ELECTIONS BC

A non-partisan Office of the Legislature

Service Plan

2011 / 12 - 2013 / 14

Service Plan

2011/12 - 2013/14

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A non-partisan Office of the Legislature

Table of contents

Message from the Acting Chief Electoral Officer

I am pleased to present Elections BC's Service Plan for 2011/12 – 2013/14 to the Legislative Assembly.

This plan describes the work, priorities and performance measures the office is committed to in the current and following two fiscal years.

Elections BC's work in the next three years is expected to be primarily event-driven, with an emphasis on by-election and general election readiness. On March 25, 2011, government announced its intent to hold a mail-based referendum on the HST on June 24, 2011, instead of an initiative vote on September 24, 2011. The first half of the 2011/12 fiscal year will be focused on the delivery of the referendum, as well as administration of and reporting on the four recall petitions issued in 2010/11. Looking ahead, the office's focus will shift to preparations and readiness activities for the next Provincial General Election. Elections BC will also prepare for a full enumeration by door-to-door visitation prior to the scheduled 2013 General Election by conducting a pilot project in 2012.

In addition to event-related activities, Elections BC will continue with projects that are underway to improve overall operations and efficiency, including a change of office locations that occurred in May 2011. Projects are also underway to maintain and update our information technology infrastructure, including the Electoral Information System and the new Electoral Geography System, which will replace the Integrated Digital Electoral Atlas.

The work identified and outlined in this plan will enable Elections BC to meet its goals and provide responsible, independent, non-partisan electoral administration to the province of British Columbia.

Craig James
Acting Chief Electoral Officer
British Columbia

The organization

Elections BC is an independent, non-partisan Office of the Legislature responsible for conducting provincial general elections, by-elections, referenda, initiative petitions and recall campaigns as detailed in provincial legislation.

VISION

To be leaders in electoral administration.

MISSION

To serve democracy in British Columbia through the fair and impartial administration of the provincial electoral process.

MANDATE

To administer the provincial electoral process in British Columbia in accordance with the *Election Act*, *Recall and Initiative Act, Referendum Act* and *Constitutional Amendment Approval Act*.

GOALS

1. Ensure ongoing support and enhancement of the electoral process.
2. Ensure effective and efficient administration of electoral events.
3. Provide an inclusive and accessible electoral process.
4. Be a learning organization that develops and shares best practices.

ELECTIONS BC'S CORPORATE VALUES

- Accountability
- Impartiality
- Independence
- Integrity
- Transparency

By staying true to these corporate values Elections BC will earn and maintain the trust of its clients and stakeholders.

Program areas

FOR OPERATIONAL PURPOSES, ELECTIONS BC IS DIVIDED INTO FIVE PROGRAM AREAS

- **Executive Services**

- **Electoral Finance and Corporate Administration**

- **Corporate Planning and Event Management**

- **Voter Registration and Boundaries**

- **Information Technology**

Executive Services

The Executive Services program area provides organizational leadership and is responsible for Orders and Regulations, partnerships, inter-jurisdictional liaison and collaboration and reporting to the Legislative Assembly.

Electoral Finance and Corporate Administration

The Electoral Finance and Corporate Administration program area is responsible for legislation, compliance, enforcement and investigations, political party and constituency association registration, campaign finance reporting, advertising sponsor registration and financial disclosure as well as conducting compliance reviews of political parties, constituency associations, candidates, advertising sponsors, leadership contestants and recall and initiative participants.

The program area is also responsible for corporate administration, warehouse services and human resource services for Elections BC's core group of 44 public service employees and more than 37,000 temporary staff and election officials during major electoral events.

Corporate Planning and Event Management

The Corporate Planning and Event Management program area is responsible for the effective and efficient planning and administration of provincial electoral events, including general elections, by-elections, referenda, recall and initiative petitions and initiative votes. This includes ensuring Elections BC is in a constant state of readiness for on-demand events, as well as leading the planning, preparation and administration of scheduled events.

Corporate Planning and Event Management manages Elections BC's District Electoral Officers, coordinates event support activities across other program areas and leads post-event reporting, evaluation and assessment.

Corporate Planning and Event Management is also responsible for the organization's strategic planning and development and maintenance of Elections BC's planning framework, risk management and performance measurement programs.

Additionally, the program area is responsible for communications and voter outreach, and public education programs regarding voter registration and the electoral process.

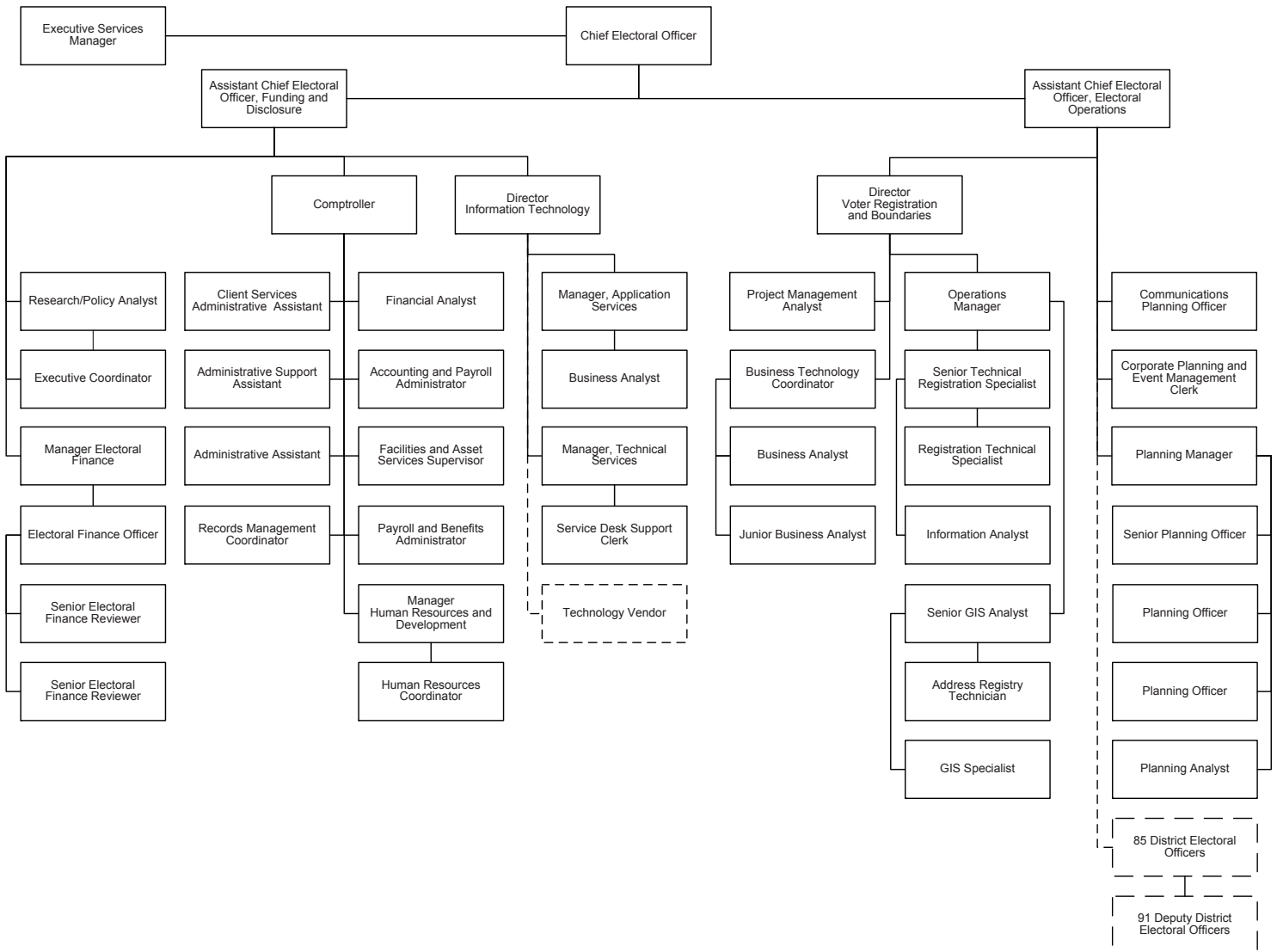## Voter Registration and Boundaries

Voter Registration and Boundaries is responsible for voter registration, including enumeration, management and maintenance of the provincial register of voters, maintenance of electoral district and voting area boundaries as well as the production of high-quality electoral data, reports, and other information services.

The Voter Registration and Boundaries program area is also responsible for providing a variety of products and reports necessary for the administration of electoral events including the provincial voters list, an address register, the Integrated Digital Electoral Atlas, electoral maps, street indexes and the Location Index, and reports regarding the quality of the voters list.

Information Technology

The Information Technology (IT) program area provides information management systems, computer infrastructure and technical services for Elections BC. The program area leads IT planning, develops and implements IT policies, procedures and standards, implements corporate IT initiatives and performs systems operations, administration, security and maintenance.

Organization chart

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Executive Services Manager ────────── Chief Electoral Officer
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Assistant Chief Electoral Officer, Funding and Disclosure

Assistant Chief Electoral Officer, Electoral Operations

Comptroller

Director Information Technology

Director Voter Registration and Boundaries

Research/Policy Analyst	Client Services Administrative Assistant	Financial Analyst	Manager, Application Services	Project Management Analyst	Operations Manager
Executive Coordinator	Administrative Support Assistant	Accounting and Payroll Administrator	Business Analyst	Business Technology Coordinator	Senior Technical Registration Specialist
Manager Electoral Finance	Administrative Assistant	Facilities and Asset Services Supervisor	Manager, Technical Services	Business Analyst	Registration Technical Specialist
Electoral Finance Officer	Records Management Coordinator	Payroll and Benefits Administrator	Service Desk Support Clerk	Junior Business Analyst	Information Analyst
Senior Electoral Finance Reviewer		Manager Human Resources and Development	Technology Vendor		Senior GIS Analyst
Senior Electoral Finance Reviewer		Human Resources Coordinator			Address Registry Technician
					GIS Specialist

Communications Planning Officer

Corporate Planning and Event Management Clerk

Planning Manager

Senior Planning Officer

Planning Officer

Planning Officer

Planning Analyst

85 District Electoral Officers

91 Deputy District Electoral Officers

Strategic context

Elections BC is in a period of tremendous activity. Usually, at this mid-point in the four year election cycle, Elections BC staff would typically be reviewing and improving service delivery while maintaining readiness for any on-demand events in the two years prior to the 2013 Provincial General Election.

However, beginning in December 2009 with the initiative petition: "An initiative to end the harmonized sales tax (HST)" and continuing through the four recall petitions issued in 2010/11 and the call of the May 11, 2011, Vancouver-Point Grey by-election, Elections BC has been primarily focused on preparing for and delivering on-demand events.

Comprehensive event plans and the established planning framework in place at Elections BC have allowed the organization to prepare for and administer these on-demand events in an efficient manner, consistent with the significant financial constraints in place at Elections BC and throughout government.

Preparing to efficiently plan for and deliver the initiative vote on the HST petition in September 2011 has been challenging due to uncertainty and speculation around the nature and timing of the vote. The announcement of a June 24, 2011 mail-based referendum has provided an operational focal point.

Flexibility remains key, however, and Elections BC will continue to adapt to the changing environment in order to consistently provide the high quality service expected by voters and other stakeholders during these on-demand events.

During the next three years, the organization will be guided by the priorities and strategies outlined in this plan to ensure Elections BC is prepared to successfully deliver current electoral events, future on-demand events, the first provincial enumeration by door-to-door visitation in over 20 years, and the provincial general election scheduled for May 14, 2013.

Planning context

Election administration is a specialized business which is generally only noticed during electoral events. This unique environment belies the demanding, ongoing work Elections BC undertakes to be ready to administer a scheduled general election, annual financial filings by political parties and constituency associations and on-demand by-elections, referenda and recall or initiative campaigns.

Elections BC has established goals and objectives that provide the foundation for a well-performing organization, continual readiness for electoral events, efficient and inclusive administration of such events, and an organization that is well prepared to meet the challenges of its mandate.

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

Elections BC plans to fulfill its mission and vision by achieving four goals:

1. **Ensure ongoing support and enhancement of the electoral process.**

2. **Ensure effective and efficient administration of electoral events.**

3. **Provide an inclusive and accessible electoral process.**

4. **Be a learning organization that develops and shares best practices.**

Goals, objectives and performance measures

Maintaining organizational and systems readiness for fixed-date or on-demand electoral events requires cross-program coordination and integration throughout the business cycle. Keeping information systems up to date, maintaining the policy and legislative framework, providing ongoing investments in voter registration and recruiting appropriately skilled staff are critical to the success of Elections BC.

Performance indicators have, in some cases, been modified from the performance measures identified in previous years. These revised measures better reflect the organization's current focus and direction.

GOAL 1: ENSURE ONGOING SUPPORT AND ENHANCEMENT OF THE ELECTORAL PROCESS

Objectives

Elections BC intends to:
- Ensure the ongoing functioning of critical information systems
- Maintain a sound infrastructure that meets organizational needs
- Ensure efficient and effective management of the voters list, address data and electoral geography

Elections BC has two performance measures for Goal 1

Elections BC will track voters list quality.

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Voters list quality*					
Coverage	92.5%	93.4%	91%	91%	89%
Currency	89.7%	83.6%	80%	86%	92%
Net currency	83.0%	78.1%	73%	78%	82%

* Coverage is the percentage of voters on the list compared to the number of eligible voters in the province. Currency is the percentage of voters on the list at the right address. Net currency is the percentage of eligible voters on the list at the right address.

Elections BC will measure the compliance of electoral finance clients in meeting filing requirements.

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Filing compliance ratio*	99.7%	95%	95%	95%	95%

* The ratio is the total number of reports (such as annual reports and event-related reports) filed compared to the total expected by the filing deadline.

Goals, objectives and performance measures

GOAL 2: ENSURE EFFECTIVE AND EFFICIENT ADMINISTRATION OF ELECTORAL EVENTS

Objectives

Elections BC intends to:

- Ensure Elections BC maintains event readiness for scheduled and on-demand events
- Improve the voting process to better serve voters and capitalizing on efficiencies and productivity
- Improve the current model for election administration in the field

In addition to maintaining 100% readiness to deliver both scheduled and on-demand events, Elections BC will measure performance for Goal 2 by reporting on the percentage of specific timing and performance goals achieved for scheduled and on-demand events.

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Event goal performance ratio	N/A	88.9%	80%	83%	83%

Goals, objectives and performance measures

GOAL 3: PROVIDE AN INCLUSIVE AND ACCESSIBLE ELECTORAL PROCESS

Objectives

Elections BC intends to:
- Provide high quality services to clients in a manner that is responsive to their needs

To measure its performance on Goal 3, Elections BC will conduct an annual survey of selected client groups to evaluate client response to specific programs or services.

In 2010/11, Elections BC was unable to conduct its planned client survey due to excessive operational and event-related demands. However, despite not conducting a survey, Elections BC continued to provide high quality client service and did receive verbal and written notices of appreciation from satisfied clients.

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Percentage average annual satisfaction score	86%	N/A	80%	80%	80%

Goals, objectives and performance measures

GOAL 4: BE A LEARNING ORGANIZATION THAT DEVELOPS AND SHARES BEST PRACTICES

Objectives

Elections BC intends to:

- Participate in, encourage and support partnerships and inter-jurisdictional cooperation where these initiatives have value for the province.

To measure its performance on Goal 4, Elections BC will encourage staff participation in a variety of educational and partnership activities.

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Percentage calculated learning index* score for EBC's permanent staff	80.2%	69.5%	80%	80%	80%

* The learning index is an aggregate measure of Elections BC's participation in workshops, conferences, working groups, partnership projects, inter-jurisdictional learning and employee training.

Elections BC did not achieve the educational and partnership goals targeted for 2010/11 due to significant on-demand event and operational requirements.

2011/12 - 2013/14 "AT-A-GLANCE" PROJECT AND WORK DETAIL

Vision	To be leaders in electoral administration
Mission	To serve democracy in British Columbia through the fair and impartial administration of the provincial electoral process
Business Enablers	Planning and delivering to plan, innovating and implementing lessons learned, earning and maintaining trust

Goals	**1. Ensure ongoing support and enhancement of the electoral process**	**2. Ensure efficient and effective administration of electoral events**
Objectives and Projects	**Ensure the ongoing functioning of critical information systems** Projects: ▪ Perform Electoral Information System (EIS) slow renovation (part 1) ▪ Implement EIS releases ▪ Implement new EIS environment ▪ Prepare outsourcing RFP and procure technology outsourcer ▪ Develop strategic systems information plan	**Ensure Elections BC maintains event readiness for scheduled and on-demand events** Projects: ▪ Initiative petition ▪ Recall petition ▪ Referendum ▪ By-election ▪ District Electoral Officer (DEO) manual ▪ Enumeration by door-to-door visitation pilot ▪ Enumeration by door-to-door visitation ▪ 2013 General Election preparation
	Maintain a sound infrastructure that meets organizational needs Projects: ▪ Develop a client relations and correspondence tracking system ▪ Perform a records management review ▪ Develop process documentation model ▪ Warehouse lease renegotiation or move ▪ Office move	**Improve voting process to better serve voters and realize efficiencies** Projects: ▪ Voting modernization ▪ Report on recommendations for legislative change to enable voting modernization ▪ Voting area redistribution
	Ensure efficient and effective management of the voters list, address data and electoral geography Projects: ▪ Replacement of Integrated Digital Electoral Atlas ▪ Adopt Digital Road Atlas 2 (DRA2) road network ▪ Review new multiple address change process ▪ Explore feasibility of new sources of voter information ▪ ICBC batch processing improvements ▪ Improve mailing address accuracy	**Improve the current model for election administration in the field** Projects: ▪ DEO Desktop application enhancement ▪ Technology to improve DEO communication with HQ ▪ DEO compensation, recruitment and training model ▪ Develop field support model ▪ DEO performance tracking
Work	▪ Maintain policies and procedures ▪ Maintain voters list and electoral geography ▪ Maintain IT infrastructure ▪ Develop and update geography products ▪ Review legislation and legislative interpretation ▪ Receive and review annual financial reports of political parties and constituency associations ▪ Enforce legislation ▪ Election Advisory Committee liaison and consultation ▪ Manage records and dockets ▪ Manage warehouse ▪ Maintain risk management program ▪ Maintain corporate performance measurement program ▪ Enhance planning framework ▪ Prepare and maintain annual budgets ▪ Maintain and administer facilities ▪ Maintain register of filing entities ▪ Maintain intranet and internal communication tools ▪ Perform policy development	▪ Administer recall process (on-demand) ▪ Administer initiative petition process (on-demand) ▪ Deliver enumeration by door-to-door visitation (on-demand) ▪ Deliver by-election(s) (on-demand) ▪ Deliver referenda (on-demand)

Mandate	To administer the provincial electoral process in British Columbia in accordance with the *Election Act*, *Recall and Initiative Act*, *Referendum Act* and *Constitutional Amendment Approval Act*
Values	▪ Accountability ▪ Integrity ▪ Impartiality ▪ Transparency ▪ Independence

3. Provide an inclusive and accessible electoral process	**4. Be a learning organization that develops and shares best practices**
Provide high quality services to clients in a manner that is responsive to their needs Projects: ▪ Electoral finance client training strategies ▪ Electoral finance procedures improvement ▪ Maintain/enhance public education programs ▪ Candidate services improvement ▪ Web portal ▪ Develop and implement online filing for candidates ▪ Review liaison officer recruitment, training, support and compensation model ▪ Develop Elections 101 information web videos ▪ Develop corporate web strategy ▪ Prepare 2013 cartographic products ▪ Develop an internet voting strategy for Elections BC	**Participate in, encourage and support partnerships and inter-jurisdictional cooperation** Projects: ▪ Interjurisdictional event observation ▪ Civic engagement collaboration
▪ Prepare and deliver financial agent training ▪ Scan and post financing reports ▪ Issues management and media relations ▪ Update website on regular basis ▪ Political party information sessions ▪ Ongoing voter education and awareness and school programs ▪ Review of voting area boundaries	▪ Ongoing liaison with electoral agencies ▪ Research and development ▪ Develop and maintain partnerships ▪ Develop and maintain staff ▪ New employee orientation ▪ Planning toolbox training ▪ Internal workshop program ▪ EPDP program

Financial outlook

HOW WE ALLOCATE OUR RESOURCES

The activities of Elections BC are driven by the legislation it administers and the associated actions of its clients. The timing of by-elections, recall and initiative petitions and other electoral events are not controlled by Elections BC.

In consideration of the unpredictable nature of the work of the office, both the *Election Act* and the *Recall and Initiative Act* establish that all necessary expenses required for the administration of those Acts must be paid out of the consolidated revenue fund.

The Select Standing Committee on Finance and Government Services (SSCFGS) recognizes that the budget needs of Elections BC are demand-driven and has established a process whereby the Chief Electoral Officer advises the Chair of the Committee in writing when additional funds are required to administer on-demand electoral events. This process has been followed for all electoral events since 2002.

As such, the following pages provide a summary of the financial resources required by Elections BC for ongoing operations, purchases of capital assets and the planning and preparation for electoral events, but not the administration of on-demand events. Following its rigorous planning framework, Elections BC will continue to plan and prepare during fiscal year 2011/12 for the 2013 Provincial General Election. Event budgets beyond fiscal year 2011/12 will be developed as part of that planning process.

Summary ongoing financial outlook

		2010/11 (budget) $	2011/12 (budget) $	2012/13 (planned) $	2013/14 (planned) $
	ONGOING OPERATING COSTS				
	Funding				
	Approved budget by SSCFGS	7,740,000	8,134,000	8,134,000	8,134,000
	Total funding for ongoing operating costs	7,740,000	8,134,000	8,134,000	8,134,000
Notes[1]	**Expenses for ongoing operating costs**				
1	Salaries and benefits	3,403,000	3,411,000	3,407,000	3,407,000
2	Amortization	578,000	704,000	803,000	797,000
3	Building occupancy charges	678,000	945,000	945,000	945,000
4	Office expenses and telecommunications	462,000	477,000	405,000	404,000
5	Corporate information systems	1,195,000	1,232,000	1,332,000	1,332,000
6	Event readiness	40,000	40,000	40,000	40,000
7	Address and boundary maintenance	425,000	443,000	443,000	442,000
8	Voters list maintenance	190,000	247,000	120,000	120,000
9	Political entity reporting	358,000	246,000	250,000	258,000
10	Officer salary and benefits	352,000	330,000	330,000	330,000
11	Voter education	59,000	59,000	59,000	59,000
	Total expenses for ongoing operating costs	7,740,000	8,134,000	8,134,000	8,134,000

1 See the following page for detailed information on notes 1 -11.

	2010/11 (budget) $	2011/12 (budget) $	2012/13 (planned) $	2013/14 (planned) $
CAPITAL ASSETS				
Approved budget by SSCFGS				
Personal computer hardware and software	8,000	-	70,000	-
Mainframe/mini computer hardware and software	1,290,000	1,439,000	665,000	250,000
Total funding for capital assets	1,298,000	1,439,000	735,000	250,000
Expenditures for capital assets				
Personal computer hardware and software	8,000	-	70,000	-
Mainframe/mini computer hardware and software	1,290,000	1,439,000	665,000	250,000
Total expenditures for capital assets	1,298,000	1,439,000	735,000	250,000

NOTES ON THE FINANCIAL OUTLOOK

1. Salaries and benefits of permanent employees.

2. Amortization for the Electoral Information System, the Recall and Initiative Verification System (RIVERS), Motor Voter System, Inventory Distribution System and other electoral event systems, office computer systems and furniture.

3. Building occupancy charges are rental charges for office and warehouse space.

4. Office expenses and telecommunications includes telephones, supplies, equipment, postage, courier, bank charges, staff training, travel, legal fees and statutory advertising.

5. Corporate information systems include technology services such as support of computers, servers and applications; maintenance of applications such as the Electoral Information System, the Online Voter Registration System and the Recall and Initiative Verification System; and support for technical infrastructure such as shared file storage, printing, firewalls, servers, workstations, local area networks, backup and recovery, and office automation software. Also included in this budget line is the cost of email accounts; a portion of network costs; licensing and maintenance fees for various software and hardware; costs for purchasing software and repairing hardware; and fees for the Internet service on which the Elections BC website is hosted.

6. Event readiness includes expenses necessary to ensure that Elections BC maintains a constant state of readiness to administer on-demand events such as by-elections, initiative petitions and recall petitions. Expenses include the printing of forms and guides, as well as software maintenance.

7. Address and boundary maintenance includes maintaining and updating the address register, base map updates and electoral district and voting area boundary maintenance.

8. Voters list maintenance includes information technology costs and costs related to the transfer of voter data. The voters list contains the names and residential addresses of all individuals registered to vote in B.C. and is a fundamental component of all electoral events.

9. Political entity reporting includes the costs associated with registering and updating political parties, constituency associations and advertising sponsors, and maintenance of the online financial reports disclosure system. It also includes reviewing financing reports of political entities; conducting investigations in accordance with section 276 of the *Election Act*; and development and delivery of guides, forms and training for political entities, financial agents and auditors.

10. The salary of the Chief Electoral Officer is established by the *Election Act* and is equal to the salary paid to the Chief Justice of the B.C. Supreme Court.

11. Voter education includes the cost of public education activities, including the production of school kits. The Grade 5 kit, "The Election Tool Kit," and the Grade 11 kit, "Think Choose VOTE," aim to introduce youth to the importance of active participation in the provincial electoral process. The school kits are designed to fulfill learning outcomes of the Grade 5 and Grade 11 British Columbia curricula.

Glossary of terms

By-election

An election other than one conducted as part of a general election.

Electoral district

The province is divided into electoral districts (constituencies or ridings), each returning one Member to the Legislative Assembly.

Enumeration

The registration of voters by residence-to-residence visitation or by another method directed or authorized by the Chief Electoral Officer.

General election

Elections called on the same date for all electoral districts in the province to elect all Members of the Legislative Assembly.

Initiative petition

A petition under the *Recall and Initiative Act* to have a proposed law introduced in the Legislative Assembly.

Initiative vote

If the Select Standing Committee on Legislative Initiatives refers a successful initiative petition and draft Bill to the Chief Electoral Officer, the Chief Electoral Officer must hold an initiative vote under the *Recall and Initiative Act*.

Recall petition

A petition under the *Recall and Initiative Act* to remove a Member of the Legislative Assembly from office between elections.

Redistribution

A process to change electoral boundaries to account for population changes and other concerns regarding fair and effective representation.

Referendum

If the Lieutenant Governor in Council considers that an expression of public opinion is desirable on any matter of public interest or concern, the Lieutenant Governor in Council may, by Regulation, order that a referendum be conducted under the *Referendum Act*. A referendum is binding on the government that initiated it.

Voters list

The voters list is prepared and maintained by the Chief Electoral Officer, and contains the names and residential addresses of registered voters in each electoral district.

Voting area

An electoral district is divided into voting areas for the purpose of assigning voters to voting places. A voting area is generally a geographic area containing no more than 400 registered voters.

ELECTIONS BC CONTACT INFORMATION

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