

# Municipal Elections

Led by: City Clerk/Director of City Clerk's Office

## Service Description

Municipal Elections independently and impartially administers elections, ward boundary reviews and verifies petitions in accordance with applicable legislation.

The administration of elections includes general elections, by-elections and votes of the electors on questions or bylaws. Ward boundary reviews include both conducting minor reviews and adjustments to ward boundaries. The verification of petitions includes requests or petitions to establish or dissolve business improvement areas, as well as petitionable matters in the Municipal Government Act.

## Service Updates

### Key Service Results

Completion of a voter equity research project that informed election delivery plans and improved engagement with community organizations serving equity seeking Calgarians. (Initiative 3)

Council workshop on Council composition and ward boundary considerations and a Council report resulting in Council direction to recruit a Ward Boundary Commission to review the effectiveness of the 14-ward system. This outcome contributes to the desired service results of strengthened service integrity and public access. A Ward Boundary Commission was recruited and onboarded in the fourth quarter of 2023. (Initiative 7)

In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The report provided by Corporate Security informs plans and decisions about the physical security aspects of the 2025 General Election. Additionally, Gartner was engaged to provide expert recommendations on improving voting technology security plans for the 2025 General Election. (Initiative 4 and Initiative 5)

### Service Challenges

In 2022, the Government of Alberta amended the Municipal Government Act to include provisions related to the recall of an elected officials. With support from internal partners, the Ministry of Municipal Affairs was engaged to seek guidance and inform the development of refined petition verification procedures and communications. The City Clerk's Office also designed new processes to receive, verify and publish compliant notices of recall petition, including a public facing webpage for Calgarians.

### Trends & Potential Uncertainties

The Ministry of Municipal Affairs conducted a review of the Local Authorities Elections Act in the third quarter of 2023, seeking feedback from municipalities and the public. The Ministry may introduce amendments to the Local Authorities Election Act that could impact operational plans for the election program.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

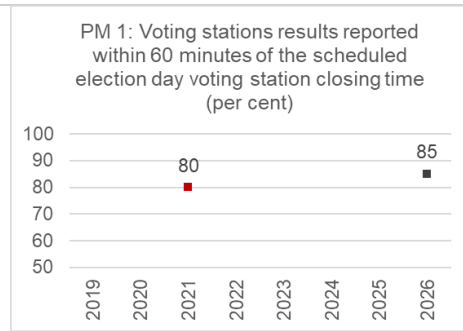
➔ Progressing as planned

⊖ Not progressing as planned

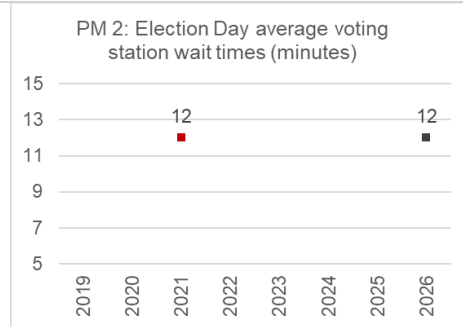
## Performance Measures

## Story behind the numbers

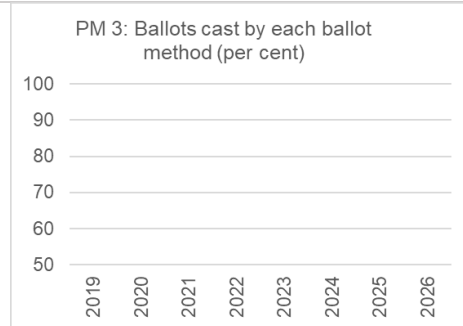
## Status



Municipal Election performance measures are only reported during an Election year.

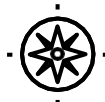


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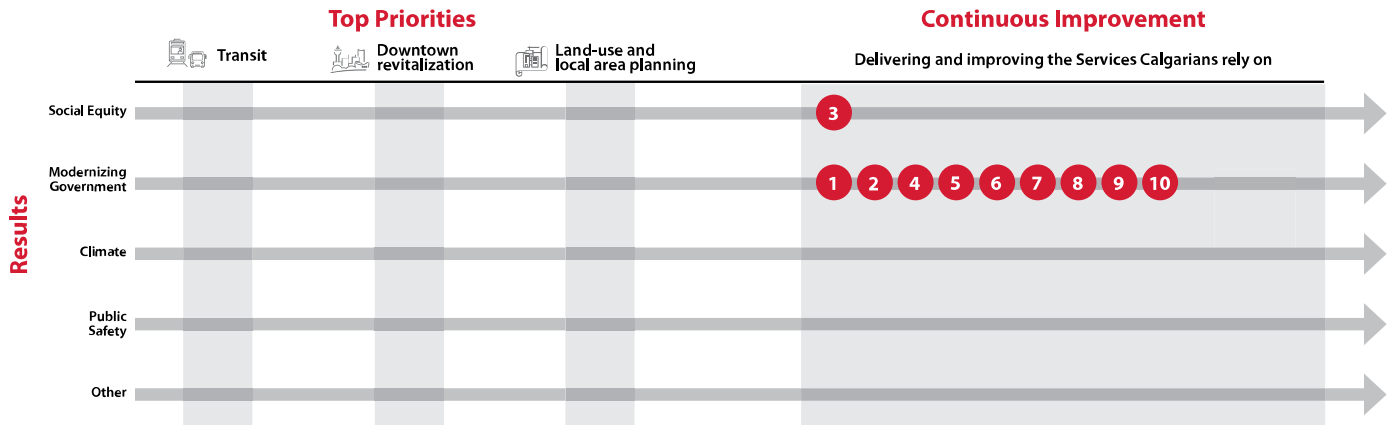
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

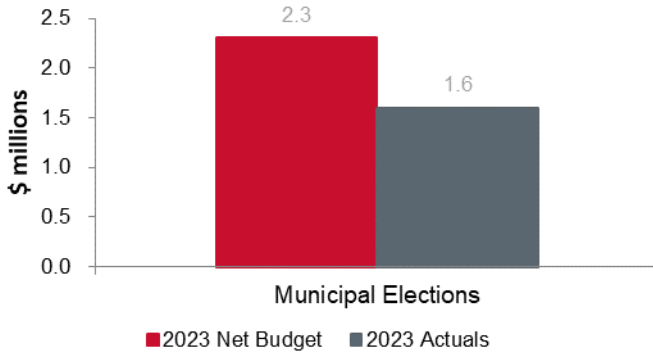
Initiative	Initiative Update	Status
1 Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary.</p> <p>Engagement on election program readiness occurred with various internal partners. Engagement also occurred with school boards in preparation for 2024 and 2025 election program planning.</p> <p>A Council workshop will be planned for 2024, to engage on preparations for the 2025 General Election, including voting delivery model and potential amendments to the Election Bylaw (Bylaw 35M2018).</p>	
2 Advocate for changes to the Local Authorities Election Act that are intended to close administrative gaps, align with modern election practices, and support Council direction by developing effective working relationships with the Ministry of Municipal Affairs.	The Returning Officer provided feedback to the Ministry of Municipal Affairs during the third quarter of 2023 in response to engagement on the Municipal Government Act and Local Authorities Elections Act. Support was also provided for Council's engagement with the Ministry.	
3 Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary. Using the findings of the voting equity research project, tactics were developed for implementation in the 2025 General Election related to civic, candidate and voter engagement.</p> <p>Implementation measures will form part of the City Clerk's Office application to the Equity in Service Delivery grant program planned for 2024.</p>	
4 Identify and implement improvements for future elections through a review of voting technology security.	<p>Contract with consultant Gartner was executed in May 2023 to provide expert recommendations on improving voting technology security plans in preparation for the 2025 General Election.</p> <p>The Gartner consulting report was completed in the second half of the year and reviewed. An implementation plan was developed to inform voting technology security measures for the 2025 General Election.</p>	

Initiative	Initiative Update	Status
<p>5 Enhance the integrity of municipal elections in Calgary by implementing improvements to the chain of custody of secure election materials including ballots, vote tabulators and prescribed forms. These enhancements include the introduction of an election supply cart, securely delivered to, and returned from, each voting station.</p>	<p>Election cart procurement, warehouse space and election logistical plans with Facilities Management and Supply are in progress and expected to be completed before the end of 2024.</p> <p>In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The internal report provided by Corporate Security continues to inform plans and decisions about the physical security aspects of the 2025 General Election.</p>	
<p>6 Improve the quality, coordination and capacity of business unit program delivery by leading the integration and expanded capacity of strategic and business service resources within the City Clerk's Office. This includes budget administration, business continuity planning, corporate program accountabilities, and business technology planning.</p>	<p>Planned recruitment of key positions was completed and will continue into 2024, including positions funded through the 2024 budget adjustments approved by Council.</p> <p>Business continuity plan updates and a tabletop exercise with business unit leadership were completed in 2023. Business technology plans for key systems, including requirements documentation for election management and business analysis of Council audio visual needs were completed.</p>	
<p>7 In accordance with Council policy and in anticipation of Council's future direction, facilitate community-led review of ward boundaries and Council composition.</p>	<p>A Council workshop on Council composition and ward boundary considerations was delivered in March 2023. At their June 6 Regular Meeting, Council directed a Ward Boundary Commission be recruited to review the effectiveness of the 14- ward system.</p> <p>An orientation program was developed and delivered to the Ward Boundary Commission. The first meeting of the Ward Boundary Commission was delivered, including selection of the Chair and Vice Chair.</p> <p>Public and internal engagement and communication plans were developed in partnership with Customer Service and Communications for consideration by th</p>	
<p>8 Undertake petition verification duties as prescribed by the Municipal Government Act, including the recall of Members of Council by developing processes, technology and staff capacity.</p>	<p>Petition verification processes and plans were tested, and improvements were documented. Learnings were shared with the City Auditor's Office.</p> <p>Feedback was provided to the Ministry of Municipal Affairs in the third quarter of 2023 in response to engagement on the Municipal Government Act provisions related to council member recall petitions.</p>	
<p>9 Ensure the integrity of elections, by-elections, and vote of the electors by implementing enhancements to procedures, technology, training, and staff capacity.</p>	<p>Enhancements to election procedures, technology, training and staffing are progressing for the 2025 General Election. This work integrates the lessons learned from election workers and the experience of Elections Alberta in the 2023 Provincial General Election.</p>	
<p>10 In accordance with legislated requirements, plan and deliver all aspects of the 2025 General Election and any by-election or vote of the electors directed before that time.</p>	<p>Preparations for the 2025 General Election in compliance with legislation are progressing, including process refinement, technology, recruitment and training plans.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

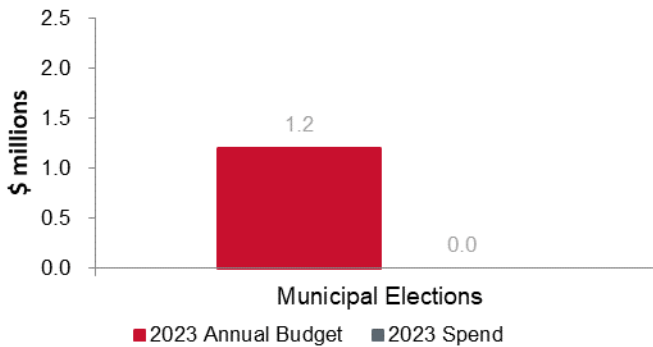


### Operating Budget Updates - 2023 net operating budget vs actuals:

Municipal Elections has a favourable operating variance of \$0.7 million. The primary drivers of the variance were mainly due to savings in salaries and wages and lower spending on business expenses because of intentionally managing the workforce and resources.

In 2023, Municipal Elections completed reviews of physical security and voting technology security for the 2025 General Election. The reviews were completed through partnerships with internal and external experts. The results of the reviews will inform election planning and processes for the 2025 General Election and beyond.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Municipal Elections has spent 1.1 per cent of the 2023 approved capital budget. The underspend is mainly due to longer than expected vendor selection process.

In 2023, the capital expenditures have been primarily used to purchase sample election carts. Progress on the project has continued through establishing the specifications for the election carts, selecting a vendor, and signing a contract. Production and delivery of the election carts is expected in 2024 and it is anticipated that most of the capital budget will be spent by the end of 2024.