



# **Elections Nova Scotia Strategic Plan 2018-2023**



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# A Message from the Chief Electoral Officer

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May 2018

Elections Nova Scotia (ENS) is facing a unique set of challenges over the next five years.

While our next business cycle will be challenging, it also presents opportunity. We will have the chance to apply lessons learned from the 40<sup>th</sup> Provincial General Election (PGE) held on May 30, 2017. We will also have an opportunity to adopt and implement recent technology applications in elections, best practices in planning, and event management that will improve the way we work with and provide services to our stakeholders.

Our legislative landscape could change significantly over the next year. In my reports to the members of the Legislative Assembly, I have made recommendations for legislative change with respect to the use of technology at early voting opportunities, streamlining a number of processes, recognizing court decisions from across the country, and reducing voter confusion when a candidate either withdraws or loses their party's endorsement.

In response to Nova Scotia's Court of Appeal ruling that the process imposed on the 2012 boundaries commission was unconstitutional, Minister MacLellan introduced Bill 99 to amend the *House of Assembly Act* to set mandatory terms of reference to guide future electoral boundaries commissions in drawing proposals for the evolving electoral map in Nova Scotia. Premier McNeil has committed to a striking a boundaries commission in 2018-19 rather than 2022. This could trigger the release of our current returning officers and their replacement through a merit-based process before, rather than after, the 41<sup>st</sup> PGE.

Wherever there are high levels of challenge and opportunity, there are also associated risks. For us to be successful we will need to balance selecting the right strategies to achieve our goals

while at the same time, being mindful of the inherent exposure to risk. Our plan will help us achieve this balance, and guide our direction through the next general election. The ENS plan reflects a conscious decision by senior management on what is important to us, what we need to do, and how we will measure success.

The plan as presented includes all the work envisioned for the next five years. Whether we are working on an event, a project, or carrying out day-to-day operational activities, we should be able to clearly demonstrate how our efforts are aligned with achieving the five goals we identify. Our plan will be an equally important reference for our stakeholders, and new staff and contractors that will be hired as we ramp up our work teams.

Our plan reflects our best thinking at the current time. To the extent that the decisions rest with us, we are committed to implementing our plan, and measuring our progress to ensure we deliver results on time and within budget and not stray off course. At a minimum, we will review our strategic plan annually to assess whether our choices are still the best ones for our operating environment.

It is my sincere belief that by following this plan we will fully meet the challenges presented through the next provincial general election and achieve new levels of success as expected of leaders in electoral administration.



Richard Temporale  
Chief Electoral Officer



# Introduction

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This plan includes ENS's vision, mission, mandate and goal statements, performance measures, a situational analysis, identification of key priorities, and an organizational strategy map for the next business cycle. The plan then describes how each priority will be delivered through the next five years. The plan is intended to provide more detailed annual, event and project planning. The plan will be updated as necessary throughout this next business cycle.



# Our Organization

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## Vision

Our vision reflects how we perceive ourselves and answers the question, “What do we want to become?” Our vision also translates into how we would like to be viewed by stakeholders and partners.

Our vision statement is intended to motivate us in our actions and to set a standard for us to pursue.

### **The vision of Elections Nova Scotia is:**

*Trusted by all Nova Scotians to excel in the delivery of fair and inclusive elections.*

This means we:

- want the Nova Scotia public to see us as a trusted agency – that we deliver fair elections
- are trusted by all stakeholders, i.e., voters, candidates, campaign teams, and registered parties to run fair and unbiased electoral events
- are looking forward and leading the way to excel as we deliver electoral events
- are sensitive to the inclusion of all Nova Scotia electors



## Mission

Our mission is “what we do”; it is the business of ENS. It is why we exist as an independent agency and receive public funding. It identifies who we serve, and how.

### **The mission of Elections Nova Scotia is:**

*To serve democracy by delivering provincial elections impartially and professionally.*

This means we:

- work to “make real” the democratic rights of Nova Scotians through elections and other electoral events
- ensure voters have access to information on the electoral process, to registration and voting opportunities, and that barriers to participation are minimized
- create an environment where voters and those involved in contesting elections have confidence in the delivery of an electoral process that is fair, impartial, and free from political interference

## Mandate

Our mandate is the authority that we are given to perform our work and deliver our mission. Our mandate is laid down in provincial law.

### **The mandate of Elections Nova Scotia is:**

- *conduct provincial general elections, by-elections and liquor plebiscites*
- *ensure compliance with provincial electoral law including the political financing regime*
- *establish and maintain election-related information, including the Nova Scotia Register of Electors*
- *seek advice and conduct studies related to electoral processes and the current electoral finance regime*
- *conduct electoral education programs*

## Values

Corporate values are concepts that are very important to the way ENS works. They serve to guide how we carry out day-to-day operations, and how we make management decisions.

### **The corporate values of Elections Nova Scotia are:**

- *Accountability*
- *Collaboration*
- *Inclusivity*
- *Integrity (includes trustworthiness, professionalism, respect, fairness, and objectivity)*
- *Transparency*

By staying true to these corporate values, we will achieve the trust of our stakeholders.





# Organizational Goals

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Through the planning process, ENS has identified five key organizational goals. Each goal represents a high-level result that we want to achieve in fulfilling our vision, mission, and mandate. Goals add focus to our mission by identifying what we hope to achieve over the long term. To be effective, each goal must be clear, understandable, and measurable.

Effectively measuring progress and performance as the plan is being implemented is very important. We need to have systems in place, so we can both evaluate our success in reaching the goals outlined in this plan, as well as ensure we are maintaining progress as we deliver the detailed event and project plans that will follow. We will review the measures established in this plan each calendar year, or as required by changes in our environment and circumstances, to ensure that they remain relevant and we will report regularly on our progress against these measures.

## **Goal 1 • To conduct quality, cost effective, accessible elections**

This goal flows directly from our mission statement and our mandate. It structures how we prepare for and administer each electoral event. ENS must always maintain readiness to deliver both scheduled and on-demand events. This goal recognizes that our electoral process must be inclusive and accessible to those that it serves.

It includes outreach and electoral education activities for electors and other core stakeholders, as well as the continuous improvement of our services to meet evolving needs in a cost-efficient manner.

This goal includes all activities to ensure every returning office, voting location, and staff member is equipped and ready to deliver fair and non-partisan elections. This includes developing and disseminating clear and concise materials in a timely way

to all staff and political parties and candidates, and providing appropriate training.

## Measures

ENS will:

- measure quality through a post-election (or post-by-election) audit/observation program expanding on the audit of the 39<sup>th</sup> PGE
- budget the 41<sup>st</sup> PGE to cost the same as the 40<sup>th</sup> PGE in CPI adjusted dollars and measure cost effectiveness against this decision
- set specific, measurable objectives for training, communications and other elements of event delivery and assess performance against predetermined criteria
- meet accessibility objectives by
  - ensuring that 98% of registered electors are within a 15 minute drive of their election day voting place,
  - ensuring that election day voting locations meet our accessible criteria for electors with physical disabilities,
  - expanding voting and employment opportunities for electors with disabilities at returning offices and where practicable, in polling locations,
  - working with disability communities to maximize our polling location levels of accessibility

## Goal 2 • To create and provide quality electoral information

This goal includes producing timely and quality electoral information, developing and maintaining authority, policy and legislative frameworks, maintaining a sound infrastructure that meets our needs, and planning and performing our work using a structure planning framework.

One of our key tasks is maintaining and updating election-related data, including the Nova Scotia Register of Electors, which is our list of eligible Nova Scotia residents who register to vote.

Electors included on this list will be sent voter information, usually by mail, during the election telling them who their local candidates are, and various options available to them as to where and when they can vote.

## Measures

ENS will:

- determine the Register of Electors coverage
- conduct qualitative research on the reading grade level of our publicly shared information and the effectiveness of information materials
- report on these measures annually in internally produced reports such as the CEO's Annual Report and the Political Contributions Regime Annual Report

### **Goal 3 • To engage and educate stakeholders in all aspects of the electoral process**

We are mandated to conduct voter education and information programs. We want to make sure that the electorate and other stakeholders have what they need to understand when, where, how they can vote and who can vote.

The stakeholders include electors of Nova Scotia, registered political parties, candidates, Electoral District Associations (EDAs), third parties and staff of Elections Nova Scotia. Engagement of these groups is key to attaining strategic success for ENS.

#### Measure

ENS will:

- set targets and measure participation of educators and other stakeholders in ENS programs

### **Goal 4 • To assist, seek, and enforce compliance with the *Elections Act***

The executive teams of registered parties, EDAs, and third parties as well as candidates, are required to comply with various sections of the *Elections Act* that deal with advertising, electoral finance, registration of political parties, and audited disclosure of contributions and spending, etc. Handbooks, videos, training sessions, and focus group input have proved to be valuable to the participants in the electoral process. Effective review, legislation, and communications inform ENS in its responsibility to provide a framework for compliance.

We disseminate clear interpretations of the requisite parts of the *Act*, as well as assist various electoral stakeholders to prepare their financial statements and returns, as required.

ENS calculates and disperses funds to registered parties and candidates pursuant to the *Act*, as well as, works closely with the official agents of the registered parties and has provided training reference material for the official agents of candidates.

### **Measure**

ENS will:

- measure the number of breaches that result in Compliance Agreements; ENS will report on failures to comply with annual reporting requirements by registered parties and EDAs; the targets for the 2018-19 and 2019-20 fiscal years and for the 41<sup>st</sup> PGE are to have no compliance breaches or failures
- measure the compliance of electoral finance stakeholders in meeting filing deadlines; ENS will report on the meeting of filing deadlines through the annual reports

## **Goal 5 • To continuously develop individual and organizational effectiveness**

This goal flows directly from our vision, recognizing that to be leaders, we must also lead internally through staff development and the use of best practices. It emphasizes the value that we have placed on our learning culture and supports the importance of professional development at ENS.

We are mindful of the need to develop individual and organizational effectiveness, and to that end, some projects are specifically developed to help us achieve this goal.

### **Measure**

ENS will:

- develop a Learning Index and measure performance through the index as an aggregate measure; the Learning Index is an aggregate measure of organizational participation in internal and external learning opportunities, partnership projects and inter-jurisdictional cooperation

# Context

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Our plan recognizes, and is strongly influenced by, observations from; our last provincial general election, those observed in other jurisdictions across Canada, and the following environmental factors.

Through the 40<sup>th</sup> PGE, ENS reviewed and processed several forms and documents including the statement of polls, elector registrations, and rejected ballots. ENS reviewed processes and procedures, manuals, and training. ENS staff also met with returning officers, assistant returning officers, and returning officers at large, to obtain feedback and lessons learned and to hear their priorities.

ENS has met internally to develop lessons learned through the previous election and develop several key goals for the strategic planning cycle.

After the 40<sup>th</sup> PGE, ENS planned three reports: *Volume I: Statement of Votes & Statistics*; *Volume II: Report on the Conduct of the May 30, 2017 Provincial General Election and Recommendations for Legislative Change*; and, *Volume III: Financial Information & Statistics*. The first two reports have been released. The third report will be released in April and includes two additional recommendations for legislative change.

The recommendations that were included in both Volumes 2 and 3 have been discussed with the Election Commission and most were unanimously supported. Some of the major procedural changes include:

- develop processes to support candidate withdrawal or withdrawal of party support after the close of nominations
- facilitate voting only after the close of nominations
- provide internet voting for members of the Canadian Armed Forces stationed outside of the province
- report the number of declined ballots in the official results and ensure that electors may do that in secret

- streamline electoral processes by:
  - increasing the use of technology at early voting opportunities to improve the results reporting on election night
  - combining the role of presiding officer and deputy presiding officer
  - removing the redundant signature verification on write-in ballot applications
  - removing the requirement to have two witnesses at the ballot count
  - removing the requirement to request election workers from the parties that finished first or second in the previous election
  - removing the requirement to publish the Notice of Election and Grant of Poll in a newspaper
  - removing the prohibition on advertising within 60 meters of the voting location
  - removing the prohibition on the location of a campaign headquarters in relation to the returning office
  - providing the CEO the authority to pilot new initiatives in by-elections with unanimous support of the Election Commission
  - providing the CEO the authority to ensure electors are only on one Final List of Electors
  - making the reporting of "sex" optional by electors who are updating their registration
  - extend the deadline to report the destruction of the list of electors to 30 days after election day, and apply a daily fine of \$50 if the deadline is not met
  - permit tax receipts to be issued by official agents of registered candidates from writ day to election day
- following court decisions and legislative best practices
  - removing the candidate nomination deposit requirement
  - adding the requirement to provide a reason for a judicial recount
  - restricting voting until after nominations close
  - allowing the CEO to determine the number of electors in each polling division

All recommendations for legislative change will be submitted to the government for consideration of the members of the Legislative Assembly for the fall 2018 session.

# Challenges

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## Legislative Change Proposals

In the fall of 2018, ENS will seek legislative change affecting many areas of electoral event administration based on the CEO's recommendations from the 40<sup>th</sup> PGE.

Once the changes are presented to government and introduced by the Minister of Justice to the members of the Assembly in the form of a Bill, support of the changes included is not guaranteed and consequently, there is risk that the introduction of the changes requested may be delayed and or modified. This uncertainty is beyond our control and adds to the risks of planning and implementing the proposed changes.

## Boundary Commission

In April 2017, an Order in Council established the Commission on Effective Electoral Representation of Acadian and African Nova Scotians to develop recommendations for government on what effective representation could mean for Acadian and African Nova Scotians. The Terms and References from the OIC also stated the government will take "all steps necessary to establish terms of reference for and appointment of an Electoral Boundary Commission by January 31, 2018."

The commission's comprehensive report included recommendations for significant changes to the boundary review process, and in order to be implemented, requires legislative change and cooperation to gain consensus on the terms and conditions of a new Boundary Commission. Bill 99, a bill to amend the *House of Assembly Act* and enact the recommendations of the Commission on Effective Electoral Representation of Acadian and African Nova Scotians received Royal Assent on April 18, 2018.

The initiation of a Boundaries Commission three to four years earlier than the ten-year timeframe will be challenging for ENS in the following ways:

- Providing arm’s length technical support to the Boundary Commission;
- Recruiting and training returning officers through a merit based hiring program; and
- Implementing new electoral district boundaries and altering polling divisions as necessary in advance of the 41<sup>st</sup> PGE instead of after it.

## **Organizational and Personnel Change**

It is possible that one or more members of the senior leadership team will retire before the 41<sup>st</sup> PGE. In addition, we anticipate a minimum of three vacancies in the organization this calendar year as staff who worked in the 40<sup>th</sup> PGE retire or pursue new positions within government.

Based on the strategic review of the organization, the leadership team will undertake a review of the agency’s structure and the responsibilities of existing positions.

## **Move from 7037 Mumford Road**

The lease for ENS’s current office and warehouse expires at the end of December 2019. Planning and executing a move will require significant resources to complete and impact the organization as it nears its first election readiness target date of April 1, 2020.

## **Economic upheaval and uncertainty**

In recognition of the government’s focus on fiscal restraint to reduce the provincial deficit, ENS will continue to be diligent in meeting its administrative spending requirements and legislated requirement for registered party public funding. Unlike the typical governmental department’s spending, it is the nature of the election business that service delivery and election readiness spending patterns, while planned, traditionally tend to increase significantly in the years immediately preceding an anticipated



general election. During this planning cycle, ENS is containing its extra-ordinary spending to one fiscal year. An additional funding requirement of \$500,000 has been estimated in our 2019/20 budget to meet election readiness needs. This estimate will be updated as project plans are carefully reviewed before the 2019/20 fiscal year.

Funding constraints mean ENS must balance the prospect of more work for existing staff, spending on improvements to current systems and the broader introduction of technology in the electoral process, increasing public expectations in terms of access, information, service and cyber security. ENS will explore avenues to overcome these challenges through increased collaboration and partnering with other electoral jurisdictions.

## Changing Demographics

Nova Scotia's population, while growing slowly and getting older, is moving away from rural settings. The median age is now 44 years. An aging population will affect ENS in many ways, including providing better access to polls and streamlining the voting experience for an increasing number of aging voters, providing better training on the use of technology to aging "traditional" election workers, and adapting our traditional means of communicating with both younger and older electors.

ENS will have to ensure that it changes to meet the demographic trends, including adjusting our election worker recruitment and selection model, ensuring voting accessibility and continued outreach to the expanding diversity of ethnic communities in Nova Scotia.

From the perspective of effects on the electorate, these looming changes are informing our continued focus on enabling voters to cast their ballots independently and privately as it is convenient to them and ensuring barrier-free access to voting for an aging population. As noted in the ENS reports on both the 39<sup>th</sup> and 40<sup>th</sup> PGEs, with one in five declaring a disability Nova Scotia has the highest rate of disability in Canada.



## Improve Consistency and Quality

The observations of ENS include significant opportunities and areas for improvement, some which are:

### **Election Officer Training**

inconsistently offered and delivered from one electoral district to another

### **Voting**

involved a significant number of election officers not following required procedures as trained and not being provided adequate supervision or oversight to address issues as they occur

### **Ballot Counting**

inconsistent use of prescribed procedures from one location to another, and between ballot counting teams at the same voting location

### **Vote Results Tabulation**

frequently, the statement of poll form lacked adequate quality controls to ensure completeness and accuracy at the time polling staff completed them



# Delivering on Our Goals

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In the absence of fixed date election legislation, ENS must be election ready by April 1, 2020, a date 34 months into the current mandate that takes into consideration historical trends.

The key initiatives to reach ENS's first election readiness target have been broken down into: "Year 1 – planning and preparation", "Year 2 – towards election readiness", and infrastructure initiatives.

- "Year 1 – planning and preparation" covers projects that have started or will start in the current year and will be completed on or before March 31, 2019
- "Year 2 – towards election readiness" are projects where the greatest effort is in the 2019-20 fiscal year, from April 1, 2019 through the election readiness target of April 1, 2020. Some of these initiatives will begin with research and work in the current fiscal year and are essential to being able to deliver on our goals
- Infrastructure initiatives are organizational initiatives not directly linked to the delivery of a general election, but are key to meeting our mandate, maintaining a high quality register of electors, communicating clearly with all stakeholders and building ENS capacity by extending individual knowledge and ability through learning initiatives

In the following table, the goals listed in column 3 correspond with ENS's organizational goals outlined earlier. All Year 1 and Year 2 projects listed are essential to goal 1, the delivery of quality cost effective and accessible elections. They may also deliver on other goals of the agency.

Worth noting are the projects listed for the period following the April 2020 election readiness target. The goal from that point forward is to maintain and or improve upon the election readiness achieved by the target date. The main challenge will be to refresh training for the existing filed staff and the typical replacement of

election officials lost through attrition and to selectively improve material, software or technology.

The high-level project descriptions that comprise this plan will be further detailed in project plans that will give us the means to implement. Quarterly planning sessions will provide regular linkage between this plan and the event readiness, project and operational activities.

### Year 1 – Planning and Preparation

| Initiative  | Description   | Goal |
|---|---|------|
| Election Readiness Team*                                      | Establish the Election Readiness Team to track, report, and mitigate risk of election readiness activities.   | 1    |
| Update Legislation*   | Prepare legislative change proposals based on the CEO recommendations in Volumes 2 and 3. Meet with registered parties and caucuses with Election Commission members. | 5    |
| Overhaul manuals, handbooks, guides, forms, training material | Phase 1: Correct inconsistencies and inaccuracies within the printed material identified during the 40 <sup>th</sup> PGE.   | 1    |
| Establish RO Onboarding*                                      | Formalize introductory training for newly recruited returning officers as a result of natural attrition and boundaries redistribution.                                | 1    |
| Learning Management System                                    | Purchasing and implementation of an LMS system to allow tracking and reporting on LMS usage.  | 1    |
| RO Advisory Committee*  | Establish an RO Advisory Committee that enhances communication and information sharing between ENS HQ and ROs. Semi-annual meetings planned to start fall 2018.       | 3    |

| <b>Initiative</b>                         | <b>Description</b>   | <b>Goal</b> |
|---|--|-------------|
| Online Employment Application             | Implement an employment application to facilitate on-line applications for poll officials' positions during an election.   | 1           |
| Voting Location Planning                  | Part 1: Plan and prepare accessibility changes in EMS, make database changes, pilot returning office and voting location suitability inspections, prepare plan for RO meetings to review office and voting location site identification and inspections. | 1           |
| Returning Office and Cont. Poll Equipment | Part 1: Identify requirements, test, and prototype equipment used at returning offices or early voting locations.  | 1           |
| EMS Improvements                          | Lessons learned from 40 <sup>th</sup> PGE and RO debrief: e.g. list regeneration, menu structure, new reports, print List of Electors by location, improve polls open and reporting. New log-in and authentication process.                              | 1           |
| RFPs and Procurement                      | Prepare requirements, issue the RFP, and support plan based on 40 <sup>th</sup> PGE for VICs and IT equipment.   | 1           |
| EF - EMS Improvements*                    | Electoral Finance modules in EMS: election officer expense filing and upload to SAP, poll location rental lease, process to pay HQ election officers.  | 1           |

\* indicates a new initiative

 In red background indicates a training theme initiative

 In blue background indicates an outreach theme initiative



## Year 2 – Towards Election Readiness

| Initiative  | Description  | Goal |
|---|--|------|
| Early Voting eBallot & Auto Count*                            | Implement process improvements (combine PO & DPO, eliminate witness) and technology for use during early voting that allows electors to cast their vote on screen and tally results electronically with paper backup. Updates to EMS: elector voting/maintenance, add address from elector screen, ENR merge ballot boxes. | 1    |
| ePoll Books on Election Day*                                  | Pilot the use of ePoll Books in at least 2 EDs on Election Day, to manage the list and produce electronic strike-off data.   | 1    |
| eVoting for Military*   | Explore implementing online voting technology to provide greater access to voting opportunities to those serving abroad in the military. Requirements, RFP, integrate with EMS.  | 1    |
| Implement New ED Boundaries*                                  | Recruit new ROs, prepare maps and electoral district boundary sets, align PD boundaries, and support EDA changes.  | 1    |
| Leg. Change - EMS Improvements*                               | Implementation of EMS changes to support CEO recommendations.  | 1    |
| Overhaul manuals, handbooks, guides, forms, training material | Phase 2: Incorporate new process changes based on modernization initiatives and other relevant legislative change.   | 1    |
| Revamp training   | Implement more self-paced learning, and hands-on in class training.  | 1    |
| Update PD Boundaries  | Review and update PDs based on feedback from ROs, local members, and EDAs.   | 1    |

| <b>Initiative</b>   | <b>Description</b>   | <b>Goal</b> |
|---|--|-------------|
| Election Day Location Planning  | Work with ROs to plan all election day voting locations.   | 1           |
| Early Voting Location Planning  | Part 2: Work with ROs to plan all early voting locations including RO offices, advance polls, community polls, hospitals, universities, and NSCC campuses.   | 1           |
| Returning Office and Cont. Poll Equipment                               | Part 2: Tender, procure, prepare, and pack equipment   | 1           |
| Update EF Election Materials  | Review and update electoral finance handbooks, forms, videos for the 41 <sup>st</sup> PGE.   | 1           |
| Publication of Contributions*   | Create a reporting tool to publish financial contributions to parties, candidates, and EDAs. Publish on website.   | 4           |
| Auditors' Handbook  | Update the auditor's handbook to incorporate any legislative change and to further assist audits of parties, candidates and EDAs financial reports, when required.   | 2           |
| Partnering with Department of Education and Early Childhood Development | Leveraging the work from the 40 <sup>th</sup> PGE, work with the Department of Education and Early Childhood Development to devise and promote a youth engagement program for the 41 <sup>st</sup> PGE.                                | 3           |
| Partnering with Accessibility Groups                                    | Work with accessibility groups to promote new innovations that may make the voting process more accessible as well as build a recruitment plan that engages those with accessibility needs to work at the polls and returning offices. | 3           |

\* indicates a new initiative

 In red background indicates a training theme initiative

 In blue background indicates an outreach theme initiative

| <b>Initiative</b>             | <b>Description</b>  | <b>Goal</b> |
|-------------------------------|---|-------------|
| Partnering with First Nations | Leveraging the successes of the CRO Program from the 40 <sup>th</sup> PGE, continue to keep the lines of communication open with the various bands and Chiefs across the province with the goal of having a program for the 41 <sup>st</sup> PGE that serves First Nations as they feel they are best served. | 3           |

## **ENS Infrastructure**


| <b>Initiative</b>           | <b>Description</b>   | <b>Goal</b> |
|-----------------------------|--|-------------|
| Move ENS HQ*                | As the lease expires for 7037 Mumford Rd. at the end of 2019, work with TIR to find new location, and move HQ and warehouse.   | 5           |
| SharePoint*                 | Plan, train, and move to new SharePoint environment for better collaboration, workflow and communications.   | 5           |
| Organizational Review       | Update job descriptions and organizational responsibilities. Seek re-evaluation of job classifications where required.   | 5           |
| Letters to 18-year olds     | Letters sent to potential new electors found from school boards database. Send once per year for newly eligible electors. Updates to ROEMS (family matching, citizenship check), complete legal agreements, process responses. | 2           |
| Boundary Commission Support | Support a new boundaries commission if one is struck based on the report of the report of the Commission on Effective Electoral Representation of Acadian and African Nova Scotians.   | 3           |



| <b>Initiative</b>      | <b>Description</b>   | <b>Goal</b> |
|------------------------|--|-------------|
| RO Portal Enhancements | This initiative seeks to enhance the existing RO Portal from a user interface perspective as well as the information obtainable on the portal. Requirements to IT by March 2018. | 3           |
| CRM/Issue Tracking     | Extend the CRM database based on lessons learned from 40 <sup>th</sup> PGE. Use between elections.   | 5           |
| Website Review         | Improve usability. Update file hierarchy and organization. Review "Growing Great Citizens."  | 5           |
| Online Registration*   | Elector able to request to be added to the register or updated via ENS website.  | 2           |
| ROEMS Improvements     | EC address matching, redesign elector matching, school board student updates, RMV full database update, Street Sweeper incorporation, election worker ROE.                       | 2           |

\* indicates a new initiative

 In red background indicates a training theme initiative

 In blue background indicates an outreach theme initiative



## Resources and Capacity

This plan outlines the direction, objectives, and projects ENS must implement to achieve our organizational goals. Over the next five years we will increase our organizational capacity by hiring necessary temporary employees, growing the skills of those within the organization, as well as contracting with vendors for a wide range of supplies and services.

At this point in the planning cycle, many of the initiatives are in the conceptual planning phase, i.e., detail costs and resource requirement analysis have not been fully developed. It is possible, through further planning, that some of the initiatives may need to be either scaled back or increased.

ENS also recognizes that to realize this plan into the future, we will require additional resources and funding, in particular, in year two of the cycle listed above. It is in the 2019-20 fiscal year that technology will need to be purchased, online learning modules must be developed and deployed, and returning officers and their staff must be hired and trained. This period, and the period where election readiness must be maintained, requires the greatest investment.



# Appendix A

## Acronyms & Abbreviations

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|       |  |
|-------|--|
| AFR   | Annual financial report  |
| Comms | Communications and Policy (program area within ENS)                            |
| CEO   | Chief Electoral Officer,<br>also, an organizational unit within ENS            |
| CERL  | Canadian Elections Resource Library  |
| DRP   | Disaster recovery plan   |
| EC    | Election Commission  |
| ENS   | Elections Nova Scotia, Office of the Chief Electoral Officer<br>of Nova Scotia |
| ED    | Electoral district   |
| EF    | Elections Finance (program area within ENS)                                    |
| IT    | Information Technology (program area within ENS)                               |
| LT    | Leadership team, includes SLT  |
| Ops   | Electoral Operations (program area within ENS)                                 |
| PA    | Program area - organizational unit within ENS                                  |
| PGE   | Provincial General Election  |
| SLT   | Senior Leadership team   |
| PD    | Polling division   |

