ELECTIONS ALBERTA

BUSINESS PLAN
2020 – 2024

Amended November 24, 2022

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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 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, senate candidates, nomination contestants, leadership contestants, and constituency associations
- Third-party advertisers: political, election, senate, and referendum
- Returning officers and other election workers
- Federal, Provincial, and Municipal election administrators
- The 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
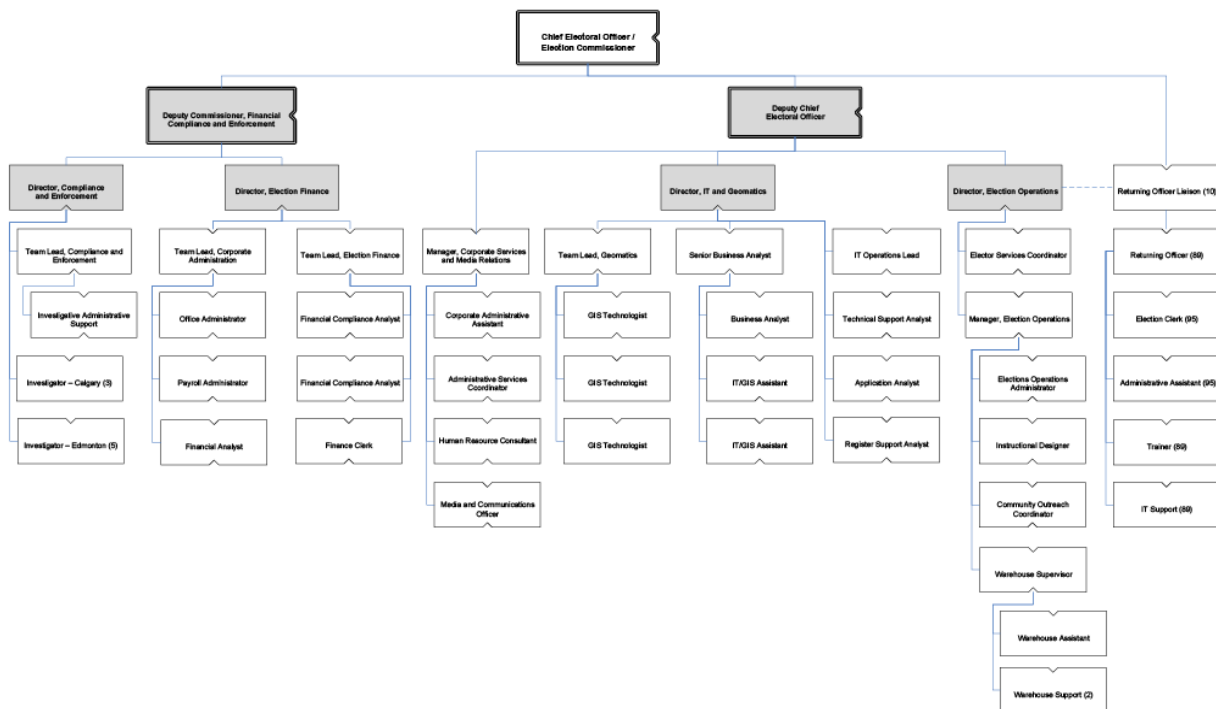
Organizational Strategies

Goal 1: Increase the efficiency and effectiveness of electoral administration

Strategies:

a) Review and update the voting process, finding opportunities for modernization and cost savings, while maintaining a timely, efficient, and accessible system.
b) Collaborate with Municipal Affairs and with Alberta municipalities in preparing for the anticipated October 18, 2021, Senate Election and Referendum Vote

Goal 2: Increase services and accessibility for stakeholders

Strategies:

a) Provide more accessible information to political participants.
b) Review and improve polling place and voting opportunities for electors, considering polling subdivision boundaries, standards for determining polling place locations, and communication of accessibility criteria.
c) Modernize the Register, IT infrastructure, Election Management System, and Geographic Information Systems to increase usability and efficiency.
d) Review and update register to vote activities using best practices to maintain and improve the quality of the Register of Electors.

Goal 3: Provide effective oversight of electoral finance activities

Strategies:

a) Contributors and political participants are fully informed about electoral finance legislation and policies.
b) Systems and processes are in place to safeguard and strengthen public confidence in the electoral process.
c) Deliver efficient and cost-effective corporate finance services.
d) Investigation activities utilize a structured, best practice, balanced, non-partisan approach, centred on compliance, prevention, and intervention.

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

Strategies:

a) Promote knowledge and awareness between and during events, including sharing information on new legislation.
b) Strengthen ongoing community partnerships.
c) Expand educational outreach.
d) Build and communicate safeguards and structures to strengthen confidence in the electoral process.

Assumptions

1) Legislative Changes

Timelines: Participate with the Special Select Democratic Accountability Committee In the review of the Election Act, Election Finances and Disclosure Act, Citizens Initiative and Recall legislation

a) Fall 2019 – Spring 2021
   i. Work with Alberta Justice to draft legislative amendments based on Committee and Chief Electoral Officer's recommendations

b) Fall 2021
   i. Legislative amendments introduced and passed in the Legislature

2) Senate Election/Referendum Vote

Timelines:

a) Winter 2020 – Summer 2021
   i. Work with Municipal Affairs and with Alberta municipalities on planning and delivering a Senate Election and Referendum Vote.

b) October 18, 2021
   i. Senate Election and Referendum Vote held in conjunction with municipal elections

3) Proposed Recall/Citizen Initiative Legislation

Timelines:

a) Spring 2021
   i. Prepare forms, materials, and processes for any recall/citizens initiative petitions that may be submitted after the proclamation

b) Proclamation – September 1, 2022
   i. Eligible period for recall/citizens initiative applications to be submitted

4) Recruitment

Timelines:

a) February 2021 – September 2021
    i. Recruitment for Returning Officers

b) January 2022 – March 2022
    i. Recruitment for Election Clerks

c) October 2022 – December 2022
    i. Recruitment for Administrative Assistants, Trainers, and IT Support Staff

5) Map and List Review

Timelines:

a) July 2021 – June 2022
    i. Returning Officers to finalize polling sub-division (PSD) redistribution and address review process

6) Targeted Enumeration

Timelines:

a) Spring 2023
    i. Provincial mail-out of register to vote information
    ii. Telephone, online, and mail-based options available for electors to register to vote

7) Provincial General Election (PGE)

Timelines:

a) April 1, 2023
   i. Returning Offices to be established
   ii. Delivery of supplies and furniture
   iii. Telecom install

b) May 29, 2023
   i. Fixed election date

8) Finance Systems Development

Timelines:

a) March 31, 2020
   i. Online Financial System (OFS)
      • Electronic submission and sign-off on Financial Statements for Constituency Associations
      • Electronic submission and sign-off on Financial Statements for registered Political Parties
   ii. Government of Alberta's ERP accounting system (1GX)
      • Conversion of our corporate accounting systems to 1GX

b) March 31, 2021
   i. Online Financial System (OFS)
      • Electronic submission and sign-off on Financial Statements for Third-Party Advertisers
   ii. Government of Alberta's ERP accounting system (1GX)
      • Develop payment interfaces between 1GX and our subsystem for recording election workers' time and expenses

c) March 31, 2022
   i. Online Financial System (OFS)
      • Electronic submission and sign-off of Financial Statements for Nomination Contestants, Candidates and Leadership Contestants

9) Investigations Records Management Systems Development

Timelines:

a) April 1, 2020

- Investigation Records Management System (IAPro)
- Electronic record of all complaints and Investigations
- Review and approval of reports and correspondence
- Electronic disclosure of information
- Query and reporting of statistical information
- Security of information, audit trails
- Conversion of existing records

Four Year Goals and Objectives

Goal 1: Increase the efficiency and effectiveness of election administration

A.   Review and update the voting process to find opportunities for modernization and cost savings, while maintaining a timely, efficient, and accessible system.

2020/21	2021/22	2022/23	2023/24
• Analyze the 2019 provincial election results for opportunities for improving efficiency and access to voting opportunities • Research best practices in electoral administration in other Canadian jurisdictions • Complete testing of new procedures or equipment in simulated environments • Provide recommendations on changes to the legislation required for modernization • Work with Alberta Justice on drafting legislation • Review Special Ballot process to improve access for electors that are located outside of Alberta during the election, Canadian Forces, and correctional institutions • Ensure by-election readiness • Identify opportunities to test processes and equipment	• Integrate legislative changes into event preparation policies, procedures, forms, guides, publications, and election materials • Acquire resources and infrastructure for electronic vote tabulation for advance polls • Finalize recruitment strategy for Returning Officers and Election Clerks • Hire, train, and equip Returning Officers and Election Clerks • Prepare and issue RFP's for election services/supplies/equipment • Award contracts and receive election warehouse supplies, materials, and services • Ensure by-election readiness • Identify opportunities to test processes and equipment	• Hire and train Administrative Assistants, Trainers, and IT Support Staff • Finalize online and classroom training materials for election officers • Finalize communication strategy and stakeholder support strategy • Continue to receive election warehouse supplies, materials, and services • Prepare election supplies for delivery • Ensure by-election readiness • Identify opportunities to test processes and equipment	• Establish RO offices to support stakeholders through the fixed election period • Conduct and manage the Provincial General Election • Complete a post-election voter survey • Receive and restock election materials from the 87 Returning Officer offices • Assess the performance of Returning Officers, Election Clerks, and other election officers • Assess communication and stakeholder support strategy • Identify areas requiring legislative change and prepare legislative amendment recommendations • Compile election statistics and results for publication • Complete report on the Provincial General Election • Ensure by-election readiness • Identify opportunities to test processes and equipment

Goal 1: Increase the efficiency and effectiveness of election administration

> B. Collaborate with Municipal Affairs and municipalities on preparing for the anticipated October 18, 2021, Senate Election and Referendum Vote.

2020/21	2021/22	2022/23	2023/24
• Identify existing infrastructure and processes that can be leveraged for the 2021 Senate Election and Referendum Vote • Establish a relationship and reporting structure with Municipal Affairs and local municipalities • Attend conferences, conventions, or municipal training sessions to inform municipalities of the upcoming Senate Election and Referendum Vote • Document all event activities • Develop infrastructure, forms, and materials • Develop Senate Candidate registration forms, candidate guides, financial filing system • Develop public communication materials and website content • Order and receive supplies in the warehouse	• Provide training to municipalities • Provide forms, materials, and supplies to municipalities • Finalize results entry and display application • Accept nominations and provide necessary materials to candidates • Complete public communication during the Senate Election and Referendum Vote event • Complete post-event review and assessment • Complete report on the Senate Election and Referendum Vote and submit to the legislature • Provide recommendations for legislative change	• Work with Alberta Municipal Affairs and Alberta Justice on any recommended amendments	• N/A

Goal 2: Increase services and accessibility for stakeholders

A.   Provide more information to political participants (under the *Election Act)*

2020/21	2021/22	2022/23	2023/24
• Provide opportunities for registered political parties to provide feedback to Elections Alberta • Review materials available to political participants for opportunities to expand or simplify • Determine resources and materials that should be made available online • Review options for sharing information with political participants online (website, candidate portal, etc.) • Review the content provided in candidate information sessions provided during by-elections or during a general election • Enhance the website to improve content and access	• Update forms and materials • Seek feedback from political participants on the accessibility and usability of updated materials • Develop and implement a system for sharing information with political participants	• Prepare and schedule open training sessions/workshops for Candidates and Parties (E.g.: Scrutineers, Legislative Changes, Election Signage, Advertising, Nomination Process, Campaign Worker Access, etc.) • Attend campaign colleges upon invitation	• Identify and schedule sessions to share new processes and technology with Candidates and Parties. • 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

Goal 2: Increase services and accessibility for stakeholders

B. Review and improve polling place and voting opportunities for electors, considering polling subdivision boundaries, standards for determining polling place locations, and communication of accessibility criteria.

2020/21	2021/22	2022/23	2023/24
• Evaluate and document opportunities for improvement identified by stakeholders • Identify provincial guidelines around determining the locations of polling places • Develop provincial standards for the re-drawing of polling subdivision boundaries • Re-draw polling subdivision boundaries, considering legislative limits and developed standards • Review polling place accessibility criteria and assessment process • Determine materials and resources for translation into other languages • Update website to align with current accessibility standards • Review options for providing translation on the Elections Alberta website • Review accessible voting tools and resources provided for electors with disabilities • Review process of receiving assistance at the polls for electors that need assistance to read or mark the ballot	• Conduct a provincial map and list review • Redistribute electors within Electoral Divisions • Identify, visit, and complete accessibility reviews of polling places • Engage with First Nations and Métis communities on preferred polling locations and voting opportunities • Complete translation of identified materials • Implement usage of alternative voting tools/resources/applications • Develop election officer training on elector assistance processes • Continue to develop a "Where to Vote" application • Implement translations on the Elections Alberta website	• Develop electoral division maps with polling place locations • Include accessibility information in the "Where to Vote" application, polling place ads, and on "Where to Vote" cards • Engage local supportive living, long-term care, emergency shelters and community support centers on mobile poll opportunities • Share information on the website regarding polling place accessibility assessments and standards for establishing polling places • Share information on elector assistance processes at the polls, and the accessibility tools that are available and that can be utilized at the polls • Share election information in other languages through the website, at the polls, and through community publications	• Assess polling subdivision boundaries • Assess the effectiveness of standards for polling places • Obtain and evaluate feedback from stakeholders on polling place accessibility • Research best practices used in other jurisdictions

Goal 2: Increase services and accessibility for stakeholders

C. Modernize the Register, IT infrastructure, Election Management System and Geographic Information Systems to increase usability and efficiency.

2020/21	2021/22	2022/23	2023/24
• Assess, identify, and implement a process change for election management and geospatial data systems • 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, as required • Surplus equipment not identified for use in the next election • Refine mapping application to review polling subdivisions • Continue development on infrastructure to streamline advance poll voting • Research database options for Register management	• Implement a chosen option for Register management • Ensure high reliability of online services ("Where to Vote", Voterlink, etc.) • Enhance geographic lookup capacity • Ensure quick response time of websites and election management systems • Ensure redundancy in IT systems • Implement business continuity of IT systems • Identify, document, and plan for implementing recommended hardware for returning offices and advance polls • Finalize and test enumeration application • Research and develop options for technology to support election day polls • Develop a system to support centralized special ballot issuance and acceptance • Determine and implement changes to staff and poll entry modules in the election management system to align with modernization activities	• Ensure high reliability of online services (Voterlink, Who is my MLA, etc.) • Provide enhanced geographic lookup capacity • Ensure quick response time of website and election management system • Ensure redundancy in IT systems • Ensure the quality and quantity of hardware provided to returning offices and to the advance polls • Ensure sufficient IT resources are available for election support • Finalize and test election management system and advance poll system • Implement technology to support election day polls • Implement a system for centralized issuance and acceptance of Special Ballots	• Assess the effectiveness of IT services • Analyze IT resource response time • Assess the business continuity of IT systems • Assess the effectiveness of hardware provided to Returning Officers • Review comments from Returning Officers surveys

Goal 2: Increase services and accessibility for stakeholders

D.   Review and update register to vote activities using best practices to maintain and improve the quality of the Register of Electors.

2020/21	2021/22	2022/23	2023/24
• Research best practices for ongoing voter registration and participation • Add new geo-coded addresses, as development occurs • Review and amend, if necessary, the strategy for ongoing Register updates • Redevelop Voterlink to enhance accessibility • Establish the use of Alberta Health Care numbers for user authentication of online voter registration • Assess the idea of collaborating with Elections Canada on an integrated register • Identify commonalities of data collected with Elections Canada • Commence sending birthday cards to new electors when they turn 18 and are added to the List of Electors • Pilot voter registration activities on post-secondary campuses and conference events • Maintain a complete, current, and accurate Register of Electors	• Test and launch the new Voterlink site • Explore opportunities for distribution of Voterlink notices and integrated web links • Follow-up on partnership and new opportunities for updating the Register of Electors and increase timeliness of data collection • Continue to add new geo-coded addresses, as development occurs • Collaborate with Elections Canada on an integrated register • Establish a process for mail-out enumeration and targeted door-to-door enumeration • Pilot voter registration activities in First Nations and Métis communities • Maintain a complete, current, and accurate Register of Electors • Conduct a proof of concept of an integrated address register	• Update lists through direct elector contact via register to vote activities • Collaborate with Elections Canada on an integrated register • Identify and update areas of low coverage and high mobility (targeted enumeration) • Maintain a complete, current, and accurate Register of Electors	• Conduct a mail-based enumeration • Process data collected through enumeration activities • Complete post-event data entry of declarations and corrections • Collaborate with Elections Canada on an integrated register • Add new geo-coded addresses, as development occurs • Measure list quality • Review and amend, if necessary, the strategy for ongoing Register updates • Maintain a complete, current, and accurate Register of Electors

Goal 3: Provide effective oversight of electoral activities

A. Contributors and political participants are fully informed about electoral finance legislation and policies

2020/21	2021/22	2022/23	2023/24
• Guide political contributors on the eligibility and limits prescribed in the EFCDA • Guide political participants on EFCDA rules and Elections Alberta policies regarding registration, financial reporting, and disclosure • Update and enhance website content to provide detailed information for all stakeholders in all aspects of registration, contribution, and spending limits • Deliver on-demand training to political participants on legislation and the reporting functions of OFS • Provide proactive reminders to political participants about filing deadlines and the form and content of required submissions • Provide timely and accurate phone-in and email "help desk" support to political participants and the public re contributions and election finances enquiries • Work with Alberta Justice to improve the clarity and administrative efficiency of election finances and contributions legislation • Survey political participants to evaluate the quality of the election finance team	• Guide political contributors on the eligibility and limits prescribed in the EFCDA • Guide political participants on EFCDA rules and Elections Alberta policies regarding registration, financial reporting, and disclosure • Deliver on-demand training to political participants on legislation and the reporting functions of OFS • Provide proactive reminders to political participants about filing deadlines and the form and content of required submissions • Provide timely and accurate phone-in and email "help desk" support to political participants and the public re contributions and election finances enquiries • Implement survey findings to improve the quality of support and information provided by the election finance team	• Maintain ease-of-access to guidance for political contributors on the eligibility and limits prescribed in the EFCDA • Maintain ease-of-access to guidance for political participants on EFCDA rules and Elections Alberta policies regarding registration, financial reporting, and disclosure • Deliver on-demand training to political participants on legislation and the reporting functions of OFS • Provide proactive reminders to political participants about filing deadlines and the form and content of required submissions • Provide timely and accurate phone-in and email "help desk" support to political participants and the public re contributions and election finances enquiries • Work with Alberta Justice to improve the clarity and administrative efficiency of election finances and contributions legislation • Survey political participants to evaluate the election finance team • Provide campaign colleges for political participants, as requested	• Maintain ease-of-access to guidance for political contributors on the eligibility and limits prescribed in the EFCDA • Maintain ease-of-access to guidance for political participants on EFCDA rules and Elections Alberta policies regarding registration, financial reporting, and disclosure • Deliver on-demand training to political participants on legislation and the reporting functions of OFS • Provide proactive reminders to political participants about filing deadlines and the form and content of required submissions • Provide timely and accurate phone-in and email "help desk" support to political participants and the public re contributions and election finances enquiries • Implement survey findings to improve the quality of support and information provided by the election finance team • Provide campaign colleges for political participants, as requested

Goal 3: Provide effective oversight of electoral activities

B.   Systems and processes are in place to safeguard and strengthen public confidence in the electoral process

2020/21	2021/22	2022/23	2023/24
• Expand the capability of the OFS to allow constituency associations to file their annual and campaign financial information online • Design a risk-focused approach to better allocate election finance resources to manage the potential for error, misstatement, or legislative non-compliance in contributions and financial submissions • Develop analytics tools to automate verification of the accuracy and reasonableness of submissions in relation to legislation • Apply continuous, quality improvement methods to identify and grow best practices in the regulation of election finances • Follow-up with late and non-filers to ensure compliance, apply for legislated sanctions and/or refer for investigation, as appropriate • Ensure political participants eliminate campaign deficits and disburse or hold surpluses in trust in accordance with legislation	• Expand the capability of OFS to allow all political participants to submit and sign-off their annual and campaign finance information online • Refine our risk-focused approach and data analytics tools to improve efficiency and respond to potential threats to the integrity and legislative non-compliance of political contributions and financial submissions • Apply continuous, quality improvement methods to identify and implement best practices in our regulation of election finances • Follow-up with late and non-filers to ensure compliance, apply legislated sanctions, and/or refer for investigation, as appropriate • Ensure political participants eliminate campaign deficits and disburse or hold surpluses in trust in accordance with legislation	• Refine our risk-focused approach and data analytics tools to improve efficiency, to better respond to potential threats to the integrity and legislative non-compliance of political contributions and financial submissions • Apply continuous, quality improvement methods to identify and implement best practices in our regulation of election finances • Follow-up with late and non-filers to ensure compliance, apply legislated sanctions and/or refer for investigation as appropriate • Ensure political participants eliminate campaign deficits and disburse or hold surpluses in trust in accordance with legislation	• Refine our risk-focused approach and data analytics tools to improve efficiency and respond to potential threats to the integrity and legislative non-compliance of political contributions and financial submissions • Apply continuous, quality improvement methods to identify and implement best practices in our regulation of election finances • Follow-up with late and non-filers to ensure compliance, apply legislated sanctions and/or refer for investigation as appropriate • Ensure political participants eliminate campaign deficits and disburse or hold surpluses in trust in accordance with legislation

Goal 3: Provide effective oversight of electoral activities

C.   Deliver efficient and cost-effective corporate services

2020/21	2021/22	2022/23	2023/24
• Complete the conversion of corporate accounting systems to the Alberta Government's new ERP (1GX) solution • Strengthen our financial controls and accountability systems: ▪ build tools to provide senior management with monthly year-to-date expenses and fiscal year forecasts vs. budget ▪ formalize processes to ensure expenses align with budget and significant variances are explained on a timely basis • Improve the processing of election worker costs to: ▪ ensure costs are charged to correct programs ▪ payments and records of employment are issued on a timely basis • Review and formalize staff performance management policies and processes, including professional development plans, annual performance expectations and appraisals • Refresh all major corporate policies annually (e.g. respectful workplace, political involvement, personal conduct, etc.)	• Enhance the integration of ancillary financial systems with the Alberta Government's ERP (1GX) solution • Strengthen our financial controls and accountability systems: ▪ refine tools to provide senior management with monthly year-to-date expenses (actual) and fiscal year forecasts vs. budget, including contract management sub-system ▪ refine processes to ensure expenses align with budget and significant variances are explained on a timely basis • Update interfaces to ensure alignment between election worker subsystem and 1GX • Revise staff performance management policies and processes, including professional development plans, annual performance expectations and appraisals based on feedback in 2020-21 • Refresh all major corporate policies annually (e.g. respectful workplace, political involvement, personal conduct, etc.)	• Enhance the integration of ancillary financial systems with the Alberta Government's ERP (1GX) solution • Ensure Elections Alberta has accurate and efficient processes to pay election workers and report related costs by electoral division • Refresh all major corporate policies annually (e.g. respectful workplace, political involvement, personal conduct, etc.)	• Enhance the integration of ancillary financial systems with the Alberta Government's ERP (1GX) solution • Refresh all major corporate policies annually (e.g. respectful workplace, political involvement, personal conduct, etc.)

Goal 3: Provide effective oversight of electoral activities

> D. Investigation activities utilize a structured, best practice, balanced, non-partisan approach, centred on compliance, prevention, and intervention.

2020/21	2021/22	2022/23	2023/24
• Assist legislative compliance through LAEA stakeholder information sessions, availability for assistance, advice, and questions • Audit historical over-contribution files, active investigations, and outstanding complaint files to ensure information quality and all investigation steps completed • Review the complaint intake and investigation process to identify efficiencies • Improve investigation information management to ensure complete and timely disclosure • Design and implement a professional investigation disclosure process • Ensure quality correspondence through constant review and update of existing document templates • Develop and refresh unit policy to integrate with corporate policy. (e.g. Overcontribution policy, Interview policy) • Follow-up late with payments and non-responsive subjects to ensure compliance	• Assist legislative compliance through LAEA stakeholder information sessions, availability for assistance, advice, and questions • Implement approved physical security recommendations • Ensure staff safety through the implementation of revised incident response plan • Annual review of new legislation • Continuous review and update of investigations Records Management System to reflect new and changing legislation • Refresh the I.T. audit process • Complete the upgrade for the Investigation Records Management software • Ensure quality correspondence through constant review and update of existing document templates	• Assist legislative compliance through Provincial General Election stakeholder information sessions, availability for assistance, advice, and questions • Political entity information sessions • Annual review of new legislation • Continuous review and update of investigations Records Management System to reflect new and changing legislation • Ensure quality correspondence through constant review and update of existing document templates • Examine the feasibility of consolidating the Financial and Investigation records management systems	• Assist legislative compliance through Provincial General Election stakeholder information sessions, availability for assistance, advice, and questions • Annual review of new legislation • Continuous review and update of investigations Records Management System to reflect new and changing legislation • Ensure quality correspondence through constant review and update of existing document templates • Streamline the information sharing and presentation process with Finance by the establishment of a new Operational Analyst position

Goal 3: Provide effective oversight of electoral activities

D. Investigation activities utilize a structured, best practice, balanced, non-partisan approach, centred on compliance, prevention, and intervention *(continued from previous page).*

2020/21	2021/22	2022/23	2023/24
• Establish Unit as the central point of complaint and investigation coordination • Enhance information sharing and investigation coordination with Finance to ensure consistent information is provided to the public • Improve knowledge of legislation through information sessions with stakeholders • Establish a professional interview room to ensure a comfortable environment and quality recording of interviews • Review and improve overall physical security to ensure the safety of all staff • Review and revise existing incident response plan to ensure currency with best practices			

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

A.   Promote knowledge and awareness between and during events, including sharing information on new legislation, Senate Election Act, Recall Act, Referendum Act and Citizens Initiative Act.

2020/21	2021/22	2022/23	2023/24
• Share Elections Alberta activities with timely news releases and social media posts • Research and determine conferences to participate in, to share electoral information • Participate in conferences, seminars, and events • Review opportunities to engage with new Canadians at citizenship ceremonies • Identify and document enhancements required to existing outreach programs based on best practices identified and feedback from stakeholders	• Share Elections Alberta activities with timely news releases and social media posts • Research and determine conferences to participate in, to share electoral information • Participate in conferences, seminars, and events • Identify and document enhancements required to existing programs based on best practices identified • Research advertising opportunities to ensure appropriate reach for all Albertans during an event • Develop information pieces for public release to share legislative amendments and updated procedures • Complete media demonstrations and share information with media on legislative amendments and updated procedures • Deliver advertising campaign regarding senate election	• Share Elections Alberta activities with timely news releases and social media posts • Research and determine conferences to participate in, to share electoral information • Participate in conferences, seminars, and events • Undertake advertising, submissions, and updates (local newsletters, magazines, social media, legislated advertisements during elections, TV/radio presentations) • Develop a media kit for key information for the election • Deliver advertising campaign for "register to vote" and the election	• Share Elections Alberta activities with timely news releases and social media posts • Research and determine conferences to participate in, to share electoral information • Participate in conferences, seminars, and events • Research best practices in other jurisdictions • Provide a Where to Vote card to each residence in the province • Undertake advertising, submissions, and updates (local newsletters, magazines, social media, legislated advertisements during elections, TV/radio presentations) • Partner with CIVIX to deliver Student Vote program • Conduct a post-election survey/questionnaire to assess the effectiveness of the strategy

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

B.   Expand ongoing community partnerships

2020/21	2021/22	2022/23	2023/24
• Identify potential partners and develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Develop a standardized election simulation toolkit • Analyze election results to determine areas for outreach and community partnership • Research potential partnership opportunities • Determine potential funding models for community partnerships • Determine resources that are necessary for the community that can be provided on an ongoing basis (maps, digital literacy, resource materials, information sessions, election toolkits, translated information, etc.)	• Identify potential partners and develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Identify electoral division-specific opportunities for outreach and engagement • Develop resources and programming to fulfill the identified needs	• Identify potential partners and develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Assess the usefulness of resources and materials • Provide materials to community agencies • Contract with partners to deliver Student Vote, Democracy Boot Camps, or other events • Prepare community contacts for the upcoming election. Partner with community agencies to deliver Democracy Boot Camps, or other events • Develop engagement materials for community partners to utilize during the event	• Conduct sessions to collect feedback on information distribution • Participate in community events • Provide information and resources to partner agencies/organizations • Conduct a post-election survey of partners; evaluate partnership initiatives

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

C.   Expand educational outreach

2020/21	2021/22	2022/23	2023/24
• Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Promote Building Future Voters and other educational programs • Review/update Building Future Voters as needed • Engage with Alberta Education regarding curriculum development • Identify and document enhancements to existing programs based on best practices identified	• Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Promote Building Future Voters and other educational programs • Update Building Future Voters and translate into French • Engage with Alberta Education regarding curriculum development • Identify and document enhancements to existing programs based on best practices identified • Work with high schools to create a "Work the Polls" program	• Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Promote Building Future Voters and other educational programs	• Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Review/update Building Future Voters as needed • Promote Building Future Voters and other educational programs • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Partner with CIVIX to deliver the Student Vote Program throughout Alberta • Deliver the "Work the Polls" program for high school students • Assess the "Work the Polls" program

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

D. Build and communicate safeguards and structures to strengthen confidence in the electoral process

2020/21	2021/22	2022/23	2023/24
• Perform an annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cybersecurity monitoring • Complete ongoing research and implementation of best practices for cybersecurity • Identify opportunities to improve the reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency associations use of the list of electors complies with access and disclosure guidelines	• Perform an annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cybersecurity monitoring • Complete ongoing research and implementation of best practices for cybersecurity • Identify opportunities to improve the reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency associations use of the list of electors complies with access and disclosure guidelines	• Perform an annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cybersecurity monitoring • Complete ongoing research and implementation of best practices for cybersecurity • Collaborate with social media companies to ensure the integrity of election communications • Complete media demonstration events to communicate new changes in the election process or systems used • Host session with political parties on cybersecurity • Implement enhancements to ensure the reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party, CAs and candidates use of the list of electors complies with access and disclosure guidelines	• Perform an annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cybersecurity monitoring • Complete ongoing research and implementation of best practices for cybersecurity • Review the reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency use of the list of electors complies with access and disclosure guidelines

Performance Measures

Goal 1: Increase the efficiency and effectiveness of election administration

A. Review and update the voting process to find opportunities for modernization and cost savings, while maintaining a timely, efficient, and accessible system.

Performance Measure	Goal/Expected Results	Actual Results
1. Overall stakeholder satisfaction with election delivery *(measured by survey following a General Election)*	88% satisfaction with the voting process	**2019 General Election**: 84% satisfaction
	88% satisfaction with the time it took to vote	**2019 General Election**: 84% satisfaction
	90% satisfaction with the helpfulness of the polling staff	**2019 General Election**: 86% satisfaction
2. Elector usage of alternative voting opportunities *(advance, special, and mobile polls)*	43% usage	**2022 Fort McMurray-Lac La Biche By-Election:** 36.8% usage **2019 General Election**: 39.13% usage
3. Timely reporting of unofficial results after polls close	4 hours for complete reporting	**2022 Fort McMurray-Lac La Biche By-Election:** Complete reporting in 3 hours, 8 minutes from time polls closed. **2019 General Election**: Reported 3 days post-election due to legislative requirements for vote anywhere ballots
4. Election Officer satisfaction with training delivery	85% satisfaction with online and classroom training materials and delivery	**2022 Fort McMurray-Lac La Biche By-Election:** 97.7% satisfaction **2019 General Election**: 79.3% satisfaction

5. Election Officer retention *(measured by survey following a General Election)*	93% of election officers interested in working with Elections Alberta again	**2019 General Election**: 92.44% retention rate
6. Special Ballot applications processed within 2 business days	100%	**2022 Fort McMurray-Lac La Biche By-Election:** 100% processed within 2 business days

Goal 1: Increase the efficiency and effectiveness of election administration

B. Collaborate with Municipal Affairs and municipalities on preparing for the anticipated October 18, 2021, Senate Election and Referendum Vote.

Performance Measure	Goal/Expected Results	Actual Results
1. Satisfaction of municipality returning officers with information available and training provided	85% satisfaction	**2019/2020**: The first Municipal training sessions were provided on October 7 & 8, 2020. Over 300 participants attended. Survey feedback is included in the results for 2020/2021. **2020/2021**: Participated in 26 virtual training sessions in conjunction with Municipal Affairs (MA). Survey feedback collected by MA: • 88% rated the clarity of session objectives as good or excellent • 81% rated the quality of delivery methods and instructional techniques as good or excellent • 90% rated the knowledge of facilitators as good or excellent

		• 92% rated the value of Elections Alberta's participation in the delivery of the sessions as good or excellent **2021/2022:** Conducted a post election survey with municipal Returning Officers and Chief Administrative Officers to collect feedback regarding information and tools available by Elections Alberta. Survey results collected: • 88.5% rated attending live online training sessions as good or excellent • 91.7% rated recorded online training sessions as good or excellent • 86.6% rate the provided written manual as good or excellent • 91.9% rated available "How-To" videos as good or excellent • 78.1% rated customized forms available on the website as good or excellent • 93.6% rated the email updates to all Chief Administrative Officers & Returning Officers as good or excellent • 93.7% rated email support during the electoral event as good or excellent • 88.5% rated telephone support as good or excellent
2. Senate candidates provided with information and materials regarding the process	100%	**2020/2021**: All senate candidates were provided with information and materials about the process.

Goal 2: Increase services and accessibility for stakeholders

A. Provide more information to political participants.

Performance Measure	Goal/Expected Results	Actual Results
1. Delivery of information sessions to political parties	Attend all sessions, on invitation by registered political parties.	**2018/2019**: Delivered 5 information sessions to political parties. Hosted an all-party meeting on October 18, 2018, on procedures and processes for the 2019 PGE. Five political parties were represented at the meeting. **2019/2020**: No sessions requested by political parties **2020/2021**: No sessions requested by political parties **2021/2022:** No sessions requested by political parties
2. Political parties accessing online web portal for information	50%	**2022 Fort McMurray-Lac La Biche By-Election:** 71% **2019 General Election**: 38%

Goal 2: Increase services and accessibility for stakeholders

B. Review and improve polling place and voting opportunities for electors, considering polling subdivision boundaries, standards for determining polling place locations, and communication of accessibility criteria.

Performance Measure	Goal/Expected Results	Actual Results
1. Overall stakeholder satisfaction with polling locations and information availability *(measured by survey following a General Election)*	90% found their polling location to be convenient	**2019 General Election**: 85% convenience
	85% satisfaction with the availability of necessary information at the polls	**2019 General Election**: 78% satisfaction
2. Voting places accessible to disabled	95% accessible	**2022 Fort McMurray-Lac La Biche By-Election:** 100% accessible **2019 General Election**: 96% accessible
3. Mobile poll locations provided to supportive living, treatment facilities, emergency shelters and community support centres	650 locations	**2022 Fort McMurray-Lac La Biche By-Election:** 8 locations **2019 General Election**: 625 locations
4. First Nations and Métis Communities are provided with requested voting opportunities	100% contacted to provide voting options; 80% of communities provided with a poll in their community	**2022 Fort McMurray-Lac La Biche By-Election:** 100% contacted, 57% of communities held a poll on Election Day, 43% of communities held a poll during advance voting **2019 General Election**: 100% contacted, 77% of communities held a poll

Goal 2: Increase services and accessibility for stakeholders

C. Modernize the Register, IT infrastructure, Election Management System and Geographic Information Systems to increase usability and efficiency.

Performance Measure	Goal/Expected Results	Actual Results
1. Ensure reliable online service to provide information	Outages not to exceed 15 minutes during events; outages not to exceed 1 hour outside of events	**2019 General Election**: 3 outages exceeded 15 minutes **2019/2020**: No outages exceeding 1 hour **2020/2021**: No outages exceeding 1 hour 2021/22: No outages exceeding 1 hour
2. Election Officers find the electronic poll book easy to use	90%	**2019 General Election**: 92.62%
3. Returning Office staff find the election management system to be an effective tool	75%	**2019 General Election**: 61.40%

Goal 2: Increase services and accessibility for stakeholders

D.   Review and update register to vote activities using best practices to maintain and improve the quality of the Register of Electors.

Performance Measure	Goal/Expected Results	Actual Results
1. The Register of Electors is comparable to the population numbers reported by the Canadian Census and by Alberta Treasury Board and Finance when considering elector eligibility	85% eligible	**2018 Provincial Enumeration**: 84.4% eligible **2019 Provincial General Election**: 88.3% eligible **2021 Mid-Term List Release**: 90.5% eligible
2. Percentage of electors that register at a polling place to vote	Less than 13% require registration at a polling place	**2019 General Election**: 12.3% registered **2022 Fort McMurray-Lac La Biche By-Election:** 10.8% registered
3. Percentage of electors in the Register data matched to an Alberta Driver's Licence or Identification Card	90% matching	**2018 Provincial Enumeration**: 88.3% matching **2019/2020**: 88.6% matching **2020/2021**: 88.4% matching 2021/22: 88.5% matching
4. Use of online voter registration	12,000 registrations per non-election years; 50,000 registrations per election year	**2019/2020**: 16,434 **2020/2021**: 2,685 2021/22: 6,785

Performance Measure	Goal/Expected Results	Actual Results
5. Processing time to add online registrations to the Register of Electors	90% processed within 30 days during non-election period; 90% processed within 48 hours during election period	**2019 General Election period**: 63.0% **2019/2020**: 93.1% **2020/2021**: 78.8% **2021/22**: 49.8%
6. Voter registration events/kiosks piloted in various community locations	3 per year	**2019/2020**: Two voter registration events were held at post-secondary institutions as a pilot. **2020/2021**: Due to COVID-19 voter registration events were not held **2021/2022:** Pilot project has been paused until after the 2023 provincial general election
7. Birthday cards sent to new electors transitioned from the Future Voters Register to the Register of Electors within one month of their birthday	90%	100% of birthday cards for newly registered voters were mailed within one month of their birthday. **2019/2020:** 97.77% added to the register **2020/2021:** 97.55% added to register **2021/2022**: 98.1% added to register

Goal 3: Provide effective oversight of electoral activities

Objective A: Contributors and political participants are fully informed about electoral finance legislation and policies	
Objective B: Systems and processes are in place to safeguard and strengthen public confidence in the electoral process	
Objective C: Deliver efficient and contemporary corporate services	

Performance Measure	Goal/Expected Results	Actual Results
1. Contributor compliance with EFCDA eligibility and annual dollar limits	100% of over-contributions are resolved	**2018/2019**: 151 over-contributors identified, 100% of over-contributions were refunded by the recipient or their registered party, and warnings and/or sanctions were applied in 100% of cases, as appropriate *(E.g. referral to Election Commissioner)* **2019/2020**: 99 over contributions identified, 30 were reporting errors, the remaining 69 were refunded by the recipient or their registered party before tax receipts were issued. Warnings were issued in all cases. **2020/2021**: In the contribution year ended December 31, 2020, we identified 48 potential over-contributors out of approximately 40,000 contributors in the year. All over-contributions were resolved before official contribution receipts were issued—37 refunds totaling $39,150 were issued by the recipient or their registered party and corrections to reporting errors were made for the other 11.

		2021/2022: 24 over-contributors were identified**.** 2 were reported errors and the remaining 22 were refunded by the recipients or their registered parties. All over-contributions were resolved before official contribution receipts were issued.
2. Publish copies of political participant financial submissions on our website on a timely basis	100% of quarterly contribution submissions are posted within 15 days of filing deadline. 100% of annual financial statement submissions are posted within 5 days of filing deadline.	**2018/2019**: 100% of annual submissions posted within 30 business days (i.e. within EFCDA 30-day limit); 100% of quarterly submissions posted within 8 business days **2019/2020**: 100% of annual filings posted within 5 business days. Quarterly filings – 100% posted within 12 business days **2020/2021**: 100% of quarterly contribution submissions were posted within 15 days. 100% of annual submissions were posted within 5 days. **2021/2022**: 100% of quarterly contribution submissions were posted within 15 days. 100% of annual submissions were posted within 5 days.

3. Timely action to bring late and non-filers into compliance and/or apply legislated sanctions	100% of late filers contacted within 3 days of the filing deadline	**2018/2019**: 100% (excludes nomination contestants to be reported in 2019-20 as their deadlines spanned year-end)
		
		2019/2020:
		• 100% of late filers were contacted within 3 days. (Candidates, Parties, ETPAs)
		• PTPA and CAs did not require contact, as there were no late filers.
		• Nomination Contests:
		  ○ 31% contacted within 3 days
		  ○ 65% contacted within 10 days
		  ○ 100% contacted within 110 days
		
		2020/2021: 100% of quarterly and annual submissions were filed on time.
		
		2021/2022: Only 1 late filer (CA annual financial statement). The CA was contacted within 3 days.

4. Political participants meet EFCDA filing deadlines	100% meet filing deadlines	**2018 Annual Financial Statements** Parties: 12 of 12 (100%) Constituency Associations: 607 of 615 (99%) Political TPAs: 21 of 23 (91%) Election TPAs: 13 of 13(100%) **2018 By-Elections** Parties: 4 of 5 (80%) Nomination Contestants: 17 of 20 (85%) Candidates: 13 of 13 (100%) Election TPAs: 8 of 8 (100%) **2019 Annual Financial Statements** Parties: 13 of 13 (100%) Constituency Associations: 426 of 426 (100%) Political TPAs: 13 of 13 (100%) Election TPAs: 30 of 30 (100%) **2019 General Election** Parties: 10 of 13 (77%) Nomination Contestants: 656 of 710 (92%) Candidates: 522 of 541 (96%) Election TPAs: 28 of 30 (93%) **2020 Annual Financial Statements** Parties: 11 of 11 (100%) Constituency Associations: 492 of 492 (100%) 16 constituency associations were de-registered and not required to file as they had no funds or financial activity. Political TPAs: 15 of 15 (100%)

		Two PTPAs were de-registered and not required to file as they had no funds or financial activity
		Election TPAs: 4 of 4 (100%)
		Eight ETPAs were not required to file as they had no funds or financial activity. A further 7 ETPAs were de-registered and not required to file as they had no funds or financial activity.
		In total, 522 of 522 (100%) of participants met financial filing deadlines.
		2021 Annual Financial Statements
		Parties: 11 of 11 (100%)
		Constituency Associations: 483 of 484 (98.8%)
		Two constituency associations were de-registered and not required to file.
		Political TPAs: 29 of 29 (100%)
		Four PTPAs were de-registered, and two of the deregistered PTPAs were not required to file as they had no funds or financial activity.
		Election TPAs: 3 of 3 (100%)
		Nine ETPAs were not required to file. One ETPA was de-registered and not required to file as they had no funds or financial activity.
		In total, 526 of 527 (99.8%) of participants met financial filing deadlines.

5. Examine and approve political participants' financial submissions on a timely basis	100% approval or referral for investigation within 120 days of filing deadline (or filing date for late filers)	**2020/2021:** 515/522 (99%) were approved or ready for approval within 120 days • Parties 9/11 (82%) • CAs 492/492 (100%) • PTPAs 12/15 (80%) • ETPAs 2/4 (50%) All participants filed on time. No files were referred for investigation. **2021/2022:** 508/527 (96%) were approved or ready for approval within 120 days • Parties 8/11 (73%) • CAs 478/484 (98.8%) • PTPAs 19/29 (68%) • ETPAs 3/3 (100%) No files were referred for investigation.
6. Annual EA staff performance expectations established, and performance appraisals completed	100% completed	**2019/2020**: 32 of 35 completed; 3 in progress (91%) **2020/2021:** 6 of 26 completed; 20 in progress (30%) **2021/2022**: 33 of 33 completed (100%)
7. Complete the intake, review, complaint analysis and investigation of all alleged contraventions within the statutory limitation of 3 years (from the date of the contravention)	100% completed	**2020/2021:** 100% completed within statutory limitation **2021/2022:** 100% completed within statutory limitation

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

A.	Promote knowledge and awareness between and during events, including sharing information on new legislation, *Senate Election Act, Referendum Act, Recall Act, Citizens Initiative Act*

Performance Measure	Goal/Expected Results	Actual Results
1. Recall of Elections Alberta communication *(measured by survey following a General Election)*	50% recall of Elections Alberta advertisements	**2019 General Election**: 72% recall
2. Accuracy of voter card addressing	10% undeliverable mail returns	**2019 General Election**: 5.3% undeliverable
3. Participate in conferences and events to share information and distribute resources	10 events per year	**2019/2020**: 9 events completed **2020/2021**: Conferences and events not attended due to COVID-19 **2021/2022:** Conferences and events not attended due to COVID-19

B. Expand ongoing community partnerships.

Performance Measure	Goal/Expected Results	Actual Results
1. Create partnerships with community groups / NGOs / advocacy organizations	10 engagements per year	**2019/2020**: 9 engagements completed **2020/2021**: 13 virtual sessions were held with 27 youth and leaders from five organizations to discuss engagement opportunities. An additional 14 organizations were offered the opportunity for a virtual session **2021/2022:** Worked with the Canadian National Institute of the Blind (CNIB) on improvements to our voter template to improve the voter experience for blind electors. Conducted outreach meetings with youth to seek feedback on voting processes and communications.

C. Expand educational outreach.

Performance Measure	Goal/Expected Results	Actual Results
1. Develop and deliver outreach presentations	50 sessions per year	**2019/2020**: 16 sessions completed Presentations in early 2020 cancelled due to COVID-19 **2020/2021**: Due to COVID-19, virtual School at the Legislature materials were developed for the 2020-2021 school year and only 1 live (virtual) presentation was delivered. Other presentations were suspended due to the pandemic. **2021/2022:** Due to COVID-19, School at the Legislature continued to be delivered virtually until January 2022. Content was re-developed for the in-person sessions, with Elections Alberta staff resuming delivery of the sessions in 2022/2023.

Performance Measure	Goal/Expected Results	Actual Results
2. Distribute Building Future Voters resources	1750 copies distributed per year (hard copy or online download)	**2019/2020**: 2038 copies **2020/2021**: Digital resources are being promoted, rather than hard copies. The Building Future Voters website has received 2,089 pageviews, with 197 downloads of resources. Due to COVID-19, did not attend Teacher's Conventions in spring 2021. **2021/2022:** Digital resources continued to be promoted. The Building Future Voters website received 1,813 pageviews, with 186 downloads of resources. Due to COVID-19, did not attend Teacher's Conventions in spring 2022.

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

D. Build and communicate safeguards and structures to strengthen confidence in the electoral process.

Performance Measure	Goal/Expected Results	Actual Results
1. Electors report that Elections Alberta is a credible source of information *(measured by survey following a General Election)*	75%	**2019 General Election**: 73%
2. Number of registered political parties providing policy statements regarding the use of the List of Electors	100%	New Measure