



C2018-1231
Attachment

2018 BCC Advertising Campaign



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Executive Summary

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 contributes to good governance; represents stakeholder groups and specific groups of service users; and provides a variety of perspectives reflecting the diversity of the community.

Administration facilitates an annual recruitment campaign to recruit Public Members for BCC vacancies to be appointed that year at the Organizational Meeting of Council.

From 2018 August 16 to 2018 September 14, Administration recruited for Public Members (“2018 BCC Campaign”) to fill 92 vacancies on internal and external BCCs as follows:

- 12 – 16* non-binding nominations on three BCCs, and
- 76 – 80* Public Members on 18 BCCs.

**The Calgary Planning Commission has four vacancies that can be filled by either public members and/or non-binding nominees.*

The 2018 BCC Campaign did not include the following Civic Partners, all of whom conduct their own recruitment:

- Calgary Public Library Board,
- Calgary Convention Centre Authority,
- Calgary Tourism, and
- Silvera for Seniors.

The 2018 BCC Campaign included several new elements.

- The Subdivision and Development Appeal Board and the Licence and Community Standards Appeal Board were part of the annual BCC Campaign.
- As part of Gender Equity and Diversity Baseline Assessment, a voluntary demographic survey was included with of the BCC online application process.
- Advertising and recruitment for the Campaign was re-designed to attract a more diverse pool of applicants.

During the 2018 BCC Campaign, 516 applicants submitted 848 applications to serve on BCCs. The outcomes from the 2018 BCC Campaign are detailed in this report.

Advertising

Strategy

Council policy provides advertising requirements. Administration may advertise BCC vacancies through a variety of media sources including newspapers, trade bulletins, websites or newsletters of professional organizations, community newsletters and networks, and the City's website and social media accounts.

In 2018, Administration undertook a comprehensive advertising approach with a budget of \$23,000, an increase of \$5,500 from 2017 due to a transfer of advertising funds from the Quasi-Judicial Boards. The objectives included:

- increasing the total number of applications by 50% from last year;
- increasing the diversity of applicants and the total number of applicants from diverse backgrounds and experiences; and
- increasing the number of applicants with previous board experience.

The target audience for the campaign was identified as:

- Citizens - residents of Calgary, engaged citizens, community driven, most likely already volunteer 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 interesting in participating in local government and identify as a minority.

Methods and Mediums

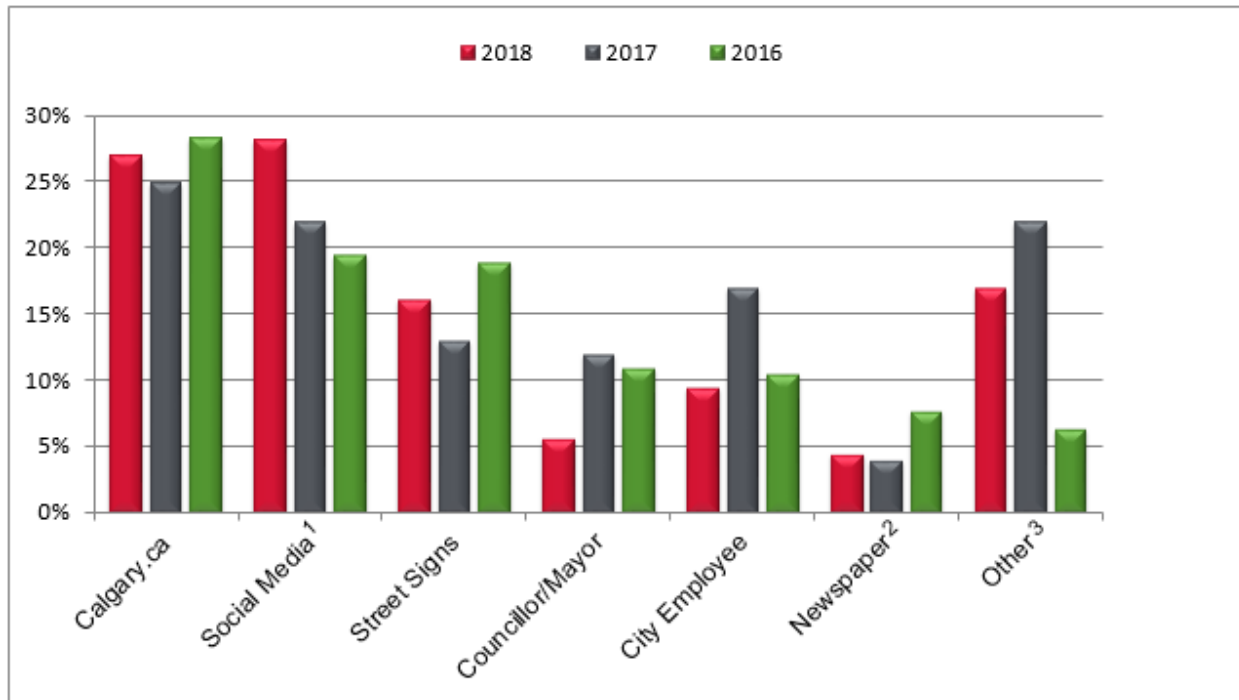
[Table 1: Advertising Methods and Mediums](#) on page 5 depicts the methods and mediums for advertising that were used during the campaign.

Table 1: Advertising Methods and Mediums

Medium	Type	Description
Digital	Programmatic	Digital ads purchased through DSA Media that include a variety of digital content publishers including: <ul style="list-style-type: none"> ▪ eBay ▪ Kijiji ▪ CBC ▪ Bell Media ▪ Post Media ▪ Corus ▪ MSN ▪ Rogers Media
	Social media	Targeted ads various social media platforms including: <ul style="list-style-type: none"> ▪ Facebook ▪ LinkedIn ▪ Twitter
	Online news, newsletters	Ads and banners published on the following sites: <ul style="list-style-type: none"> ▪ Alberta Native News ▪ Federation of Calgary Communities e-Newsletter <i>Get Engaged</i>.
	Professional job boards	Individual ads for various BCCs were place on the Board Opportunities listing of the Institute of Corporate Directors.
	Direct email campaign	Recruitment email sent to a variety of community organizations and networks (see Appendix A: Direct Email Distribution on page 14 for a complete list direct email recipients).
Print Ads	Mainstream newspapers	<ul style="list-style-type: none"> ▪ Calgary Herald ▪ StarMetro Calgary
	Ethnic newspapers	<ul style="list-style-type: none"> ▪ Canadian Chinese Times ▪ Trend Weekly ▪ South Asian Post ▪ Filipino Journal ▪ Canadian Latino Newspaper ▪ Alberta Native News
Street Signs	Bold signs	Bold signs placed in the following locations: <ul style="list-style-type: none"> ▪ Community/leisure centres ▪ Public spaces, parks, main roads ▪ Disability centres ▪ Aboriginal centres

Comparative Effectiveness of Advertising Mediums

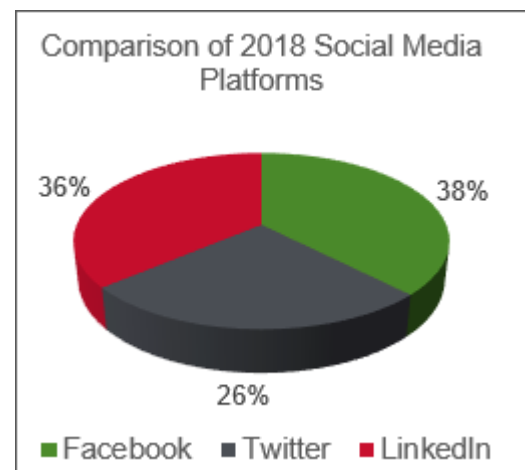
The following graph depicts applicants' annual responses to how they heard of the opportunity to volunteer on a BCC collected during the application process.



1. Social media includes Facebook, LinkedIn, and Twitter
2. Newspaper includes The Herald, StarMetro, ethnic newspapers
3. Other captures applicants' free-form responses, including external word-of-mouth or advertising (eg. Institute of Canadian Directors)

Highlights

- Social media has overtaken Calgary.ca as the primary source of information for BCC opportunities.
- Applicants receiving BCC information from newspapers increased slightly from last year, but overall, newspapers remain the least effective medium.
- There was a decrease in the number of applicants citing Councillor/Mayor and City Employees as source of information regarding BCC opportunities.
- Street signs continue to be moderately successful with a 3% gain over last year.

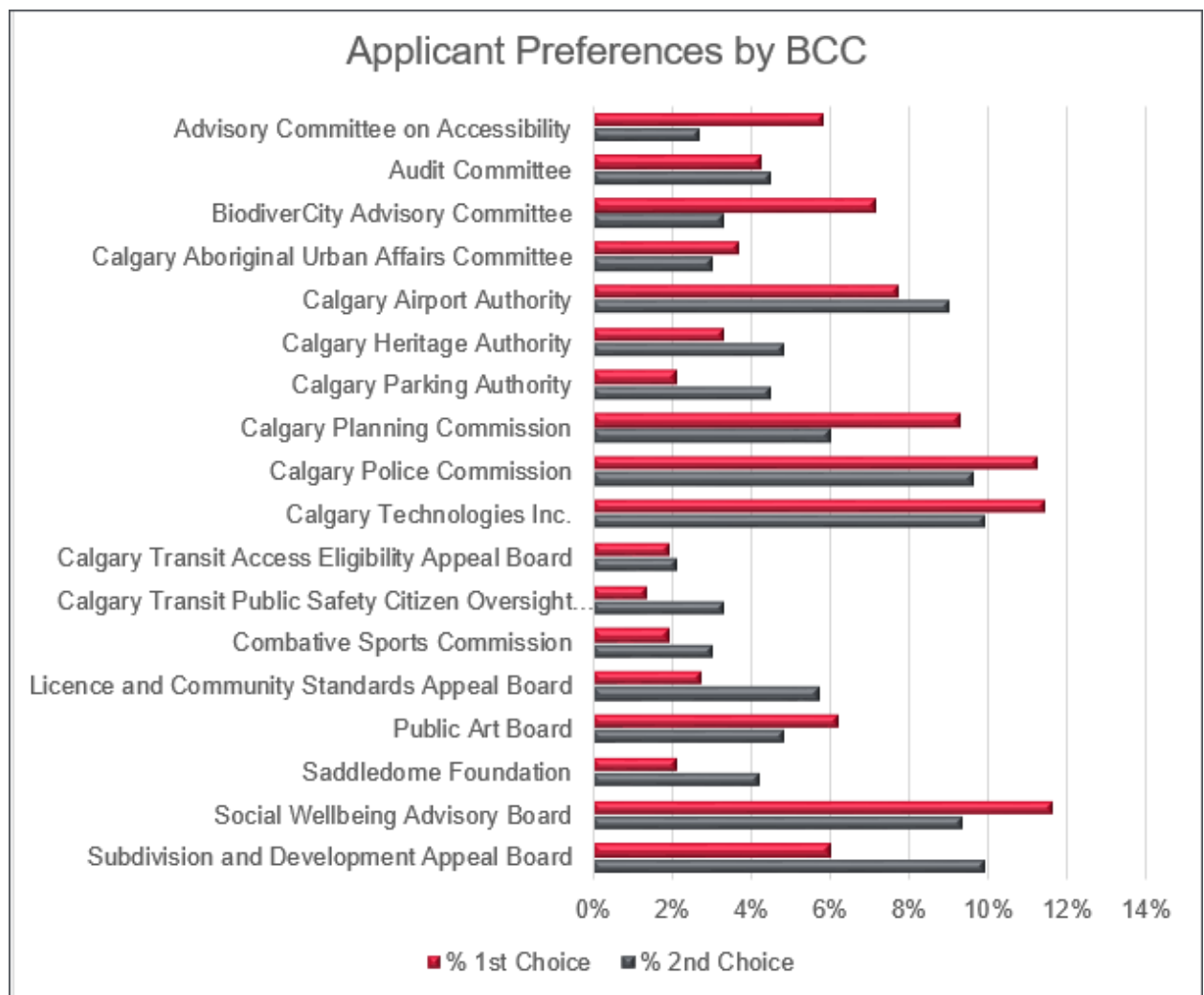


Applications

Applicant Preferences by BCC

During the 2018 BCC Campaign, 515 Public Member applicants submitted 848 applications (up to two BCC applications can be submitted per applicant) as follows:

Total number of Public Member applications received: **848 ▲** from 2017 (291).



Applications Received per Advertised BCC Vacancy

- BCCs with Advertised Vacancies: **18** ▲ from 2017 (15)
- Total number of Advertised Vacancies: **78** ▲ from 2017 (57)

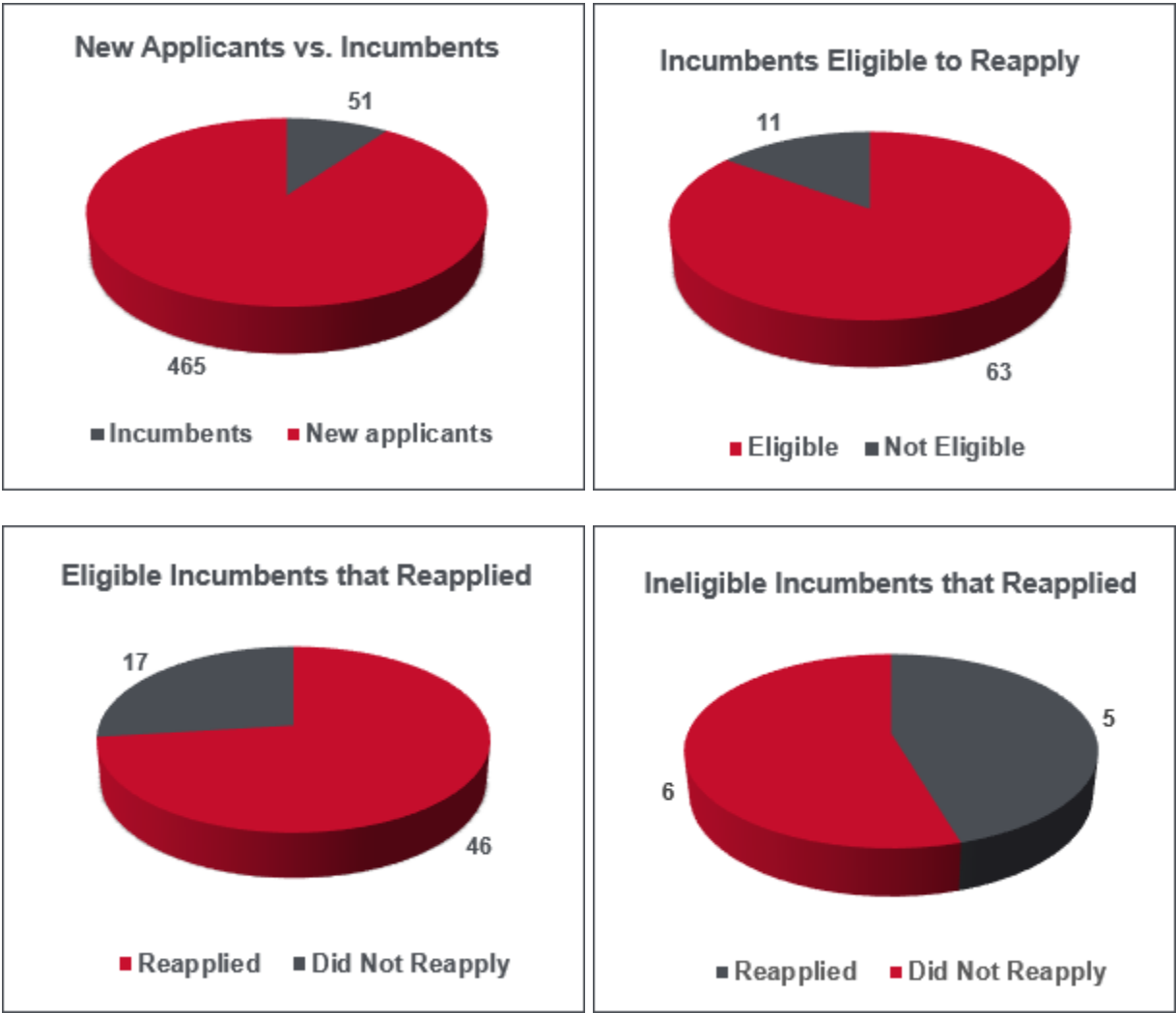
During the advertising campaign, the number of applicants per BCC was monitored to ensure that enough applications per vacancy were received. If the number of applicants for a specific BCC was low, additional social media ads were issued for that BCC.

Table 2: BCC Vacancies and Applications

Advertised BCCs	Vacancies	Applications Received	Applications per Vacancy
Advisory Committee on Accessibility	7	39	6
Audit Committee	1	37	37
BiodiverCity Advisory Committee	5	48	10
Calgary Aboriginal Urban Affairs Committee	5	29	6
Calgary Airport Authority	1	70	70
Calgary Heritage Authority	4	33	8
Calgary Parking Authority	5	26	5
Calgary Planning Commission	2	68	34
Calgary Police Commission	3	90	30
Calgary Technologies Inc.	3	92	31
Calgary Transit Access Eligibility Appeal Board	7	17	2
Calgary Transit Public Safety Citizen Oversight Committee	1	18	18
Combative Sports Commission	3	20	7
Licence and Community Standards Appeal Board	5	33	7
Public Art Board	2	48	24
Saddledome Foundation	1	25	25
Social Wellbeing Advisory Committee	5	91	18
Subdivision and Development Appeal Board	18	64	4

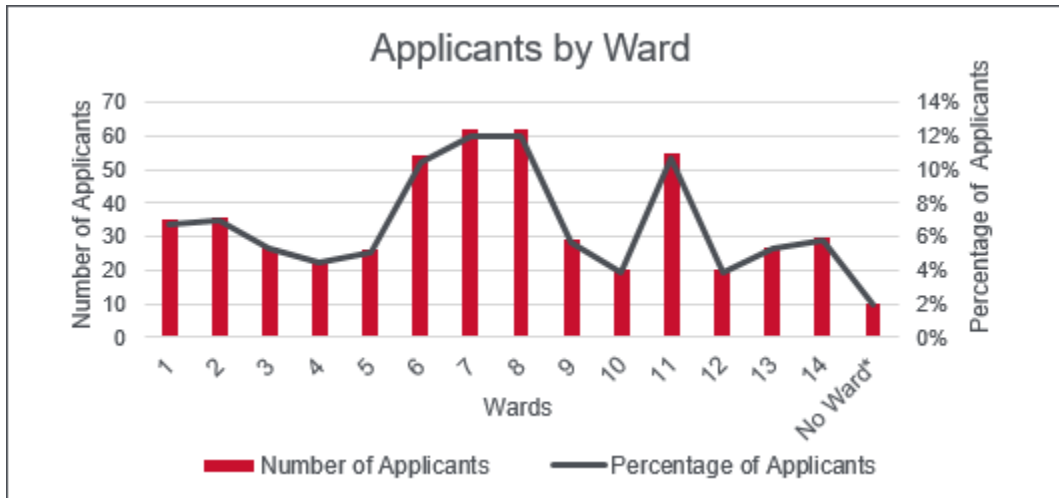
Applications Received from Incumbent Public Members

Sixty-three Public Members, who are eligible to be re-appointed for another term on the BCC in which they were serving, were sent notification letters to re-apply through the application process. Out of the 516 Public Member applicants, 51 incumbent Public Members re-applied.



Applicants by Ward

Administration selects methods and mediums that promote City-wide exposure of BCC vacancies. In 2018, Wards 7 and 8 had the highest number of Public Member Applicants.



* No Ward: Residing outside of Calgary

Table 3: Applicants by Ward

Ward	Ward Population*	Number of Applicants	Percentage of Total Applicants
1	88,424	35	7%
2	89,475	36	7%
3	69,877	27	5%
4	97,609	23	4%
5	92,694	26	5%
6	90,872	54	10%
7	76,406	62	12%
8	91,533	62	12%
9	90,749	29	6%
10	92,891	20	4%
11	99,437	55	11%
12	105,365	20	4%
13	90,220	27	5%
14	91,882	30	6%
No Ward	n/a	10	2%

* Based on 2018 Census Results

Non-Binding Vacancies and Nominations

Council policy provides that if a BCC's Governance Documents outline that Public Member vacancies are to be appointed through non-binding nominations from Organizations and other BCCs, 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 advertising campaign.

The 2018 BCCs with vacancies required to be filled by non-binding nominations and recommendations from organizations are as follows:

- Calgary Planning Commission (up to four positions from these organizations or Public Members, but Council is not obliged to appoint a specific number from each one)
 - Alberta Association of Architects
 - Alberta Association of Landscape Architects
 - Alberta Professional Planners Institute
 - Association Professional Engineers & Geoscientists of Alberta
 - BILD Calgary Region
 - Canadian Bar Association
 - Federation of Calgary Communities
- Social Wellbeing Advisory Committee
 - 1 nominee from the Advisory Committee on Accessibility
 - 1 nominee from the Calgary Aboriginal Urban Affairs Committee
 - 1 nominee from the Calgary Local Immigration Partnership Council
 - 1 nominee from the Cultural Leadership Council
 - 1 nominee from the Family & Community Support Services Calgary Forum
 - 1 nominee from the Gender Equity and Diversity Strategy Committee
 - 1 nominee from the Senior's Age Friendly Strategy Steering Committee
- Urban Design Review Panel
 - 1 nominee from the Association of Professional Engineers and Geoscientists of Alberta
 - 2 nominees from the Alberta Association of Landscape Architects
 - 2 nominees from the Alberta Association of Architects

Five Year Comparison

BCC recruitment campaigns vary from year to year depending on the number of internal and external BCCs with vacancies, and the number of vacancies on each BCC.

Year	BCCs	Vacancies			Applicants		
		Public Members	Non-Binding	Total	Public Member Applicants	Public Member applications	Non-Binding Nominees
2018	18	76 – 80*	12 – 16*	92	516	848	22
2017	15	57	11	68	190	291	19
2016	18	69	23	92	374	446	25
2015	17	61	11	72	413	868	16
2014	19	55	7	62	233	404	12

**The Calgary Planning Commission has four vacancies that can be filled by either Public Members and/or non-binding nominees.*

Gender and Diversity Survey

At the 2018 May 28 Regular Meeting of Council, Council approved a recommendation to conduct a baseline assessment to support development of a gender and diversity strategy (CPS2018-0362). One of the three focus areas identified in CPS2018-0362 was City of Calgary Boards, Commissions and Committees.

Historically, the City has not collected data regarding gender or diversity within its BCCs. To establish a baseline, a voluntary BCC applicant survey was included as part of the 2018 BCC Campaign. Information from this survey will be used to inform the gender and diversity strategy development.

The key findings of this survey and other components of the Gender and Diversity Baseline Assessment will be included in the strategy to advance gender equity and diversity Council report to be presented in the second quarter of 2019.

Survey Questions

The questionnaire asked applicants to provide the following information. All questions were optional.

- 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 here

Response Rate

- 515 individuals applied to Boards, Commissions, and Committees.
- 232 people completed the questionnaire for a completion rate of 45%.

Appendix A: Direct Email Distribution

Interest Area	Organization
Accessibility	Accessible Housing Society
Accessibility	Ability Society
Accessibility	Alberta Council of Disability Services (ACDS)
Accessibility	Alberta Health Services – Alberta Healthy Living Program – Calgary Zone
Accessibility	ALS Society of Alberta
Accessibility	Alzheimer Society of Calgary
Accessibility	Alberta Sports & Recreation Association for the Blind (ASRAB)
Accessibility	Arthritis Society, The - Alberta and North West Territories
Accessibility	Association for the Rehabilitation of the Brain Injured
Accessibility	Autism Calgary Association
Accessibility	Between Friends
Accessibility	Canadian Down Syndrome Society
Accessibility	Canadian National Institute for the Blind (CNIB)
Accessibility	Carya
Accessibility	Cerebral Palsy Association of Calgary
Accessibility	Cerebral Palsy Association in Alberta (CPAA)
Accessibility	Champions Career Centre
Accessibility	Chrysalis Society
Accessibility	Children's Link Society
Accessibility	Calgary Rotary Challenger Park
Accessibility	Calgary Progressive Lifestyles Foundation
Accessibility	Calgary Scope Society
Accessibility	Calgary Society of Community Opportunities (CSCO)
Accessibility	Calgary Seniors Resource Society
Accessibility	Calgary Wheelchair Curling Association
Accessibility	Calgary Power Hockey League (CPHL)
Accessibility	Calgary Sledge Hockey Club
Accessibility	Canadian Association of Disabled Skiers – Calgary Zone (CADS Calgary)

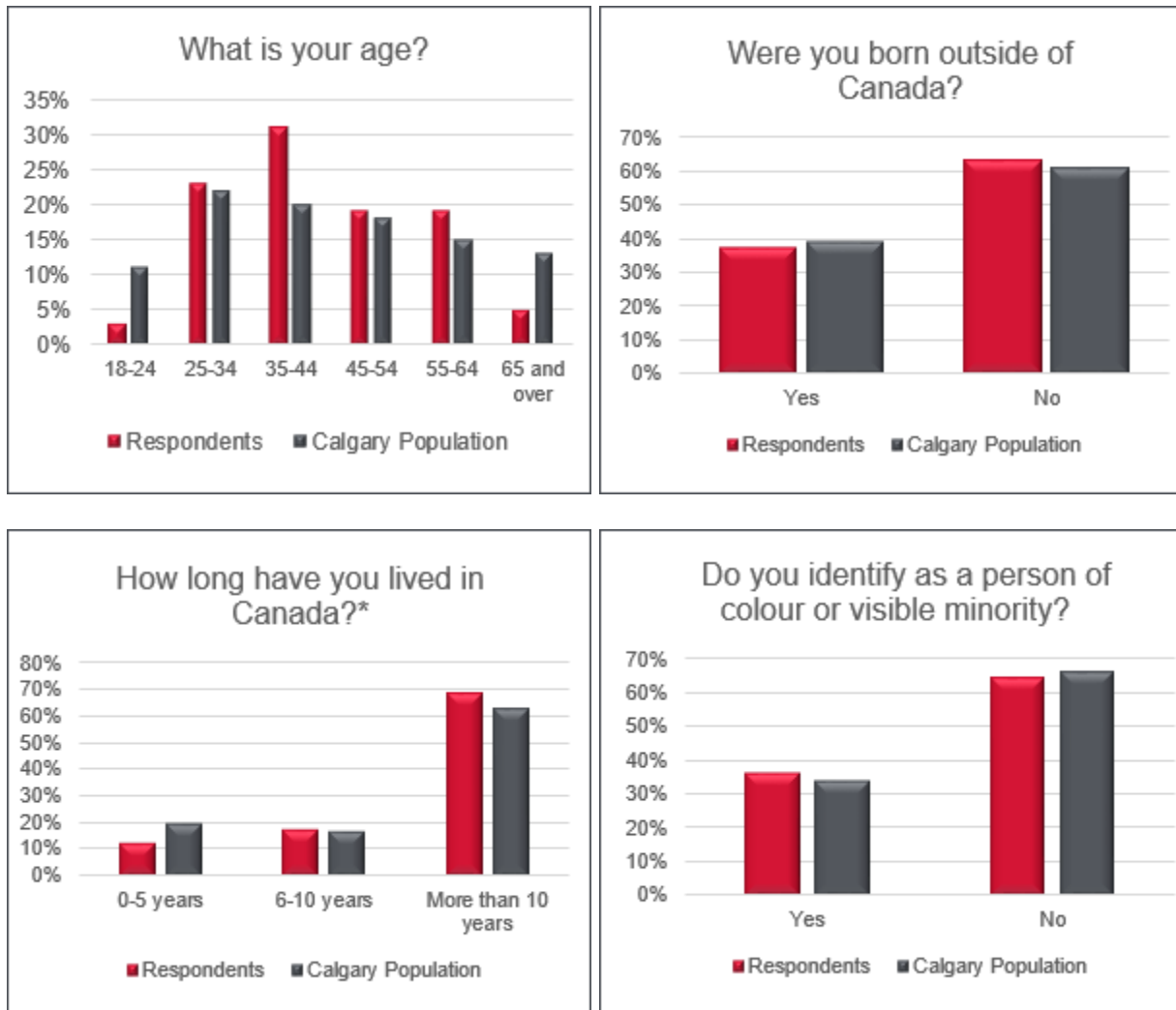
Interest Area	Organization
Accessibility	Canadian Mental Health Association
Accessibility	Champion Career Centre
Accessibility	Deaf & Hear Alberta
Accessibility	Developmental Disabilities Resource Centre (DDRC)
Accessibility	Disability Action Hall
Accessibility	Community Rehabilitation and Disability Studies - UofC (Director: Anne Hughson)
Accessibility	Easter Seal
Accessibility	Epilepsy Association of Calgary
Accessibility	Horizon Housing
Accessibility	JB Music Therapy (JBMT)
Accessibility	Kerby Centre
Accessibility	Inclusion Alberta
Accessibility	Independent Living Resource Centre (ILRCC)
Accessibility	L'Arche Calgary
Accessibility	March of Dimes
Accessibility	Momentum
Accessibility	Multiple Sclerosis Society of Canada
Accessibility	Mt Royal University Dept. of Interior Design
Accessibility	Mt Royal University Accessibility Services
Accessibility	MoMo Dance Theatre
Accessibility	Organization for Bipolar Affective Disorders
Accessibility	Pacekids
Accessibility	Prospect
Accessibility	Parkinson Alberta
Accessibility	Providence School
Accessibility	Resolve Campaign
Accessibility	SAIT Disability Accessibility Services
Accessibility	Special Olympics Calgary
Accessibility	Spinal Cord Injury Alberta
Accessibility	Silvera for Seniors

Interest Area	Organization
Accessibility	Southern Alberta Brain Injury
Accessibility	The Ability Hub
Accessibility	Trinity Place Foundation of Alberta
Accessibility	Renfrew Educational Services
Accessibility	University of Calgary - Faculty of Environmental Design (EVDS) - Laneway Project
Accessibility	University of Calgary - Student Accessibility Services
Accessibility	University of Calgary - Rehabilitation and Fitness for Persons with Physical Disabilities
Accessibility	Vecova Centre for Disability Services and Research
Diversity	Centre for newcomers
Diversity	YWCA
Diversity	Immigrant Access Fund
Diversity	Calgary Pride
Diversity	United Way
Diversity	HIV Community Link
Diversity	Action Dignity
Diversity	Equal Voice
Diversity	Calgary Sexual Health
Diversity	Women's Centre of Calgary
Diversity	Calgary Immigrant Women's Association
Diversity	Calgary Outlink
Diversity	Ask Her
Diversity	CRIEC
Indigenous	Treaty 7 - Blackfoot Confederacy (Siksika, Piikuni & Kainai)
Indigenous	Treaty 7 - Stoney Nakoda First Nations (Chiniki, Bearspaw & Wesley)
Indigenous	Treaty 7 - Tsuut'ina
Indigenous	Metis Nation of Alberta, Region 3

Appendix B: Survey Results by Question

The results of the demographic survey are presented in this report without commentary.

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



Appendix B: Survey Results by Question

