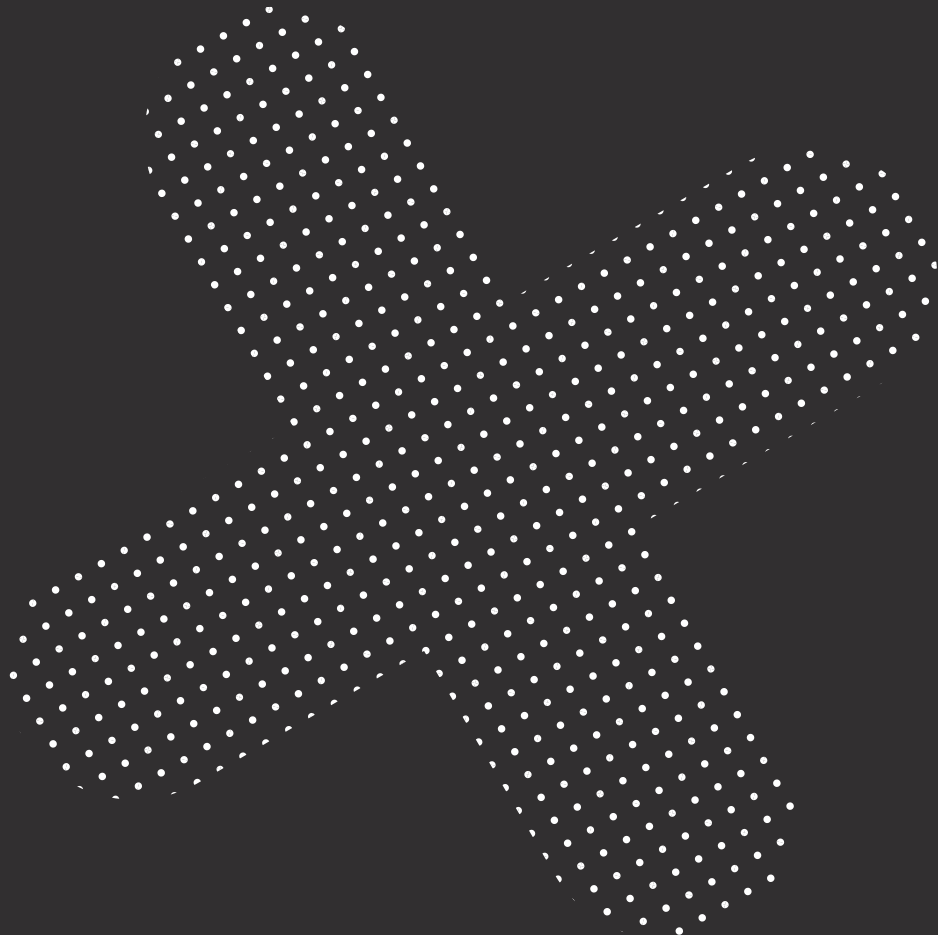




 elections alberta

2024–2028 STRATEGIC PLAN



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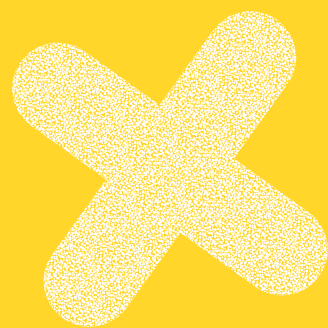
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“I have witnessed substantial growth in my Office and know the dedication and hard work that every person has put into each and every event.”

– Glen Resler, Chief Electoral Officer



MESSAGE FROM THE CHIEF ELECTORAL OFFICER

It is with great pride that I am sharing Elections Alberta’s 2024-2028 Strategic Plan.

Our office has grown substantially since the development of our 2020-2024 Business Plan, in both mandate and staff. Elections Alberta is now responsible for elections under the *Election Act*, *Referendum Act*, *Alberta Senate Election Act*, petition and vote processes under the *Recall Act* and *Citizen Initiative Act*, financial compliance activities under the *Election Finances and Contributions Disclosure Act* and investigations related to campaign finance and third-party advertising activities under the *Local Authorities Election Act*.

Our expanding mandate requires a shift in how Elections Alberta operates, moving away from the relative stability offered by a four-year election cycle to one of being continually able to deliver electoral events in an electoral division or on a provincial scale. We must also respond to waning public trust in their democratic institutions, continuing our efforts to build trust in the electoral process, while encouraging participation and removing barriers to vote.

As Alberta’s Chief Electoral Officer for the last 10 years, I have overseen three general elections, eleven by-elections, two enumerations, and a senate election and referendum. I have witnessed substantial growth in my Office and know the dedication and hard work that every person has put into each and every event. As we work through our strategic plan, we must also consider how to support our staff, from those working full time in the office, all the way to our one-day election workers. Elections rely on thousands of people willing to serve their communities and our plan must support those people, so in turn they are ready to provide the service level our electors expect.

In this four-year plan, our priorities are to:

- Ensure our ongoing ability to deliver electoral events,
- Continue building trust in the electoral process,
- Improve our services for electors, election officers, candidates and other political participants, and
- Create a positive and sustainable work environment for our staff.

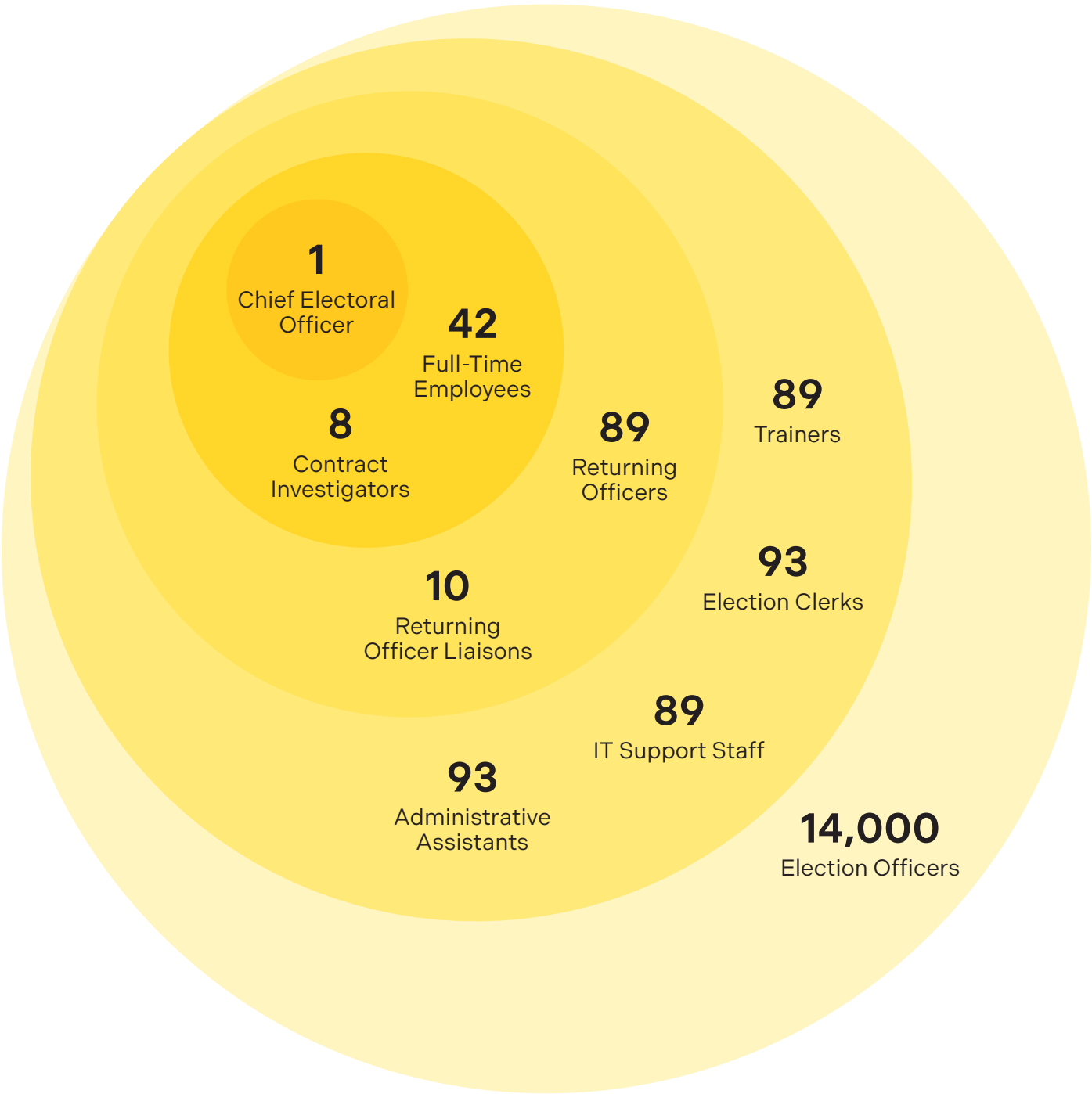
I look forward to the implementation of these initiatives and continuing to provide high quality services to our electors and political participants.

Sincerely,

[Original signed by Glen Resler]
Chief Electoral Officer

WHO WE ARE

Elections Alberta is a non-partisan, independent office of the Legislative Assembly responsible for administering provincial elections, by-elections, citizen initiatives, recall, and referenda. Our office grows from a core staff of 43 to over 14,000 when delivering electoral events.



OUR VISION

Inspire trust and participation in Alberta’s democracy through inclusive, fair, and impartial electoral processes.

OUR MISSION

To serve Albertans as an independent election management body committed to the administration of modern, transparent, and accessible democratic processes that ensure the integrity and enhance the value of Alberta’s electoral system.

OUR MANDATE



Administer fair, inclusive, impartial electoral events in compliance with legislation.

Listen, learn, and engage with the public and our partners to remove barriers, share necessary information and encourage participation throughout the democratic process.

Hire and support a diverse workforce to ensure impartial, inclusive, and respectful service delivery.



Ensure accountability of political participants through education, monitoring, and enforcement of electoral legislation.

Embrace partnership opportunities and innovation.

Strengthen public confidence in the democratic process through transparent disclosure and reporting.



LEGISLATION WE ADMINISTER

Elections Alberta currently has jurisdiction over the following Acts:

ALBERTA SENATE ELECTION ACT	<ul style="list-style-type: none">Conduct the vote for a senate election held with a provincial general election or as a stand-alone election.Oversee the vote for senate election held with a local authority election.
CITIZEN INITIATIVE ACT	<ul style="list-style-type: none">Review, approve and verify petitions for legislative or constitutional referendum proposals.Refer successful petitions to the Legislative Assembly, or conduct initiative or referendum votes, as the case may be.Enforce election finance rules through collection, review, and disclosure of political participant financial reports.
ELECTION ACT	<ul style="list-style-type: none">Conduct provincial elections, enumerations, by-elections and plebiscites.Maintain a permanent Register of Electors.Investigate complaints of possible violations, and consent to prosecution if warranted.
ELECTION FINANCES & CONTRIBUTIONS DISCLOSURE ACT (EFCDA)	<ul style="list-style-type: none">Enforce election finance rules through collection, review, and disclosure of political participant financial reports.Maintain a register of political participants.Assist individuals and groups forming new political entities.Investigate complaints of possible violations, and consent to prosecution if warranted.
LOCAL AUTHORITIES ELECTION ACT (LAEA)	<ul style="list-style-type: none">Investigate complaints of possible violations related to candidate campaign finances.Investigate complaints of possible violations related to third party advertisers.
RECALL ACT	<ul style="list-style-type: none">Review, approve and verify petitions for the recall of a Member of Legislative Assembly.Conduct recall votes, where recall petitions are successful.Enforce election finance rules through collection, review, and disclosure of political participant financial reports.
REFERENDUM ACT	<ul style="list-style-type: none">Conduct the vote for a referendum held with a general election or as a stand-alone event.Oversee the vote for a referendum held with a local authority election.

PEOPLE AND ORGANIZATIONS

The work that we do is vital to our democratic process. It supports, intersects, and relies on the following people and organizations. Our goals consider the needs of each of these groups and how we can continually improve our services and offerings.

ALBERTANS

We serve Albertans by providing information, making the voting process easy and accessible, and providing timely disclosure of election results, political participants financial activities, and findings of investigations. We provide educational materials to diverse groups and engage with future voters to prepare them for when they turn voting age. We work with leaders in the 48 First Nations and 8 Métis Settlements in Alberta to provide voting opportunities that serve the needs of the community. We work with numerous community members, facility operators, school boards and principals to arrange for advance, mobile and Election Day voting opportunities and provide presentations, when requested, in the community. We engage with community and service organizations to learn about ways we can remove barriers and improve the experience of the people who vote, work, or run in Alberta's elections.

POLITICAL PARTICIPANTS

We regulate the activities of and support political parties, candidates, leadership and nomination contestants, constituency associations, and third-party advertisers to participate in the electoral process. We provide information to parties and candidates that support their running in electoral events, including the list of electors, maps, forms, and guides. We receive and audit financial filings and make them available to the public. We investigate allegations of non-compliance and provide public disclosure of findings that result in letters of reprimand, compliance agreements, and fines.

RETURNING OFFICE STAFF AND ELECTION OFFICERS

We hire, train, and support over 14,000 people to conduct the election and provide voting services to electors in both returning offices and voting places. We develop online and classroom training programs to provide our workers with a thorough understanding of election processes and an opportunity to practice with hands-on scenarios. We build software, forms, processes, and resource materials to support ease of use by our workers and streamline processes to the extent legislatively possible to increase the efficiency and effectiveness of our staff in performing their roles.

THE LEGISLATIVE ASSEMBLY OF ALBERTA

We work with the legislature to clarify, modernize, and streamline electoral legislation. We report to the Standing Committee on Legislative Offices and table reports in the legislature after every electoral event, and annually, providing recommendations for legislative amendments. We are committed to learning from electoral events and investigations to ensure that legislative recommendations continue to ensure accountability, transparency, and promote free and fair elections.

MEDIA

We provide information to the media about the electoral process and interpret electoral legislation to assist them to report on elections and by-elections, results of investigations, financial disclosures, and other electoral events. We provide access to election results and share information about changes to voting places or election legislation to assist the media in keeping the public informed during electoral events.

FEDERAL, PROVINCIAL, AND MUNICIPAL ELECTION ADMINISTRATORS

We work with our federal, provincial, and municipal counterparts to share information and learnings from electoral events. We work in conjunction with Elections Canada to maintain the provincial and national Registers of Electors. Where a senate election or referendum takes place in conjunction with a municipal election, we train and support municipal Returning Officers to conduct the vote and report results.

VENDORS AND PARTNERS

As a small office, Elections Alberta relies on the support of many vendors and partners to deliver electoral services. We identify effective, quality, cost effective services that assist us to improve electoral services and maintain the security of information. We partner with organizations to deliver outreach services and share information with electors who may experience barriers to voting. We work with Service Alberta, Alberta Education, Alberta Health, Alberta Health Services – 911, and municipalities to receive information to support the maintenance of the provincial Register of Electors.

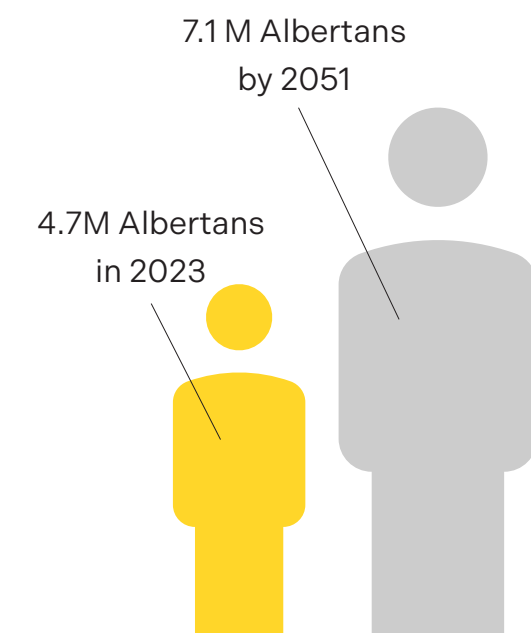
THE ENVIRONMENT

The election environment is ever changing, influenced by electoral events and attitudes about democratic participation globally and across Canada. The following factors are anticipated to impact the operations of Elections Alberta over the coming planning cycle and into the future.



FACTOR 1: POPULATION GROWTH

Alberta's population is growing at 1.5% each year. At this rate Alberta will have 7.1 million people by 2050, with 4.7 million estimated to be electors. Elections are about people, and elector counts impact the number of voting stations that are provided, the number of staff hired to work those stations, and the amount of supplies and ballots needed for each of those stations. As Alberta's population increases, Elections Alberta must continue to provide the level of service and access that electors currently experience, and plan for ever increasing numbers of locations, staff, and supplies.



Considering the population data and projections released in July of 2023 by the Office of Statistics and Information, Alberta could have 7.1 million people by 2051 with a population growth rate of 1.5% a year.

FACTOR 2: EXPANDED MANDATE

Elections Alberta must be prepared to deliver election events of any size, at any time, while meeting the expectations of the electorate and complying with multi-faceted legislative requirements. Since the development of Elections Alberta's 2020-2024 Business Plan, Alberta's electoral legislation landscape has expanded to include senate elections, non-constitutional referendums, citizen initiatives and recall. This requires a shift in Elections Alberta's operational default away from the 4-year election cycle to a continual readiness model.

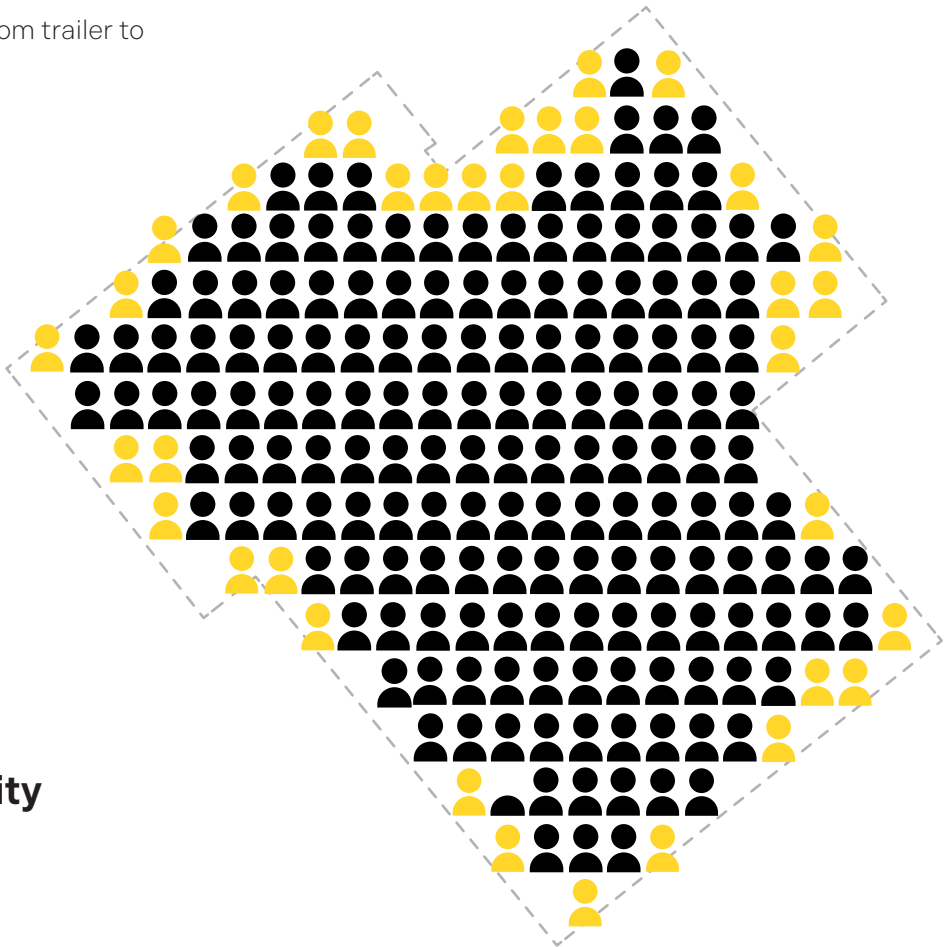
Under the 4-year election cycle, Elections Alberta reduces to core headquarters staff following the election; all Returning Officers cease to be appointed 4 months after Election Day and re-appointment processes generally resume mid-way through the election cycle.

In a continual readiness model, Elections Alberta must maintain Returning Officer and key election staff positions throughout the election cycle, to be better prepared to deliver mid-cycle electoral events. Since these events are not guaranteed to occur each cycle and Elections Alberta must balance our fiscal responsibilities with our level of readiness, this change increases our capacity, while still relying on at least one year notice for province-wide events to bring on the remaining returning office staff members, conduct training, produce, print and pack election supplies, ready equipment, locate voting places, and complete community outreach activities.

FACTOR 3:
LIMITED OFFICE AND
WAREHOUSE INFRASTRUCTURE

As Alberta’s population grows and Elections Alberta’s mandate expands, the need for office and warehouse space also expands. Elections Alberta headquarters and warehouse have operated out of the same location for 43 years. The space has been repeatedly modified to continue increasing capacity, but it is currently well beyond its limit. To conduct the 2023 Provincial General Election, Elections Alberta needed to rely on off-site storage to compensate for insufficient warehouse space and continuously reconfigured the warehouse once shipments were delivered to accommodate the additional work stations and core election activities. Elections Alberta also relied upon a portable washroom trailer to compensate for insufficient space.

During the election, over 200 people worked out of the Elections Alberta headquarters, a space meant to accommodate 169. Discussions with Alberta Infrastructure are ongoing to resolve office and warehouse space issues, but any solution will not be quick to implement, and, in the meantime, Elections Alberta continues to look at creative use of space and non-traditional uses to operate and deliver quality services.



Election Alberta’s building space was 20% over capacity during the 2023 Provincial General Election.

FACTOR 4:
STAFFING

Delivering an election depends on the people who are willing to take on roles in the returning office and voting places to deliver voting services. Due to the need for flexibility and inconsistent demands on time, these roles are often filled by individuals who have retired and have a strong sense of civic duty. With every election, however, there is a growing need to recruit all ages of workers, involving more diverse segments of our population in this work.

The work, however, is not always appealing. Extensive knowledge needs to be retained for use over just a handful of days, voting days are long and offer little opportunity for breaks, and public expectations for professional service delivery and quicker results reporting are increasing. Finding sufficient staff to provide local voting options in rural communities is also a growing challenge. The importance of our workers and the perception surrounding working an election is a key consideration in the development of our plans for future electoral events and service enhancements.

Voter surveys are conducted following provincial general elections to gain insights into voter awareness, voting behaviour, and satisfaction with electoral processes. Survey results can be found by visiting <https://www.elections.ab.ca/resources/statistics-research/>.

FACTOR 5:
PUBLIC TRUST

The decline in public trust in public institutions and democratic processes has a significant impact on elector voting behaviour, political participation, and information consumption habits. In our post-election survey of voters, there has been a noticeable decrease in voter’s awareness of Elections Alberta as the organization responsible for provincial elections, credibility ratings of our organization and media sources, and in the perceived importance of voting in provincial elections.

In the age of technology and increased reliance on social media and other online media sources, election management bodies across the world are combating organized attempts to spread misinformation and disinformation regarding the electoral process. These attempts often undermine the facts regarding the use of technology, the voting process, the integrity and ethics of election staff, and often use intimidation techniques to prevent political participation. Social media and communications strategies must have a balanced approach to sharing accurate and timely information for electoral events and activities while also being able to act swiftly in response to organized attempts to undermine the election process and combat deceptive online practices.

These are concerning trends that need to be addressed as we plan for future electoral events.

TIMELINE ASSUMPTIONS

Over the course of the next four years, our strategic planning is based on the following assumed timelines for events that our Office will operate around. This includes:

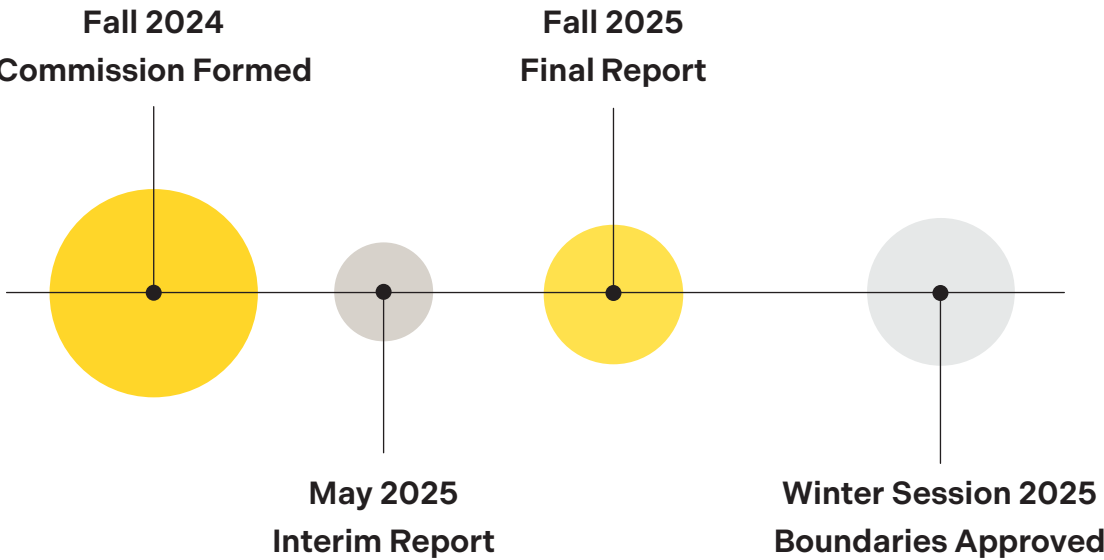
- 1 Electoral Boundaries Commission
- 2 Fixed Election Date for the Provincial General Election
- 3 Legislative Changes
- 4 Provincial Referendum

ELECTORAL BOUNDARIES COMMISSION

As per the *Electoral Boundaries Commission Act*, Alberta’s electoral boundaries will be reviewed prior to the 2027 Provincial General Election. Elections Alberta provides support to the Electoral Boundaries Commission, generally providing administrative, office, and mapping support.

Electoral boundaries are an essential component for election planning. Without boundaries, Returning Officers cannot be appointed, and pre-election work such as voting place identification and selection, engagement with local communities, and hiring of returning office staff cannot commence.

For the 2027 Provincial General Election, a compressed pre-election timeline is anticipated, based on the legislature approving new boundaries in Winter 2025. The following graphic presents a potential timeline for the work of the commission based on the timelines noted in the *Electoral Boundaries Commission Act*.



For planning purposes, Elections Alberta anticipates that only 17 months will be available between the passing of the boundaries and Election Day. With changes to the fixed election date also possible, there will be a significant constraint on our ability to hire, train and effectively prepare Returning Officers, arrange for preferred voting locations, and complete meaningful engagement in the community before the next Provincial General Election.

FIXED ELECTION DATE FOR THE PROVINCIAL GENERAL ELECTION

According to the *Election Act*, Alberta’s next Provincial General Election is scheduled to take place on the last Monday in May in the 4th calendar year following the election day of the most recent general election. That date is Monday, May 31, 2027.

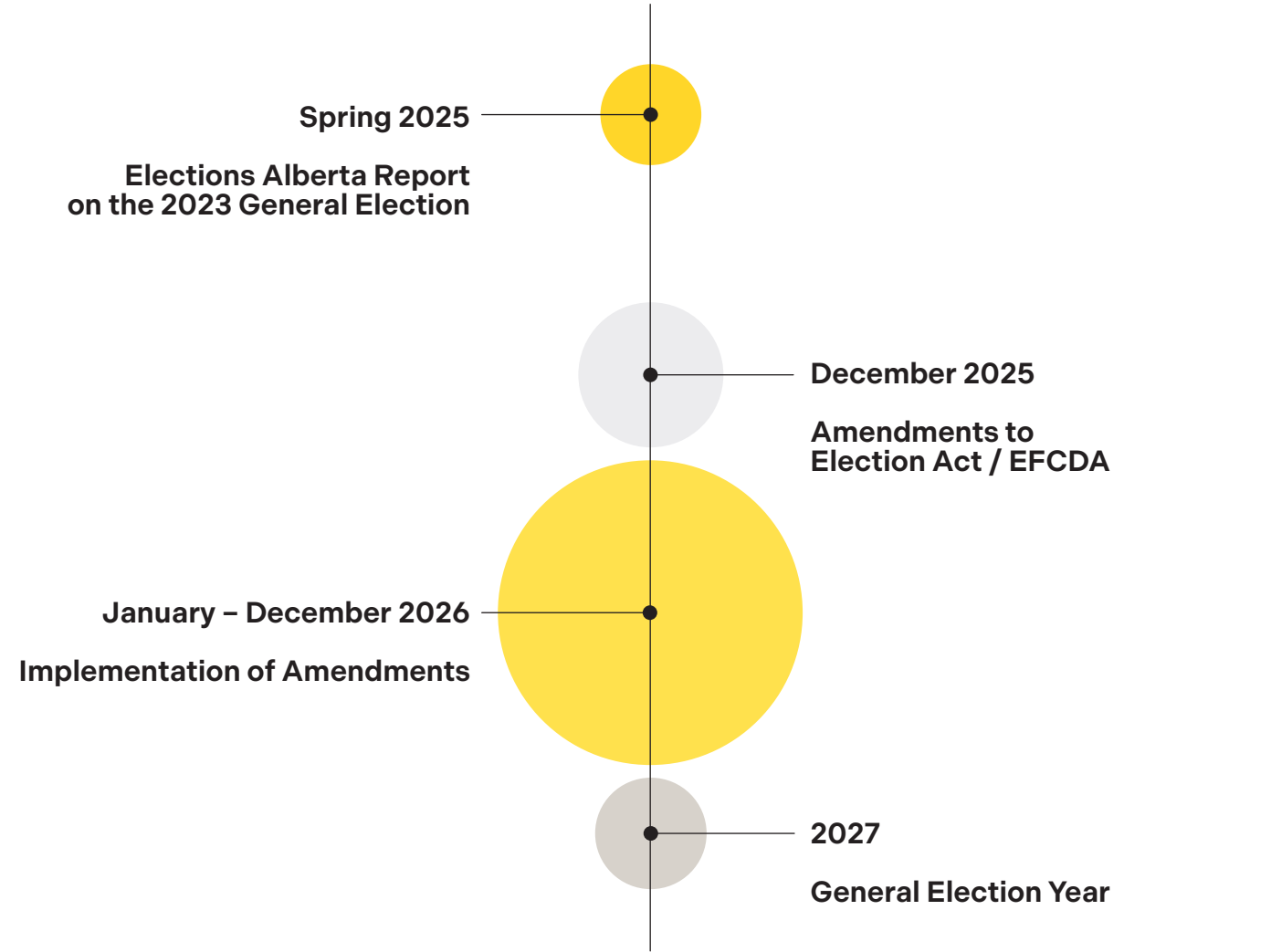
For planning purposes, Elections Alberta is working towards the May 2027 date for the next general election. However, as a result of widespread wildfires throughout the province during the May 2023 general election, numerous statements were made by political leaders that May is not an ideal month for elections and the fixed date may need to change.

Election dates that occur before May 2027 will further shorten the already tight timelines between the completion of the electoral boundaries and Election Day leading to further impacts on planning, while election dates later than May 2027 will provide more time. In either case, amendments to the fixed date legislation made earlier in the election cycle will provide Elections Alberta more time to plan around the timeline.



LEGISLATIVE CHANGES

Amendments to the *Election Act* and *Election Finances and Contributions Disclosure Act* are common, with amendments made almost annually to these pieces of legislation since 2000. Generally, Elections Alberta recommends legislative amendments to these pieces of legislation be completed at least one year before a general election to allow for implementation, but with the compressed timeline anticipated with the electoral boundaries commission, legislative amendments made sooner in the electoral cycle are necessary for integration into election planning and processes.



PROVINCIAL REFERENDUM

Referendums in Alberta can be conducted in one of three ways:

- 1. In conjunction with local elections:** Local Returning Officers conduct the vote in their jurisdictions and report results to Elections Alberta. Elections Alberta provides training, materials, and tabulates and reports the results. The next local election is scheduled for October 20, 2025.
- 2. Vote by Mail:** Elections Alberta conducts the vote, with all electors receiving and returning their ballot by mail. As a stand-alone event, the order could be issued for this type of vote at any time.
- 3. Full election event:** Elections Alberta conducts the vote the same as if it were a Provincial General Election, opening 87 returning offices across the province, and offering Special Ballot, Advance Voting, Mobile Voting and Election Day voting opportunities. As a stand-alone event, the order could be issued for this type of vote at any time.

The method of conduct and the voting date for a referendum has a significant impact on the timeline and activities required to be completed. It is anticipated that Elections Alberta will receive notification of whether a referendum will occur in May 2024. Prior to that date, early preparation activities are being completed for each of the three options listed above, and following notification, should a referendum be conducted, the following timeline outlines some of the key activities, based on how the vote is being conducted.

As a timeline for a referendum is not known, an October 2025 date is assumed for a referendum taking place in conjunction with local elections and a May 2025 date is assumed for a stand-alone referendum, whether conducted in person or by mail.

	Local Elections	Vote By Mail	Full Election Event
January – May 2024	Provide feedback on proposed amendments to the <i>Local Authorities Election Act</i> .	Provide feedback on the Vote by Mail Referendum Regulation.	Retain Returning Officers in all 87 electoral divisions.
May 2024	Notification of Elections Alberta regarding Referendum – Timeline and Method of Conduct.		
	Prepare forms and processes for the vote based on any amendments to the LAEA.		Prepare forms, processes and software and develop training materials (returning office and election officer).
June – August 2024	Notify Métis Settlements regarding anticipated vote timeline, impact on their election dates, and offer training options.	Prepare forms, processes and software.	Returning Officers to commence pre-election activities and retain Election Clerks.
	Work with Municipal Affairs to develop Returning Officer training materials and sessions.	Order supplies and materials.	Commence election packing, order supplies and equipment, and finalize all training materials.
September – December 2024	Produce materials for Métis Settlements and Returning Officers completing the vote on behalf of a First Nation community.	Retain and train call centre and ballot processing teams.	Returning Officers to finalize voting locations (if date known) and hire returning office staff.
	Conduct training sessions with Returning Officers.		Election training for returning office staff.
January – March 2025	Order materials and commence packing shipments for municipalities.	Conduct register to vote activities to ensure mailing addresses are available for all electors to receive voting packages.	Assemble supply shipments and prepare all equipment.
			Returning Officers to secure office space.
	Complete training sessions with Returning Officers.	Conduct preliminary mail out of voting packages.	Open returning offices, hire and train Election Officers.
April – June 2025	Send preliminary shipments of supplies and materials.	Accept applications for replacement packages and new registrations.	Conduct Vote.
	Provide support to Returning Officers.	Receive and process returned packages.	Report Results.
July – September 2025	Ship ballots to municipalities, once printed.	Complete the count and report results as per dates identified in Order in Council.	Receive supply and equipment shipments from returning offices.
	Provide support to returning officers.		Unpack and inventory all returned supplies.
			Return equipment to vendors.
	Oversee conduct of vote.		
October 2025	Receive, tabulate and report results.		

OUR GOALS

Our goals for 2024-28 chart a course for our Office based on what is reasonable to achieve in this electoral cycle considering our timeline, our environmental factors and the needs of all Albertans and the people and organizations we work with.

1

Electoral Event Readiness

Objective 1: Establish ongoing capacity to deliver a referendum, initiative vote, recall vote or by-election.

Objective 2: Support the development of new electoral boundaries for the 2027 Provincial General Election.

Objective 3: Prepare for and deliver the 2027 Provincial General Election.

2

Enhance Services for Electors, Election Officers, and Political Participants

Objective 1: Pursue the expansion of flexible voting options considering the needs of all electors.

Objective 2: Enhance the services and supports available for election officers.

Objective 3: Enhance the services and information available for political participants.

Objective 4: Learn from elections in other jurisdictions and mid-cycle electoral events and activities to prepare for the next Provincial General Election.

3

Build Trust in the Democratic Process

Objective 1: Keep Albertans informed and engaged in the electoral process.

Objective 2: Engage with Albertans to identify barriers to voting and implement solutions to encourage participation.

Objective 3: Be accessible to the public, providing avenues for interested citizens to submit complaints, receive information and engage in discussion with election staff on election processes and procedures.

4

Create an Environment for Employee Success

Objective 1: Provide our staff with the facilities and tools to be successful.

Objective 2: Develop our leadership team, providing them the capacity to support our workforce in delivering effective, non-partisan election services.

Objective 3: Promote a culture where staff thrive and are encouraged to showcase their abilities and talents.

OUR GOALS

ELECTORAL EVENT READINESS

Objective 1:

Establish ongoing capacity to deliver a referendum, initiative vote, recall vote or by-election.

- Retain Returning Officers on an ongoing basis, developing training, retention, and engagement activities to keep Returning Officers prepared to deliver electoral events.
- Develop materials and processes that can be easily adapted to different electoral events.
- Order and stock the warehouse with materials that are common to all electoral events.
- Develop project plans to deliver a provincial vote (initiative or referendum) within one year of receiving notice.
- Maintain continual readiness for electoral division specific votes (by-election or recall).

Objective 2:

Support the development of new electoral boundaries for the 2027 Provincial General Election.

- Support the Electoral Boundaries Commission.
- Implement new boundaries through the drawing of voting areas, developing new map products, and redistributing addresses into the new boundaries. Develop systems and processes to efficiently and effectively complete this work within tight timelines.
- Maintain systems and processes for both sets of boundaries (current and new). Be prepared to deliver electoral events and support political participants prior to 2027 under the current boundaries, while readying systems to transition to the new boundaries upon the issuance of the writ for the 2027 Provincial General Election.

Objective 3:

Prepare for and deliver the 2027 Provincial General Election.

- Determine what resources, vendor services, and supplies are necessary to deliver the next Provincial General Election and enter into agreements to obtain the necessary supplies and services.
- Engage with school boards, facility owners, municipalities, First Nations, Métis Settlements, supportive living, long-term care, hospitals, shelters, and community support centres to provide Albertans with convenient, accessible voting places and voting opportunities.
- Hire, retain and train returning office staff and election officers for the 2027 Provincial General Election.

OUR GOALS

ENHANCE SERVICES FOR ELECTORS, ELECTION OFFICERS AND POLITICAL PARTICIPANTS

Objective 1:

Pursue the expansion of flexible voting options considering the needs of all electors.

- Make recommendations for legislative change that would expand voting options, considering the needs of all electors, removing barriers to voting, and adding flexibility to enable voting services to continue to be offered during emergencies such as fire or flood.
- Work with Returning Officers to expand the availability and accessibility of advance, election day and mobile voting.
- Expand the services available in the returning office for electors voting by special ballot.

Objective 2:

Enhance the services and supports available for election officers.

- Expand the services available for election officer's post-election to answer work and payment related questions.
- Review training and resource materials for election officers and continue to improve and enhance our offerings.
- Support election officers through the temporary work process, from hiring, training, completing their work assignments to payment and termination.

Objective 3:

Enhance the services and information available for political participants.

- Review the information and resources available to political participants and continue to enhance our offerings.
- Enhance the information available for potential candidates to encourage participation and an understanding of electoral processes.
- Support political participants in achieving compliance with legislation.

Objective 4:

Learn from elections in other jurisdictions and mid-cycle electoral events and activities to prepare for the next Provincial General Election.

- Identify opportunities for enhancements in our services that can be implemented or trialed in mid-cycle electoral events.
- Track the effectiveness of enhanced services and determine appropriateness for implementation in the 2027 Provincial General Election.
- Learn from other election management bodies by participating in election observation programs, collaborating on topics of common interest through the Secretariat for Electoral Coordination committees, and working with academic institutions to complete research and jurisdictional analysis.

OUR GOALS

BUILD TRUST IN THE DEMOCRATIC PROCESS

Objective 1:

Keep Albertans informed and engaged in the electoral process.

- Develop a communications plan for all stages of the electoral cycle, emphasizing transparency within legislative limits, combating misinformation and disinformation, and creating safe spaces for public discourse.
- Develop and implement a social media strategy, increasing engagement outside of electoral events, providing timely information and promoting Elections Alberta as a source of truth during electoral events.
- Coordinate with media partners to provide effective and timely access to information and resources on electoral events and financial disclosure.
- Review opportunities to enhance and improve public information available on the website, printed and electronic guides, and advertising.
- Build and maintain ongoing relationships with social media, police, and enforcement organizations to enable effective responses to the spread of misinformation/disinformation and non-compliant activities during electoral events.

Objective 2:

Engage with Albertans to identify barriers to voting and implement solutions to encourage participation.

- Provide opportunities for Albertans to provide feedback on barriers to voting and the strategies that are important to them to encourage participation.
- Develop and implement an outreach strategy, considering the viewpoints and needs of electors including those with disabilities, Indigenous electors, military, cultural groups, new Canadians, incarcerated electors, youth, rural and urban voters.
- Build and maintain relationships with key participant groups by increasing participation in community events, providing information about the voting process, and engaging with Albertans to receive continual feedback.

Objective 3:

Be accessible to the public, providing avenues for interested citizens to submit complaints, receive information and engage in discussion with election staff on election processes and procedures.

- Continue to provide personalized services to all individuals requesting information from Elections Alberta via phone, email or in person.
- Develop videos and written materials to explain common processes and questions and promote these during electoral events.
- Provide training and information to our front desk and call centre staff so they can provide fulsome answers to the public regarding their questions.
- Provide information on the types of complaints within our jurisdiction to investigate.
- Provide timely responses and outcomes to complainants and where legislation allows, public disclosure.

OUR GOALS

CREATE AN ENVIRONMENT
FOR EMPLOYEE SUCCESS

Objective 1:

Create an Environment for Employee Success

- Work with Alberta Infrastructure to acquire sufficient secure warehouse space to prepare for and deliver electoral events.
- Work with Alberta Infrastructure to acquire sufficient office, meeting and washroom space for permanent and temporary election staff.

Objective 2:

Develop our leadership team, providing them the capacity to support our workforce in delivering effective, non-partisan election services.

- Expand our recruitment, training and support processes to expand the capacity and knowledge of Site Supervisors in the voting place.
- Further develop the capacity of Returning Offices and their staff in providing elector services, identifying and resolving concerns, and delivering timely results.
- Enhance the supports and training available to the Elections Alberta leadership team to increase our resiliency, team collaboration, project management and staff engagement.

Objective 3:

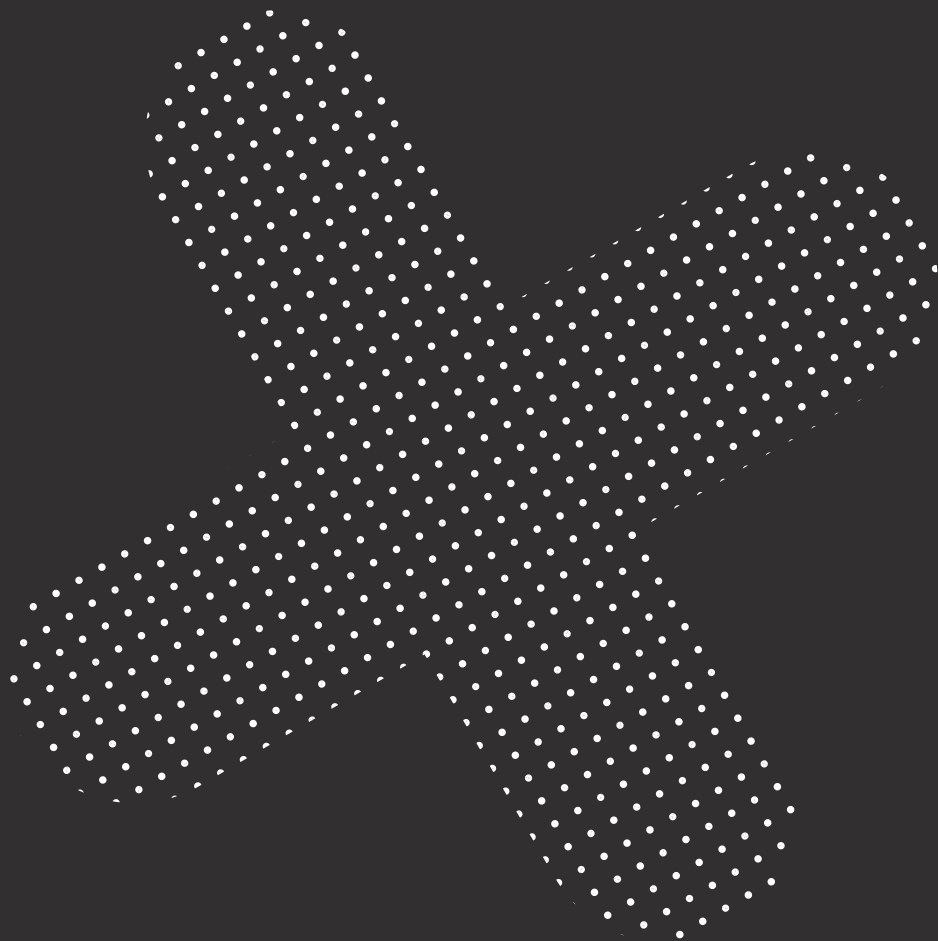
Promote a culture where staff thrive and are encouraged to showcase their abilities and talents.

- Implement an Occupational Health and Safety Program at all levels of the organization.
- Identify and implement options to address the challenges faced by election officers, returning office staff and Elections Alberta employees working extremely long hours on voting days and throughout the election cycle.
- Retain and train sufficient alternate staff to replace workers in the returning office or voting place that are unable or unwilling to continue in their roles.
- Improve internal communication to amplify employee awareness and identification with shared objectives.
- Retain key election knowledge in the organization through enhanced process documentation and implementation of a Staff Satisfaction and Engagement Strategy.

PERFORMANCE MEASUREMENT

This document outlines Elections Alberta’s renewed vision, mission, mandate, and goals. It will guide the organization through the next four years and the successful administration of the next election. More information, including performance measures, will be published in Elections Alberta’s annual reports.

“Elections Alberta is committed to inspiring trust and participation in Alberta’s democracy through inclusive, fair, and impartial electoral processes.”





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