ELECTIONS ALBERTA

BUSINESS PLAN

2016/17 – 2019/20

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Vision

Albertans have confidence in an easily accessible electoral process.

Mission

Deliver effective non-partisan services that meet the electoral needs of Albertans.

Mandate

Elections Alberta's mandate is to:
- administer open, fair and impartial elections;
- provide stakeholders with the necessary information and means to participate in the democratic process;
- provide support to election officials to ensure impartial service delivery;
- serve in an advisory and regulatory role to achieve compliance in electoral finance activities;
- provide the public with disclosure through the publication of reports and financial statements;
- embrace partnership opportunities and innovative ideas by adopting best practices and new technologies from the service, business and election communities; and
- support a positive, respectful, cohesive and self-rewarding work environment where individual aspirations can be achieved.

Stakeholders

Elections Alberta has several key stakeholders:
- Alberta residents, particularly voters and prospective voters;
- Political participants, particularly Members of the Legislative Assembly, political parties, candidates, nomination contestants, leadership contestants, and constituency associations;
- Third-party advertisers: political and election;
- Returning officers and other election workers;
- Federal, Provincial and Municipal election administrators;
- Standing Committee on Legislative Offices;
- External data providers; and
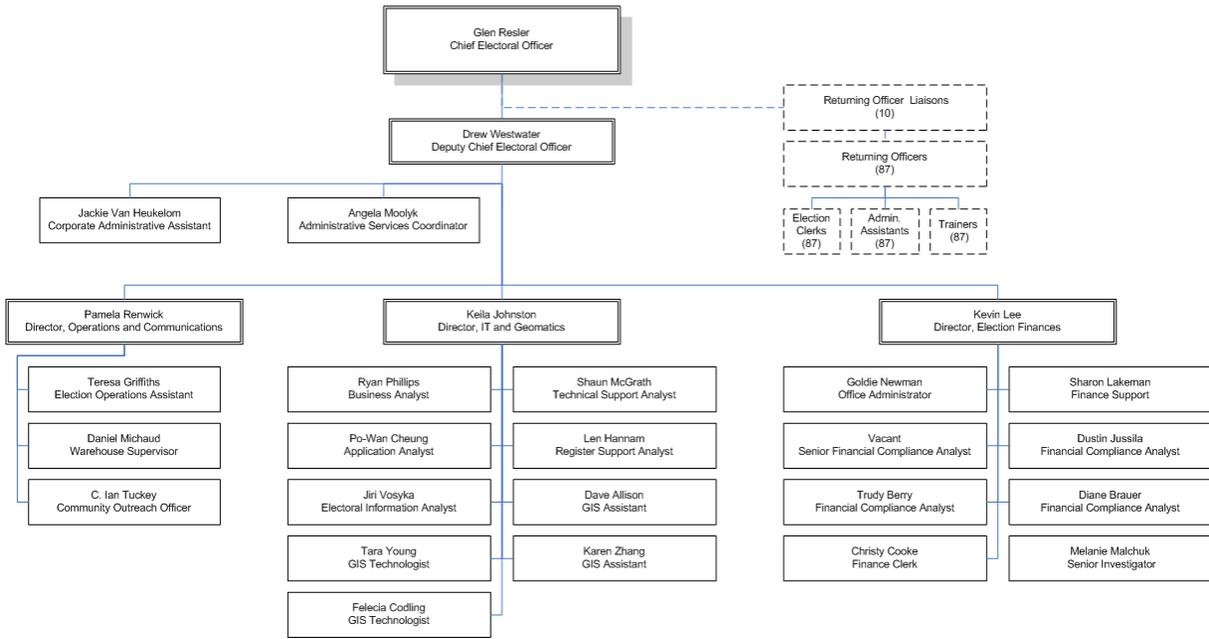- Media.

Core Lines of Service

Elections Alberta operates the following five core lines of service:
1. Corporate Services
2. Election Operations
3. Financial Administration and Compliance
4. Voter Registration and Register Maintenance
5. Education, Communications and Outreach

Organizational Goals

1. Increase the efficiency and effectiveness of election administration
2. Increase services and accessibility for stakeholders
3. Provide effective oversight of electoral finance activities
4. Increase Albertans' awareness and knowledge of the electoral process

Organizational Chart

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                    Glen Resler
                    Chief Electoral Officer
                           |
                           |- - - - - - - - - - - - Returning Officer  Liaisons
                           |                        (10)
                    Drew Westwater
                    Deputy Chief Electoral Officer   Returning Officers
                           |                         (87)
                           |
    Jackie Van Heukelom    Angela Moolyk            Election   Admin.      Trainers
    Corporate              Administrative Services   Clerks    Assistants  (87)
    Administrative         Coordinator               (87)      (87)
    Assistant
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Pamela Renwick — Director, Operations and Communications	Keila Johnston — Director, IT and Geomatics		Kevin Lee — Director, Election Finances	
Teresa Griffiths — Election Operations Assistant	Ryan Phillips — Business Analyst	Shaun McGrath — Technical Support Analyst	Goldie Newman — Office Administrator	Sharon Lakeman — Finance Support
Daniel Michaud — Warehouse Supervisor	Po-Wan Cheung — Application Analyst	Len Hannam — Register Support Analyst	Vacant — Senior Financial Compliance Analyst	Dustin Jussila — Financial Compliance Analyst
C. Ian Tuckey — Community Outreach Officer	Jiri Vosyka — Electoral Information Analyst	Dave Allison — GIS Assistant	Trudy Berry — Financial Compliance Analyst	Diane Brauer — Financial Compliance Analyst
	Tara Young — GIS Technologist	Karen Zhang — GIS Assistant	Christy Cooke — Finance Clerk	Melanie Malchuk — Senior Investigator
	Felecia Codling — GIS Technologist			

Organizational Strategies

Goal 1: Increase the efficiency and effectiveness of electoral administration

Strategies
a) Review and update event readiness implementation plan using best practices.
b) Enhance office processes and procedures.
c) Enhance stakeholder education and training.

Goal 2: Increase services and accessibility for stakeholders

Strategies
a) Provide more information to political participants.
b) Increase voting opportunities for all electors and special groups.
c) Improve IT support services.
d) Improve quality of Lists of Electors.

Goal 3: Provide effective oversight of electoral finance activities

Strategies
a) Share electoral finance policies and procedures with stakeholders.
b) Offer accurate, timely information to contributors and recipients of political contributions.
c) Offer to provide information sessions on the political contribution process to interested stakeholders.

Goal 4: Increase Albertans' awareness and knowledge of the electoral process

Strategies
a) Promote knowledge and awareness of the electoral process between and during events.
b) Communicate new, existing and special voting opportunities.
c) Expand ongoing community partnerships.
d) Expand educational outreach.
e) Build and communicate safeguards and structures to strengthen confidence in the electoral process.

Assumptions

1) Boundary Commission

Timelines:

a) Fall 2016 – Fall 2017
   i. Elections Alberta provides support to Commission (administrative and Geographic Information Systems (GIS)
      i. Final Report issued October 19, 2017
      ii. Availability of GIS staff in the legislature during tabling and debate

b) 2018
   i. Elections Alberta GIS redistribution

2) Legislative Changes

Timelines:

a) Fall 2015 – Fall 2016
   i. Elections Alberta participates in a legislative review with the Special Ethics and Accountability Committee

b) Fall 2016 – Fall 2017
   ii. Elections Alberta to work with Alberta Justice to draft legislative amendments

c) Winter 2017 - Fall 2018
   ii. Elections Alberta to produce new election guides and forms

      o Training Materials
      o Obtaining Inventory
      o Election Preparation

3) Recruitment

Timelines:

a) October 2017 - February 2018
   i. Returning Officers: advertising positions, interviewing candidates, hiring, etc.

b) Fall 2018
   i. Election Clerks: advertising positions, interviewing candidates, hiring, etc.

4) Map and List Review

Timelines:

a) November 2017 - Spring 2018
   i. Elections Alberta to complete electoral division redistribution
   ii. Returning Officers to complete polling sub-division (PSD) redistribution for approximately 6,600 boundaries

b) August 2018
   i. GIS staff to complete elector redistribution based on new PSDs for approximately 2.8 M electors

5) Enumeration

Timelines:

a) August 2018 – November 2018
   i. Returning Officer Training to commence during period
   ii. Full province-wide enumeration mail-out to occur
   iii. Target enumeration to occur in high mobility and new growth areas

6) Provincial General Election (PGE)

Timelines:

a) November 2018 – January 2019
   i. Election Office staff training to occur

b) February 1, 2019
   i. Returning Offices to be opened
   ii. List of Electors to be distributed to parties
   iii. Campaign period commences

Four Year Timeline

Goal 1: Increase the efficiency and effectiveness of election administration

A. Review and update event readiness implementation plan using best practices			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Finalize job descriptions and qualifications for Returning Officers, Election Clerks and election officers • Assess, identify, and implement process change for election management, financial management and geospatial data systems • Document communication strategies and stakeholder support strategies • Maintain a complete, current, and accurate Register of Electors • Document process for a mail-out enumeration program • Support boundaries commission and redistribute based on outcome • Document all event activities to be included in the readiness plan • Define timelines for completion of tasks in support of activities included in the readiness plan • Support Electoral Boundaries Commission activities • Ensure by-election readiness and Identify opportunities to test processes and equipment	• Work with Alberta Justice on drafting legislation • Integrating legislative changes into event preparation policies, procedures, forms, guides, publications, and election materials • Finalize content of event readiness plan • Support Electoral Boundaries Commission activities and implement approved recommendations • Finalize recruitment strategy for Returning Officers and Election Clerks • Hire, train and equip Returning Officers • Update and implement process changes to the election management, financial management and geospatial data systems • Maintain a complete, current and accurate Register of Electors • Prepare and issue RFP's for election services/supplies/equipment • Receive election warehouse supplies and materials • Ensure by-election readiness and Identify opportunities to test processes and equipment • Conduct provincial map and list review	• Hire and train Election Clerks, Administrative Assistants, and Trainers • Test and finalize the election management, financial management and geospatial data systems • Maintain a complete, current and accurate Register of Electors • Finalize communication strategy and stakeholder support strategy • Establish RO offices to support stakeholders through the fixed election period • Identify advance poll locations and polling place locations • Prepare and issue RFP's for election services/supplies/equipment • Award contracts and receive election warehouse supplies, materials, and services • Prepare election supplies for delivery by monotainer • Execute the readiness plan • Conduct and manage the Provincial Enumeration, and General Election • Ensure by-election readiness and Identify opportunities to test processes and equipment	• Assess performance of Returning Officers, Election Clerks, and election officers • Assess and identify opportunities for process change for election management, financial management, and geospatial data systems • Assess communication and stakeholder support strategy • Identify areas requiring legislative change and prepare legislative amendment recommendations • Compile election statistics and results for publication • Assess register update methods • Maintain a complete, current and accurate Register of Electors • Complete report on the Provincial General Election and submit to the Legislature • Ensure by-election readiness and Identify opportunities to test processes and equipment • Receive and restock election materials from the 87 Returning Officer offices

Goal 1: Increase the efficiency and effectiveness of election administration

B.   Enhance office processes and procedures

Objectives			
2016/17	2017/18	2018/19	2019/20
• Evaluate existing office processes and procedures • Prepare business process documentation and resource requirements to support approved revisions or new processes or procedures identified • Identify amendments required to written policies to support approved changes	• Document and publish new office processes and procedures • Document and publish new policies • Document resource requirements to support changes • Build infrastructure to support approved changes	• Test and activate infrastructure to support office processes and procedures • Acquire and put in place resources necessary to support approved processes and procedures • Activate new office processes and procedures • Obtain feedback from users on all programs and services supplied	• Assess written policies to ensure accurate, complete coverage • Assess effectiveness of existing office processes and procedures • Assess performance of resources used to support office • Identify and document changes required from assessments

C.   Enhance stakeholder education and training

Objectives			
2016/17	2017/18	2018/19	2019/20
• Evaluate and identify opportunities for change to stakeholder education and training materials • Prepare business process documentation and resource requirements to support approved revisions or new programs identified • Expand training materials to include online resources	• Acquire resources to support revisions of new programs • Acquire training materials, tools, media and methods to include online resources • Document and publish new stakeholder education and training materials • Obtain stakeholder feedback on new online financial system • Begin roll out and stakeholder training of new online financial registration and reporting system	• Distribute education and training materials • Deploy on-line training resources • Monitor and evaluate effectiveness of resources • Obtain feedback from users on all programs and services supplied • Provide support and mentorship to stakeholders using online financial system	• Assess effectiveness of guides, education and training materials • Identify and document amendments required to guides, education and training materials for stakeholders based on legislative changes and best practices identified • Update on-line training resources • Survey stakeholders to evaluate quality of support and information provided by Elections Alberta

Goal 2: Increase services and accessibility for stakeholders			
A. Provide more information to political participants (under the *Election Act)*			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Complete enhancements to service delivery programs • Implement changes to programs and services offered to political participants • All Returning Officers provide an information/orientation session to all nominated candidates (by-elections)	• All Returning Officers provide an information/orientation session to all nominated candidates (by-elections)	• Prepare and schedule open training sessions/workshops for Candidates and Parties (for example: Scrutineers, Legislative Changes, Election Signage, Advertising, Nomination Process, Campaign Worker Access) • Attend campaign colleges upon invitation • All Returning Officers provide an information/orientation session to all nominated candidates	• Identify and document changes required to programs and services offered to political participants • Solicit input on proposed enhancements to service delivery • Implement changes to programs and services offered to political participants • All Returning Officers provide an information/orientation session to all nominated candidates (by-elections)

Goal 2: Increase services and accessibility for stakeholders

B. Increase voting opportunities for all electors and special groups			
Objectives			
2016/17	**2017/18**	**2018/19**	**2019/20**
• Legislative changes are required to allow additional voting opportunities and modernization of the voting process • Obtain resources and infrastructure to implement all voting opportunities identified for Alberta based on best practices and recommended legislative changes • Acquire resources and infrastructure for electronic vote tabulation and voter assist terminals • Obtain resources and infrastructure to streamline advance poll voting • Create real time voters list capability and management for advance polls • Evaluate and document opportunities for improvement identified by stakeholders	• Provide voting opportunities identified for Alberta based on best practices and legislative changes • Implement real time voters list capability and management for advance polls • Review special ballot process • Provide services in other languages (multilingual translations) • Deliver expanded services for special groups (i.e. military) • Implement streamlined advance poll voting • Implement real time voters list capability and management for advance polls • Provide electronic vote tabulation and voter assist terminals	• Provide voting opportunities identified for Alberta based on best practices and legislative changes • Implement real time voters list capability and management for advance polls • Increase efficiency through use of provincial call centre staff for distribution of special ballots and centralized tabulation of provincial ballots • Provide services in other languages (multilingual translations) • Deliver expanded services for special groups (i.e. military) • Implement streamlined advance poll voting • Implement real time voters list capability and management for advance polls • Provide electronic vote tabulation and voter assist terminals	• Assess electronic vote tabulation and reporting, and use of voter assist terminals • Research electronic vote tabulation for all polls and the possibility for e-voting • Assess advance poll voting structure and process • Assess effectiveness of the real-time voters list and review scope, continue development • Obtain and evaluate feedback from stakeholders on voting opportunities provided • Research best practices used in other jurisdictions

Goal 2: Increase services and accessibility for stakeholders

C. Improve IT support services

Objectives			
2016/17	**2017/18**	**2018/19**	**2019/20**
• Identify, document and plan for implementation of enhancements required to IT services and IT resource response times • Identify, document and plan for implementing IT business continuity system upgrades required • Identify, document and plan for implementing recommended hardware for Returning Officers and advance polls • Refine mapping application to review polling subdivisions • Provide GIS support for electoral boundaries commission	• Ensure high reliability of online services (Where-to-Vote, Voterlink) • Provide geographic lookup capacity • Ensure quick response time of websites and election management system • Ensure redundancy in IT systems • Implement business continuity of IT systems • Ensure quality and quantity of hardware to Returning Officers and advance polls • Ensure extended application support for real time voters list • Draw new Polling Subdivision boundaries and produce associated maps • Establish call centre infrastructure to support enumeration and electoral event	• Ensure high reliability of online services (Voterlink, Who is my MLA) • Provide geographic lookup capacity • Ensure quick response time of website and election management system • Ensure redundancy in IT systems • Ensure quality and quantity of hardware to Returning Officers and advance polls • Ensure extended application support for real time voters list • Assess effectiveness of IT services • Analyze IT resource response time • Assess business continuity of IT systems • Assess effectiveness of hardware provided to Returning Officers • Review comments from Returning Officers surveys	• Identify, document and plan for implementation of enhancements required to IT services and IT resource response times • Identify, document and plan for implementing IT business continuity system upgrades required • Identify, document and plan for implementing recommended hardware for Returning Officers and advance polls • Refine mapping application to review polling subdivisions

Goal 2: Increase services and accessibility for stakeholders

D. Improve quality of Lists of Electors			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Assess impact of distribution of Voterlink notices through Alberta Registries automated renewal process • Review, revise and apply business rules (i.e. enhance data matching) • Add new geo-coded addresses, as development occurs • Review and amend, if necessary, the strategy for ongoing Register updates • Work with Alberta Education to access register data for youth electors • Research the possibility of single-source address data acquisition (Alberta Identification Card) • Establish additional means for user authentication of online voter registration	• Explore opportunities for distribution of Voterlink notices and web links • Follow-up on partnership and new opportunities for updating the Register of Electors and increase timeliness of data collection • Review, revise and apply business data collection rules (i.e. enhance data matching) • Continue to add new geo-coded addresses, as development occurs • Establish process for mail-out enumeration and targeted door-to-door enumeration • Establish additional means for user authentication of online voter registration • Research the possibility of single-source address data acquisition (Alberta Identification Card) • Work with Alberta Education to access register data for youth electors • Map and List Review	• Expand distribution of Voterlink notices and web links • Review, revise and apply business rules (i.e. enhance data matching) • Map and List review • Update list through direct elector contact via internet, phone, mail out, etc. • Identify and update areas of low coverage and high mobility (targeted enumeration) • Redistribute electors within Electoral Divisions post Boundaries Commission • Mail-out enumeration and data entry of results	• Expand distribution of Voterlink notices and web links • Review, revise and apply business rules (i.e. enhance data matching) • Add new geo-coded addresses, as development occurs • Measure list quality • Review and amend, if necessary, the strategy for ongoing Register updates

Goal 3: Provide effective oversight of electoral finance activities			
A. Share electoral finance policies and procedures with stakeholders (under the *EFCDA*)			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Update contributor's guides that explain contribution eligibility and limits prescribed by the *Election Finances and Contributions Disclosure Act (EFCDA)* • Update leadership, third-party advertisers (TPAs), party, and candidate guides that explain the requirements of the *EFCDA* with respect to registration, reporting and disclosure.	• Update contributor's guides that explain contribution eligibility and limits prescribed by the *Election Finances and Contributions Disclosure Act (EFCDA)* • Update leadership, third-party advertisers (TPAs), party, and candidate guides that explain the requirements of the *EFCDA* with respect to registration, reporting and disclosure.	• Update contributor's guides that explain contribution eligibility and limits prescribed by the *EFCDA*, as required by legislative amendments • Update leadership, TPA, party, and candidate guides that explain the requirements of the *EFCDA* with respect to registration, reporting and disclosure; as required by legislative amendment	• Update and publish new guides and forms whenever legislation changes. • Distribute guides to stakeholders • Hold information sessions to update stakeholders

Goal 3: Provide effective oversight of electoral finance activities			
B. Offer accurate, timely information to contributors and recipients of political contributions (under the *EFCDA*)			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Monitor compliance of contributions to political entities, TPA's and leadership contestants. • Review and report compliance levels • Measure outcomes using *EFCDA* compliance targets - e.g. meeting deadlines, completeness of filing requirements, eligible contributions and contribution limits • Reinforce *EFCDA* stipulations via direct contact and written communication using supporting materials and through website • Perform a periodic assessment of *EFCDA* compliance to monitor trends	• Monitor compliance of contributions to political entities, TPA's and Leadership Contestants. • Review and report compliance levels • Measure outcomes using *EFCDA* compliance targets - e.g. meeting deadlines, completeness of filing requirements, eligible contributions and contribution limits • Reinforce *EFCDA* stipulations via direct contact and written communication using supporting materials • Perform a periodic assessment of *EFCDA* compliance to monitor trends	• Monitor compliance of contributions to political entities • Review and report compliance levels • Measure outcomes using *EFCDA* compliance targets - e.g. meeting deadlines, completeness of filing requirements, eligible contributions and contribution limits • Reinforce *EFCDA* stipulations via direct contact and written communication using supporting materials • Perform a periodic assessment of *EFCDA* compliance to monitor trends	• Monitor compliance of contributions to political entities, TPA's and leadership contestants. • Review and report compliance levels • Measure outcomes using *EFCDA* compliance targets- e.g. meeting deadlines, completeness of filing requirements, eligible contributions and contribution limits • Reinforce *EFCDA* stipulations via direct contact and written communication using supporting materials • Survey stakeholders to evaluate quality of support and information provided by Elections Alberta

Goal 3: Provide effective oversight of electoral finance activities

C. Offer to provide information sessions on the political contribution process to interested stakeholders				
Objectives				
2016/17	2017/18	2018/19	2019/20
• Create and establish stakeholder information sessions to explain the registration, reporting and compliance requirements of the *EFCDA* for quarterly reports, annual and campaign financial statements, third party advertiser and leadership contest reporting • Conduct seminars at annual party conventions, as requested • Provide education and one-on-one help to stakeholders requiring assistance	• Establish stakeholder workshops to explain the reporting and compliance requirements of the *EFCDA* for quarterly reports, annual and campaign financial statements, third party advertiser and leadership contest reporting • Conduct seminars at annual party conventions, as requested • Provide coaching and one-on-one help to stakeholders requiring assistance	• Provide stakeholder workshops to explain the reporting and compliance requirements of the *EFCDA* for quarterly reports, annual and campaign financial statements, third party advertiser and leadership contest reporting • Conduct seminars at the campaign colleges and political party events • Conduct open information sessions for candidates and chief financial officers of all parties • Provide coaching and one-on-one help to stakeholders requiring assistance	• Provide stakeholder workshops to explain the reporting and compliance requirements of the *EFCDA* for quarterly reports, annual and campaign financial statements, third party advertiser and leadership contest reporting • Conduct seminars at annual party conventions, as requested • Provide coaching and one-on-one help to stakeholders requiring assistance

Goal 4: Increase Albertans' awareness and knowledge of the electoral process

A. Promote knowledge and awareness between and during events			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Promote the use of Voterlink • Prepare news releases for Elections Alberta activities • Participate in conferences, seminars and events, for example: Alberta Teacher's Conventions, Democracy Bootcamp, Youth Political Participation • Distribute Building Future Voters resources • Identify and document enhancements required to existing programs based on best practices identified and feedback from stakeholders	• Promote the use of Voterlink • Prepare news releases for Elections Alberta activities • Participate in conferences, seminars and events, for example: Alberta Teacher's Conventions, Democracy Bootcamp, Youth Political Participation • Distribute Building Future Voters resources • Identify and document enhancements required to existing programs based on best practices identified • Translate resources into French Redistribute Building Future Voters resource to Superintendents/Chairs • Roll-out new Building Future Voters Website (in both languages)	• Promote the use of Voterlink • Prepare news releases for Elections Alberta activities • Provide election information and voting options to each residence in the province • Undertake advertising, submissions, and updates (local newsletters, magazines, social media, legislated advertisements during elections, TV/radio presentations) • Participate in conferences, seminars and events, for example: Alberta Teacher's Conventions, Democracy Bootcamp, Youth Political Participation • Distribute Building Future Voters resources • Develop information pieces to include legislative amendments and updated procedures • Partner with CIVIX to deliver Student Vote program	• Promote the use of Voterlink • Prepare news releases for Elections Alberta activities • Participate in conferences, seminars and events, for example: Alberta Teacher's Conventions, Democracy Bootcamp, Youth Political Participation • Distribute Building Future Voters resources • Research best practices in other jurisdictions • Conduct post-election survey/questionnaire to assess effectiveness of strategy

Goal 4: Increase Albertans' awareness and knowledge of the electoral process

B. Communicate new, existing and special voting opportunities			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Identify stakeholders • Develop communication strategies for stakeholders • Create a voter guide for stakeholder groups	• Communicate voting opportunities to stakeholders through advertising campaign and website publication • Publish voter guide with comprehensive how/ where to vote information	• Communicate voting opportunities to stakeholders through advertising campaign and website publication • Provide tool kit for dissemination among stakeholder groups • Provide notice of election to every residential address in Alberta • Provide individual Where-to-Vote cards to each registered elector	• Obtain feedback from stakeholders on awareness of special voting opportunities • Assess effectiveness of communication strategy

C. Expand ongoing community partnerships			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Identify potential partners; develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Identify and document enhancements to existing programs based on best practices	• Identify potential partners; develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Identify and document enhancements to existing programs based on best practices	• Identify potential partners; develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Identify and document enhancements to existing programs based on best practices • Contact administrators of prospective polling places to facilitate use	• Conduct sessions to collect feedback on information distribution • Participate in community events • Provide information and resources to partner agencies/organizations • Conduct post-election survey of partners; evaluate partnership initiatives

Goal 4: Increase Albertans' awareness and knowledge of the electoral process			
D. Expand educational outreach			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Partner with schools, post-secondary organizations, libraries • Promote Building Future Voters and other educational programs • Review/update Building Future Voters as needed • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Identify and document enhancements to existing programs based on best practices identified	• Partner with schools, post-secondary organizations, libraries • Promote Building Future Voters and other educational programs • Review/update Building Future Voters as needed • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Identify and document enhancements to existing programs based on best practices identified	• Partner with schools, post-secondary organizations, libraries • Promote Building Future Voters and other educational programs • Review/update Building Future Voters as needed • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Partner with CIVIX to deliver Student Vote Program throughout Alberta	• Partner with schools, post-secondary organizations, libraries • Promote Building Future Voters and other educational programs • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Review/update Building Future Voters as needed • Review outreach partnerships with CIVIX and other organizations

Goal 4: Increase Albertans' awareness and knowledge of the electoral process

E. Build and communicate safeguards and structures to strengthen confidence in the electoral process			
Objectives			
2016/17	2017/18	2018/19	2019/20
• Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Identify opportunities to improve reliability of online applications • Stress independence and non-partisanship in all communications • Conduct investigations where appropriate and post violations to website • Monitor compliance of political parties with respect to leadership contests • Monitor and report compliance of political parties and constituency associations • Apply sanctions if violations are found • Review and update campaign access strategy • Ensure party and constituency associations use of list of electors complies with access and disclosure guidelines	• Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Identify opportunities to improve reliability of online applications • Stress independence and non-partisanship in all communications • Conduct investigations where appropriate and post violations to website • Monitor compliance of political parties with respect to leadership contests • Monitor and report compliance of political parties and constituency associations • Apply sanctions if violations are found • Review and update campaign access strategy • Ensure party and constituency associations use of list of electors complies with access and disclosure guidelines	• Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Implement enhancements to ensure reliability of online applications • Stress independence and non-partisanship in all communications • Monitor compliance of third party advertisers and survey organizations • Conduct investigations where appropriate and post violations to website • Monitor and report compliance of political parties, constituency associations and candidates • Monitor compliance of third party advertisers • Apply sanctions if violations are found • Implement campaign access strategy • Ensure party, constituency associations and candidates use of list of electors complies with access and disclosure guidelines	• Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Review reliability of online applications • Stress independence and non-partisanship in all communications • Conduct investigations where appropriate and post violations to website • Monitor compliance of third party advertisers • Monitor compliance of political parties and candidates with respect to campaign financing • Monitor and report compliance of political parties and constituency associations • Apply sanctions if violations are found • Implement and assess campaign access strategy • Ensure party and constituency use of list of electors complies with access and disclosure guidelines • Report on election process

Performance Measures

Goal 1: Increase the efficiency and effectiveness of election administration

Performance Measure	Expected Results	Actual Results
1. Overall stakeholder satisfaction with election delivery	90% satisfaction with voter services: timeline of voting, fair treatment, convenience, and knowledge of staff	2019: To be measured
2. Quality of List Total electors on list (pre-election) divided by total electors on list (post-election)	90% accuracy	2015 Calgary-Foothills By election – 99.3% 2016 Calgary-Greenway By-election – 98.5% 2017 N/A
3. Voting places open on time	100%	2015 Calgary-Foothills By-election- 100% - 10 out of 10 opened on time election day 2016 Calgary-Greenway By-election – 100% - 7 out of 7 opened on time election day 2017 N/A
4. Voting places accessible to disabled	95%	2015 Calgary-Foothills By-election – 100% - 10 out of 10 were accessible to the disabled 2016 Calgary-Greenway By-election – 100% - 7 out of 7 were accessible to the disabled 2017 N/A
5. Payment of election workers	Election day staff - within 10 days // Staff working over 35 hours – by next bi-weekly pay period	2015 Calgary-Foothills By-election – 100% 2016 Calgary-Greenway By-election – 100% 2017 N/A
6. Advance Poll set up within 100 km from electors	95%	2015 Calgary-Foothills By-election – 100% 2016 Calgary-Greenway By-election – 100% 2017 N/A
7. Special Ballot delivered in Canada within 5 business days	90%	2015 Calgary-Foothills By-election – 100% 2016 Calgary-Greenway By-election – 100%

| 8. Ensure reliable online service to provide information | Outages not to exceed 15 minutes during election / by-election | 2015 Calgary-Foothills – No significant outages 2016 Calgary-Greenway By-elections – No significant outages |
| | Outage not to exceed 1 hour outside of election | 2017 1 outage, exceeding one hour. |

Goal 2: Increase services and accessibility for stakeholders

Performance Measure	Expected Results	Actual Results
1. Availability of electoral division/polling subdivision maps online	100% availability	100% availability
2. Communicate legislative changes to stakeholders	100% availability	Bill 1 - July 2015 – 100% notification to all political parties and constituency associations Bill 35 – December 2016– 100% notification to all political parties and constituency associations and Third Party Advertisers Bill 15- June 2017 - 100% notification to all political parties and leadership contestants.
3. Accessibility of information and resources online	90% availability of hard copy resources online	2015 PGE - 95% 2015 Calgary-Foothills By-election – 95% 2016 Calgary-Greenway By-election – 95%
4. Website response time to access information	Less than 5 seconds	Overall 2015 – 2016 – 0.90 seconds 2015 Calgary-Foothills By-election – 0.84 seconds 2016 Calgary-Greenway By-election – 0.92 seconds 2017 0.41 seconds

Performance Measure	Expected Results	Actual Results
5. Processing time to add online registrations to Register of Electors	90% processed within 30 days during non-election period 90% processed within 48 hours during election period	Overall 2015 – 2016 – 90% 2015 Calgary-Foothills By-election – 64% (950 electors in 3 batches) 2016 Calgary-Greenway By-election – 10% (290 electors in 1 batch) 2017 - 90%
6. Enumeration	100% residences contacted and provided with enumeration record for confirmation, amendment or access to new registration	Scheduled for Fall 2018
7. Delivery of information sessions to political parties	Attend all sessions, on invitation by registered political parties.	2016 – delivered information sessions to the WRP (2 sessions - June /October) 2017 – delivered an information session in February to the Alberta Liberal Party
8. Delivery of information sessions to party and independent candidates	Offer candidate information sessions to all candidates	2015 Calgary-Foothills By-election - 100% by Returning Officer 2016 Calgary-Greenway By-election - 100% by Returning Officer
9. Disclosure of candidate financial returns	Original returns posted to web within 48 hours	2015 Calgary-Foothills By-election – 100% 2016 Calgary-Greenway By-election – 100%
10. Final review of annual financial returns submitted by constituency associations, political parties, candidates, third party advertisers, leadership contestants	85% of financial returns finalized within 5 months of filing	2015/2016 – 99% (842/852 returns) 2016/2017 – 100%
11. Review and post quarterly financial statements submitted by constituency associations and political parties	Original returns posted to web within 48 hours	2015/2016 - 100% within 48 hours of deadline

Goal 3: Provide effective oversight of electoral finance activities

Performance Measure	Expected Results	Actual Results
1. Create and provide via the website contributor guidelines for Albertans that explain the requirements of the *Election Finance and Contributions Disclosure Act (EFCDA)*	100% completion of guidelines	2015/2016 - 100% available online 2016/2017 - 100% available online Hard copies provided to parties, CA's and candidates
2. Create and provide via the website a political contributions guidelines handbook for registered parties, constituency associations, candidates, leadership contestants and third party advertisers that explains the requirements of the *EFCDA*	100% completion of guidelines	2016/2017 - 100% available online Hard copies provided as part of registration under *EFCDA*
3. Offer to provide workshops on the political contribution process to interested stakeholders	2 workshops per year (on request)	2016/2017 – no requests received
4. Provide stakeholder support to explain the reporting and compliance requirements of the *EFCDA* for quarterly reports and annual financial statements	100% support	2016/2017 - Resource available to provide one on one training and support to stakeholders

Goal 4: Increase Albertans' awareness and knowledge of the electoral process

Performance Measure	Expected Results	Actual Results
1. Recall of Elections Alberta communication	50% recall	2015 Calgary-Foothills By-election - No survey conducted 2016 Calgary-Greenway By-election - No survey conducted
2. Accuracy of voter card addressing	10% undeliverable mail returns	2015 Calgary-Foothills By-election – 1% 2016 Calgary-Greenway By-election – 3.6% 2017 N/A
3. Develop and deliver outreach program	25 sessions per year	2015 - 20 School at the Legislature sessions 2 Classroom presentations 2016 – 71 total presentations; • 34 School at the Legislature sessions • 9 Classroom presentations • 28 Community Presentations
4. Use of online voter registration	20,000 registrations per year	2014/2015 - 20,622 online registrations 2015/2016 - 39,112 online registrations 2016/2017- 5898 online registrations, also approximately 7300 people found out they were already registered using the new "Am I registered?" tool.
5. Teacher satisfaction with Building Future Voters resources	80% satisfaction	2015/2016 – 83.3% satisfaction with print resources (School at the Legislature) 100% satisfaction with in-classroom presentations 2017 – 81.3% satisfaction with print resources (both languages); 96.8% satisfaction with in-class presentations; 84.8% satisfaction with website.

Performance Measure	Expected Results	Actual Results
6. Create partnerships with community groups / NGOs	3 meetings per year	5/2016 - 3 meetings with community groups - 6 teleconference meetings with community groups/NGOs with out-of-province headquarters 2017 – Partnerships with Apathy is Boring and CIVIX; 9 meetings with community groups by Elections Alberta; 20 additional completed by Apathy is Boring; and a Democracy Bootcamp / Student Vote provincially by CIVIX.