



ELECTIONS ALBERTA

BUSINESS PLAN 2020 – 2024

November 25, 2019

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Vision

Albertans have confidence in an easily accessible electoral process.

Mission

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

Mandate

Elections Alberta's mandate is to:

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

Stakeholders

Elections Alberta has several key stakeholders:

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

Core Lines of Service

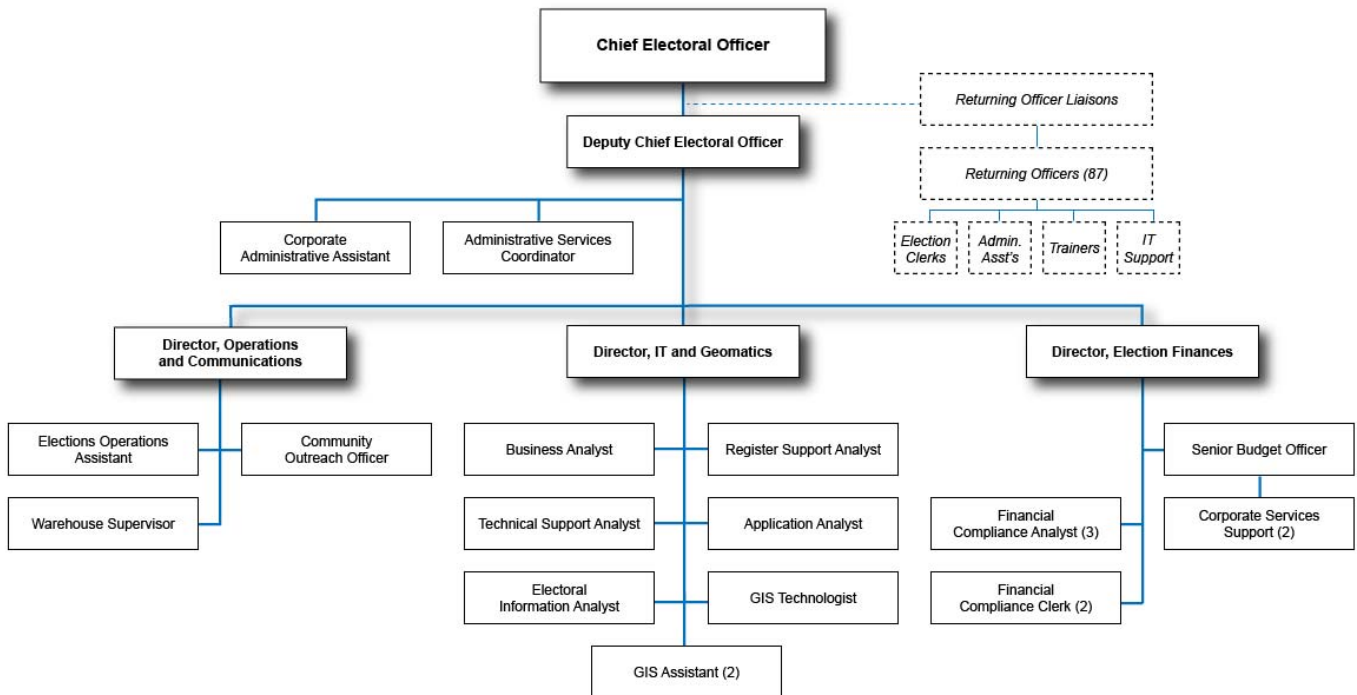
Elections Alberta operates the following five core lines of service:

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 to find 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.

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 accessibility 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 services

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 and the *Senate Election Act*.
- b) Expand 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:

- a) Fall 2019 – Spring 2020
 - i. Work with Alberta Justice to draft legislative amendments based on CEO recommendations

- b) Spring 2020
 - i. Legislative amendments introduced and passed in the Legislature

2) Senate Election

Timelines:

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

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

3) Proposed Recall Legislation

Timelines:

- a) Fall 2020
 - i. Prepare forms, materials, and processes for any recall petitions that may be submitted after October 16, 2020

- b) October 16, 2020 – September 1, 2022
 - i. Eligible time period for recall applications to be submitted

4) Recruitment

Timelines:

- a) June 2021 – December 2021
 - i. Recruitment for Returning Officers and Election Clerks

- b) June 2022 – November 2022
 - i. Recruitment for Administrative Assistants, Trainers, and IT Support Staff

5) Map and List Review

Timelines:

- a) July 2020 – June 2021
 - i. Elections Alberta to complete draft polling subdivision boundaries
- b) October 2021 – June 2022
 - i. Returning Officers to finalize polling sub-division (PSD) redistribution and address review process

6) Targeted Enumeration

Timelines:

- a) September 2022
 - i. Provincial mail-out of register to vote information
 - ii. Telephone, online, community kiosk, and mail-based options available for electors to register to vote
- b) October 1 – 8, 2022
 - i. Targeted door-to-door enumeration visits

7) Provincial General Election (PGE)

Timelines:

- a) February 1, 2023
 - i. Returning Offices to be set up and accessible to candidates
 - ii. Campaign period commences
- b) March 1, 2023 – May 31, 2023
 - i. Fixed election period

8) Finance Systems Development

Timelines:

- a) March 31, 2020
 - i. Online Financial System (OFS)
 - Electronic submission and sign-off of Financial Statements for Constituency Associations
 - Electronic submission and sign-off of 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 of Financial Statements for Nomination Contestants, Candidates, and Leadership Contestants
 - Electronic submission and sign-off of 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

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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Establish RO offices to support stakeholders through the fixed election period • Conduct and manage the Provincial General Election • Ensure by-election readiness • Identify opportunities to test processes and equipment 	<ul style="list-style-type: none"> • Complete a post-election voter survey • Receive and restock election materials from the 87 Returning Officer offices • Assess 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 and submit to the Legislature • 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.

2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • Identify existing infrastructure and processes that can be leveraged for the 2021 Senate Election • 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 • Document all event activities • Develop infrastructure, forms, and materials • Develop public communication materials • Order and receive supplies in the warehouse 	<ul style="list-style-type: none"> • 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 event • Complete post-event review and assessment • Complete report on the Senate Election and submit to the legislature • Provide recommendations for legislative change 	<ul style="list-style-type: none"> • Work with Alberta Justice on any recommended amendments 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Update forms and materials • Seek feedback from political participants on accessibility and usability of updated materials • Develop system for sharing information with political participants 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 opportunity accessibility 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Conduct 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 information sessions with supportive living and long-term care homes, emergency shelters, and community support center operators - on mobile poll 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 Elections Alberta website 	<ul style="list-style-type: none"> • Develop electoral division maps with polling place locations • Include accessibility information in “Where to Vote” application, polling place ads, and on “Where to Vote” cards • Complete local engagement with 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 	<ul style="list-style-type: none"> • Assess polling subdivision boundaries • Assess 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
<ul style="list-style-type: none"> • 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 • Determine and implement changes to staff and poll entry modules in the election management system to align with modernization activities 	<ul style="list-style-type: none"> • Implement 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 	<ul style="list-style-type: none"> • 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 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 system for centralized issuance and acceptance of Special Ballots 	<ul style="list-style-type: none"> • Assess effectiveness of IT services • Analyze IT resource response time • Assess business continuity of IT systems • Assess effectiveness of hardware provided to Returning Officers • Review comments from Returning Officers surveys

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
<ul style="list-style-type: none"> • 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 • Conduct a proof of concept of an integrated address register • 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 	<ul style="list-style-type: none"> • 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 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 	<ul style="list-style-type: none"> • 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) • Conduct a mail-based enumeration and targeted door-to-door enumeration • Process data collected through enumeration activities • Pilot voter registration activities in community locations • Maintain a complete, current, and accurate Register of Electors 	<ul style="list-style-type: none"> • 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 finance activities

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

2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • Maintain ease-of-access to guidance for political contributors on the eligibility and limits prescribed in the <i>Election Finances and Contributions Disclosure Act</i> (EFCDA) • Maintain ease-of-access to guidance for political participants on EFCDA rules and Elections Alberta policies regarding re registration, financial reporting, and disclosure • Deliver on-demand training to political participants on legislation and the reporting functions of the Online Financial System (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 	<ul style="list-style-type: none"> • 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 re 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 	<ul style="list-style-type: none"> • 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 re 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 	<ul style="list-style-type: none"> • 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 re 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 finance 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Expand the capability of OFS to allow all political participants to submit and sign-off their annual and campaign financial 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 finance activities

C. Deliver efficient and cost-effective corporate services

2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • Complete the conversion of corporate accounting systems to the Alberta Government’s new ERP (1GX) solution • Strengthen our financial controls and accountability systems: <ul style="list-style-type: none"> ○ build tools to provide senior management with monthly year-to-date expenses (actual) and fiscal year forecasts vs. budget ○ formalize processes to ensure expenses align with budget and significant variances are explained on a timely basis • Improve processing of election worker costs to: <ul style="list-style-type: none"> ○ 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.) 	<ul style="list-style-type: none"> • Enhance the integration of ancillary financial systems with the Alberta Government’s ERP (1GX) solution • Strengthen our financial controls and accountability systems: <ul style="list-style-type: none"> ○ refine tools to provide senior management with monthly year-to-date expenses (actual) and fiscal year forecasts vs. budget ○ 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.) 	<ul style="list-style-type: none"> • 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.) 	<ul style="list-style-type: none"> • 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 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 and Recall Act

2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • 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 • Develop a media kit for key information for the election • Deliver advertising campaign for register to vote and the election 	<ul style="list-style-type: none"> • 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 • Conduct post-election survey/questionnaire to assess effectiveness of 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
<ul style="list-style-type: none"> • 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 in the community that can be provided on an ongoing basis (maps, digital literacy, resource materials, information sessions, election toolkits, translated information, etc.) 	<ul style="list-style-type: none"> • 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 • Provide materials to community agencies • Contract with partners to deliver Student Vote, Democracy Boot Camps, or other events 	<ul style="list-style-type: none"> • Identify potential partners and develop contacts • Provide information sessions • Participate in community events • Provide information and resources to partner agencies/organizations • Assess usefulness of resources and materials • Prepare community contacts for 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 	<ul style="list-style-type: none"> • Conduct sessions to collect feedback on information distribution • Participate in community events • Provide information and resources to partner agencies/organizations • Conduct post-election survey of partners; evaluate partnership initiatives

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

C. Expand educational outreach

2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Update Building Future Voters website • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Identify and document enhancements to existing programs based on best practices identified • Work with high schools to create a “Work the Polls” program 	<ul style="list-style-type: none"> • Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Promote revised Building Future Voters and other educational programs • Review/update Building Future Voters as needed • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Partner with CIVIX to deliver Student Vote Program throughout Alberta • Deliver the “Work the Polls” program for high school students 	<ul style="list-style-type: none"> • Partner with schools, post-secondary organizations, libraries, Elections Canada, and the Cities of Calgary and Edmonton • Promote Building Future Voters and other educational programs • Obtain Building Future Voters assessment from teachers and assess results/concerns raised • Review/update Building Future Voters, as needed • 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
<ul style="list-style-type: none"> • Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cyber security monitoring • Complete ongoing research and implementation of best practices for cyber security • Identify opportunities to improve reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency associations use of list of electors complies with access and disclosure guidelines 	<ul style="list-style-type: none"> • Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cyber security monitoring • Complete ongoing research and implementation of best practices for cyber security • Identify opportunities to improve reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency associations use of list of electors complies with access and disclosure guidelines 	<ul style="list-style-type: none"> • Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cyber security monitoring • Complete ongoing research and implementation of best practices for cyber security • Collaborate with social media companies to ensure integrity of election communications on those channels • Complete media demonstration events to communicate new changes in the election process or systems used • Host session with political parties on cyber security • Implement enhancements to ensure reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party, constituency associations and candidates use of list of electors complies with access and disclosure guidelines 	<ul style="list-style-type: none"> • Perform annual audit on data security to ensure safeguards; communicate with data sharing partners • Maintain ongoing cyber security monitoring • Complete ongoing research and implementation of best practices for cyber security • Review reliability of online applications • Stress independence and non-partisanship in all communications • Ensure party and constituency use of 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 (<i>measured by survey following a General Election</i>)	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 (<i>advance, special, and mobile polls</i>)	43% usage	2019 General Election: 39.13% usage
3. Timely reporting of unofficial results after polls close	4 hours for complete reporting	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	2019 General Election: 79.3% satisfaction
5. Election Officer retention (<i>measured by survey following a General Election</i>)	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%	New Measure

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.

Performance Measure	Goal/Expected Results	Actual Results
1. Satisfaction of municipality returning officers with information available and training provided	85% satisfaction	New Measure
2. Senate candidates provided with information and materials regarding the process	100%	New Measure

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 to procedures and processes for the 2019 PGE. Five political parties were represented at the meeting.
2. Political parties accessing online web portal for information	50%	2019 General Election: 38%

Goal 2: Increase services and accessibility for stakeholders

B. Review and improve polling place and voting opportunities accessibility 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 (<i>measured by survey following a General Election</i>)	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	2019 General Election: 96% accessible
3. Mobile poll locations provided to supportive living, treatment facilities, emergency shelters and community support centres	650 locations	2019 General Election: 625 locations
4. First Nations and Metis Communities are provided with requested voting opportunities	100% contacted to provide voting options; 80% of communities provided with a poll in their community	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 (up to October 31): 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 Canadian Census and by Alberta Treasury Board and Finance, when considering elector eligibility	85% eligible	2018 Provincial Enumeration: 84.44% eligible
2. Percentage of electors that register at a polling place to vote	13% registered	2019 General Election: 12.26% 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
4. Use of online voter registration	12,000 registrations per non-election years; 50,000 registrations per election year	2019 (up to October 31): 83,077 registrations
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 (up to October 31, excluding election period): 60% processed; 2019 General Election period: 63% processed.
6. Voter registration events/kiosks piloted in various community locations	3 per year	New Measure
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%	New Measure

Goal 3: Provide effective oversight of electoral finance 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).
2. Publish copies of political participant financial submissions on our website on a timely basis	100% of received submissions posted within 5 business 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
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 filing deadline	2018/2019 - 100% (excludes nomination contestants to be reported in 2019-20 as their individual deadlines spanned year-end)

Performance Measure	Goal/Expected Results	Actual Results
<p>4. Political participants meet EFCDA filing deadlines</p>	<p>95% met filing deadlines</p>	<p>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%) Total 695 of 709 (98%) met filing deadlines</p>

Performance Measure	Goal/Expected Results	Actual Results
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)	New Measure
6. Annual performance expectations established and performance appraisals completed	100% completed	New Measure

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* and *Recall Act*.

Performance Measure	Goal/Expected Results	Actual Results
1. Recall of Elections Alberta communication (<i>measured by survey following a General Election</i>)	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 (up to October 31): 6 events completed

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/anticipated

C. Expand educational outreach.

Performance Measure	Goal/Expected Results	Actual Results
1. Develop and deliver outreach presentations	50 sessions per year	2019/2020: 52 sessions completed/anticipated
2. Distribute Building Future Voters resources	1750 copies distributed per year (hard copy or online download)	2019 (up to October 31): 2038 copies

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 <i>(measured by survey following a General Election)</i>	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