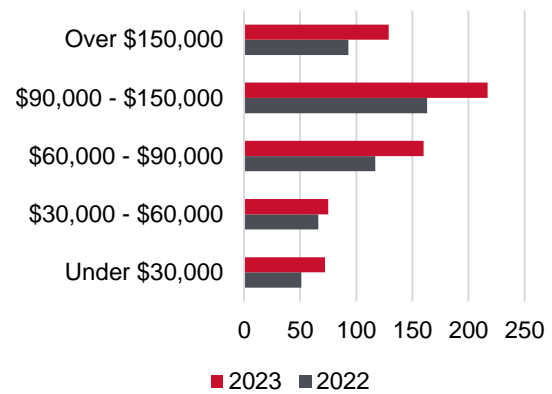
The results of the demographic survey from the applicants who chose to participate are presented below.



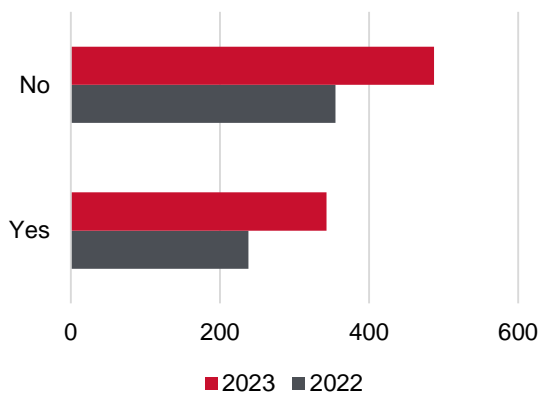
What is your age?



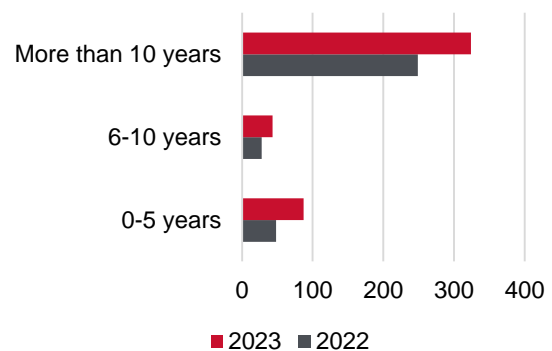
What income do you earn?



Were you born outside of Canada?

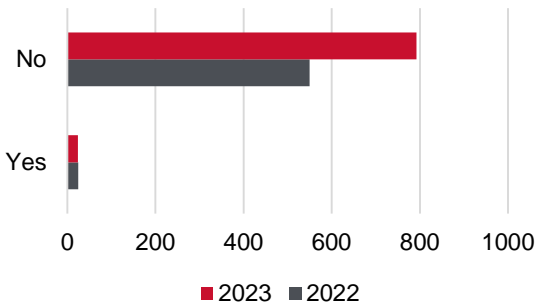


If born outside of Canada, how long have you lived in Canada?

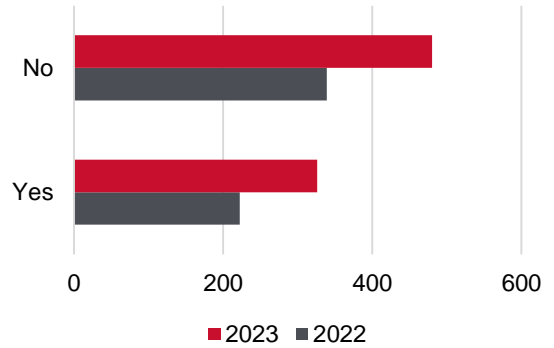




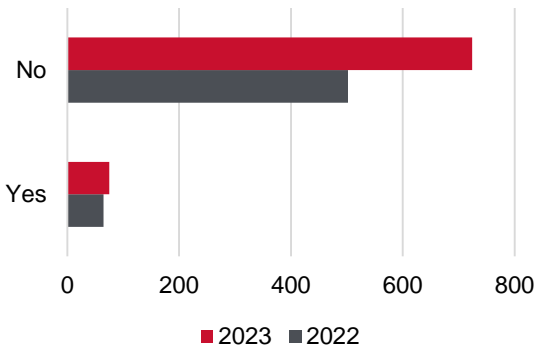
Do you identify as
Aboriginal, Indigenous,
First Nations, Métis, or
Inuk?



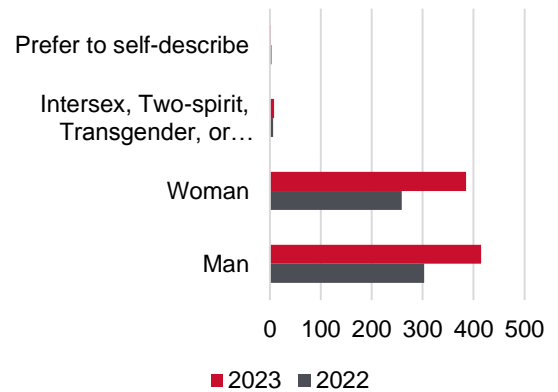
Do you identify as a
person of colour or visible
minority?



Do you consider yourself
to be a person with a
disability?

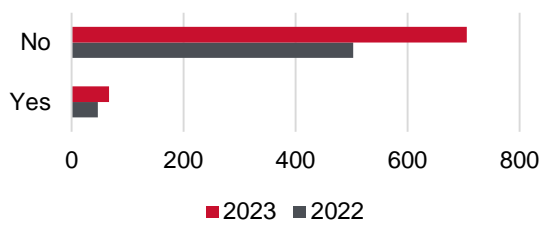


What is your gender
identity?





Do you identify as lesbian, gay, bisexual, pansexual, two-spirit person, or person with any queer sexual orientation?





Glossary of Terms

Click/Link Click

Represents the total number of times a user follows through and clicks on the advertisement.

Clicks per Unique Open

The percentage of unique contacts who opened the campaign and clicked on the link inside, at least once.

Impressions

The number of digital views or engagements of the content, digital post, advertisement, or web page.

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.

Open Rate

Measures the percentage of newsletter emails that were opened.

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.

Reach

A measure of how many users have seen a content or the number of people who saw any content from or about the page.

Reaction

A form of engagement or how people respond or react to something posted on social media platforms.

Save

The act of saving or bookmarking a content for future reference or easy access.

Shares

The action of distributing, posting, or reposting content to one's own social media platform or other digital channels.