Strategic Plan

2002-2006

ELECTIONS ONTARIO

Setting the **standard** for electoral process excellence

Message From
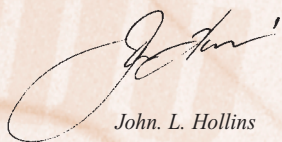# the Chief Election Officer

IT GIVES ME GREAT PLEASURE TO PRESENT ELECTIONS ONTARIO'S FIRST STRATEGIC PLAN. *Our plan for 2002–2006 presents a clear vision for the future and outlines the key strategies or "success factors" that will help us achieve this vision.*

Preparing for the future was one of the main reasons for creating a Strategic Plan and it is clear that many challenges lie ahead. The integration of the Commission on Election Finances with the Office of the Chief Election Officer and the requirement to maintain a Permanent Register of Electors (PREO) on an ongoing basis have created the need to dramatically transform our organization. Today, the fulfillment of our legislative mandate requires the use of sophisticated and highly technical information management systems, a trend which will likely continue in the future.

At the same time, Elections Ontario must continually strive to improve the front-line delivery of election services. To accomplish this goal requires a creative and proactive approach – one that relies on strong partnerships and a commitment to finding and implementing the best practices in electoral administration.

One of the greatest strengths of our Strategic Plan is the extensive input provided by the many stakeholders who have an interest in the electoral process in Ontario. Their comments and ideas have proven to be extremely valuable and I would like to thank them for their participation in this project.

With a dynamic, dedicated staff and many innovative projects underway, this is truly an exciting time to be part of Elections Ontario. We are proud of our achievements, confident in our future and strongly committed to our vision of "Setting the standard for electoral process excellence."

John. L. Hollins
Chief Election Officer

Where Things Stand Today

ELECTIONS ONTARIO is a non-partisan agency of the Legislative Assembly of Ontario which works under the direction of the Chief Election Officer. Elections Ontario is responsible for the organization and conduct of general elections, by-elections and referenda in accordance with the provisions of the *Election Act*, *Representation Act*, *1996* and the *Taxpayer Protection Act*, *1999*. It also holds responsibility for the administration of the *Election Finances Act*, which regulates political contributions, spending limits and party-candidate registration and political advertising.

Today, Elections Ontario is at important crossroads. The electoral practices that Elections Ontario has relied on for many years are no longer adequate to meet the needs of today's modern electorate. To move forward from this realization requires an honest and thorough assessment of every aspect of Elections Ontario's business.

A major concern for Elections Ontario is the lack of information technology infrastructure. For example, one of Elections Ontario's main responsibilities is to establish and maintain a permanent register of electors known as the Permanent Register of Electors for Ontario (PREO). The current organization has neither the number of staff nor the skills required to maintain PREO between elections. We must ensure that we have the information technology tools needed to support the vision and legislative mandate of the organization.

The solution to many of our information technology challenges lies in partnerships. Opportunities exist to work with data providers such as Elections Canada, the Municipal Property Assessment Corporation (MPAC) and the Ontario Parcel Alliance (OPA) to produce high quality lists of electors and electoral maps. As an organization, we must work harder to maximize these opportunities. We need to share our tools and expertise and work in partnership with these agencies to provide an improved product in the most cost-effective manner.

The key to the success of any organization is the quality of its people. We must invest more heavily in the professional development of our staff and build a team with the required skill sets to deliver quality services. This means not only supplying training and equipment but also actively engaging staff at all levels in the drive for electoral process excellence.

The time is now for Elections Ontario to shift from a reactive mode to a more proactive approach to conducting business. To successfully transform our organization, we need to identify where we want to go and how we are going to get there. Our Strategic Plan provides the answers to these critical questions and sets out a clear direction for change.

Building a Strategic Plan

THE PROCESS

ELECTIONS ONTARIO BEGAN ITS STRATEGIC PLANNING exercise in the fall of 2001 with the approval of a formal strategic planning process. In order to accomplish this in a systematic manner, a five-year planning time frame (2002-2006) was selected.

One of the hallmarks of Elections Ontario's strategic planning process was the extensive participation by stakeholders. The following groups provided input through the stakeholder consultation process:

- Voters
- Returning Officers
- Elections Ontario Staff
- Members of the Legislative Assembly
- Candidates/Political Parties
- Municipal Property Assessment Corporation (MPAC)
- Elections Canada
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)

Consultations were carried out using a variety of methods, including: surveys and questionnaires (voters), one-on-one interviews (Members of the Legislative Assembly, Political Parties), full-day workshops (Returning Officers, Elections Ontario staff) and staff-to-staff meetings (Elections Canada, MPAC, AMCTO). The purpose of these consultations was to identify stakeholder needs and service issues and to seek input on a future direction, or "vision", for Elections Ontario.

Once the vision for Elections Ontario was determined, the final step in the process was to prepare an implementation strategy. Members of the Senior Management Team championed critical elements of the Strategic Plan and identified objectives, actions and measurements of success. Over the next five years, this planning framework will help us develop, implement and monitor the many initiatives that will assist us in the realization of our vision.

Phase 1 STRATEGIC PLAN DEVELOPMENT

October 2001

Process Approval
Chief Election Officer (CEO)

October-November 2001

Stakeholder Consultations
- Voters
- Returning Officers
- Elections Ontario Staff
- Members of the Legislative Assembly
- Candidates/Political Parties
- MPAC(Municipal Property Assessment Corporation)
- Elections Canada
- Municipalities (AMCTO)

November 2001

Elections Ontario Staff Workshops

January 2002

Develop Implementation Strategy
Senior Management Team

Phase 2 STRATEGIC PLAN APPROVAL

March 2002

Strategic Plan Approval Chief Election Officer

Phase 3 IMPLEMENTATION

March 2002 – March 2006

Strategic Plan Implementation
Chief Election Officer • Senior Management Team • Elections Ontario Staff • Stakeholders

Mission

Elections Ontario's mission is to guarantee the democratic voting rights of Ontario electors, assist in making the finances of political interests transparent and to ensure efficient, cost-effective and non-partisan administration of the electoral process.

MISSION

THE SCOPE OF ELECTIONS ONTARIO'S business activities is very broad, as outlined below:

Electoral Event Administration

Elections Ontario is responsible for the organization and conduct of general elections, by-elections and referenda in accordance with the provisions of the *Election Act*, the *Representation Act*, *1996* and the *Taxpayer Protection Act, 1999*.

The challenge of administering these events lies not only in their cyclical nature but also in the relative uncertainty of electoral dates. For example, the date for a general election, within the constraints imposed by legislation, may occur anywhere within the government's 5-year mandate. Elections Ontario's response to this challenge is to be able to respond to any event at any time.

Returning Officers are appointed for each electoral district and are made responsible, under the direction of the Chief Election Officer, for the organization and conduct of the election in that district. Elections Ontario provides centralized training and support and maintains ongoing communication with Returning Officers on electoral matters.

Election Finance Administration

Elections Ontario also holds responsibility for the administration of the *Election Finances Act*. In this capacity, it is responsible for regulating political contributions, spending limits and party-candidate-constituency association registration.

The range of activities includes the registration of political parties and the processing, auditing and compliance monitoring of candidate and political party financial returns. Elections Ontario also responds to candidate, constituency association, party and public inquiries on election finance matters.

Permanent Register of Electors (PREO)

Elections Ontario maintains the Permanent Register of Electors for Ontario (PREO) on an ongoing basis so that it is always available to produce lists for general elections, by-elections and referenda. It also shares PREO with Elections Canada and Ontario municipalities for electoral purposes. This has provided many opportunities for developing new partnerships and alliances in the electoral field.

Legislative Services

Elections Ontario performs a leadership role in interpreting, reviewing, reporting and providing information on election legislation and procedural issues. Ongoing dialogue with MPP's, political parties and other stakeholders is a critical part of this role.

Education, Training and Information

Elections Ontario provides outreach programs to inform the general public, schools and other interested parties about the electoral process. These programs include the preparation of school kits, publications, web site resources and special reports. Elections Ontario also provides advice and training to other electoral jurisdictions.

Administrative Support

Elections Ontario's business activities are supported by a core unit of administrative services. These services include centralized procurement, supply management, general financial administration, human resource management, facilities management and information management.

STAKEHOLDERS

Stakeholders

Elections Ontario has a wide range of stakeholders who have an interest in the electoral process in Ontario. Their concerns are critical to us.

Electors want to be assured of access to a convenient, simple, open and transparent electoral process.

Candidates and Chief Financial Officers need to be able to identify and contact their potential constituents and have access to the correct level of campaign spending based on a complete, accurate list of electors and electoral geography products.

Political Parties need clear election finance policies and guidelines, regular access to up-to-date elector information and the ability to confirm their membership among electors. They also need to ensure that their candidates have full access to an open and unbiased electoral system.

Returning Officers are professionals and an integral part of Elections Ontario. In order to perform their duties, they need the tools and support, such as training, staffing and technology, to provide a positive voting experience for electors.

Members of the Legislative Assembly need to be assured that the electoral process will be administered in an open, transparent, unbiased and cost-effective manner.

Elections Canada is a partner in the creation and maintenance of the Permanent Register of Electors (PREO) and as such, has an interest in sharing information from the National Register of Electors and using information from PREO to maintain the Ontario portion of the National Register.

MPAC (Municipal Property Assessment Corporation) is responsible for preparing the preliminary lists of electors used for municipal and school board elections and is therefore another significant information partner for Elections Ontario.

OPA (Ontario Parcel Alliance) is an alliance comprised of MPAC, the Government of Ontario and Teranet created to produce standardized digital parcel mapping for Ontario. This alliance will play a key role as Elections Ontario works to develop consistent, standardized electoral mapping.

Municipalities (Municipal Clerks) share data, assist in maintaining the Permanent Register of Electors (PREO) and share a number of the same objectives as Elections Ontario such as the desire to streamline electoral procedures.

Vision
Elections Ontario's vision is to set the standard for electoral process excellence.

OUR VISION INCLUDES 5 KEY ELEMENTS:

1. **Stakeholder Confidence** Ontario stakeholders have the utmost confidence in the integrity of their electoral process.

2. **Rationalization of the Electoral Process** Elections Ontario strives to reduce duplication and overlap between electoral jurisdictions.

3. **Re-shaped Legislative Framework** Elections Ontario works with Ontario legislators to re-shape the legislative framework to better serve the interests of Ontario electors.

4. **Partnerships and Sharing of Tools and Expertise** Elections Ontario works proactively with other stakeholders and jurisdictions to develop and share cost-effective, innovative and leading edge tools and expertise.

5. **Setting the Standard in Terms of Key Benchmarks** Elections Ontario's election delivery sets the standard in terms of key benchmarks, such as cost per eligible elector, time per elector visit, client satisfaction, financial reporting and disclosure.

VALUES

These values will be the foundation of everything we do.

IN REALIZING ITS VISION, Elections Ontario will be driven by the following values:

Integrity
We believe that the integrity of the electoral process must be the highest priority and that the democratic rights of electors must be guaranteed.

Openness, transparency and non-partisanship
We believe that the administration of the electoral process must be completely open to public scrutiny and characterized by the consistent application of legislation and service standards.

Flexibility, innovation and cost-effectiveness
We believe in maintaining a working environment which is flexible enough to respond to changing needs, encourages innovation and strives to deliver services in a cost-effective manner.

Professionalism, teamwork
We believe in supporting each other as individuals to achieve personal excellence, exceptional team work and pride in the delivery of our services.

Proactive participation with stakeholders
We believe in building strong partnerships, and working cooperatively with stakeholders to further our vision of electoral process excellence.

Issues & Challenges

THERE ARE SEVERAL STRATEGIC issues and challenges that will impact Elections Ontario in the future.

Social and Demographic Trends

In the future, we will see a relative increase in the proportion of the population aged 65 and over (see chart). We need to be sensitive to these demographic trends. For example, seniors who spend a large part of the year out of the country may want to take advantage of voting alternatives such as voting by mail, internet or telephone. In fact, these newer technologies are likely to appeal to a much broader segment of the population as people become more and more mobile and spend a greater amount of time travelling for work or vacation.

Voter turnout is another trend that must be monitored. Although voter turnout has remained relatively stable in provincial general elections (see chart), we need to identify strategies to ensure continued strong turnout levels.

Shift in Elector Responsibility

The introduction of the Permanent Register of Electors for Ontario (PREO) eliminated the traditional process of enumeration where individual electors were canvassed at their place of residence. Under the current system, a notice of registration is mailed out to individual electors and it is the elector's responsibility to ensure that his or her name is included in the list of electors.

This shift in responsibility has created the need for more effective communication programs aimed at increasing elector awareness of PREO and the elector registration system.

Ensuring Full Access and Opportunity to Vote

Another significant challenge is ensuring that all potential electors have full access and opportunity to vote. Our procedures and practices must accommodate electors with disabilities.

We must also reach out to young people, 18 years of age, and to new citizens who have the opportunity to vote for the first time to ensure that they are fully aware of the procedures for voting. This should form part of a comprehensive elector communication strategy.

Greater Reliance on Technology

The *Election Statute Law Amendment Act, 1998*, reduced the minimum time period to complete the election process from 37 days to a minimum of 28 days. This time period has created greater reliance on technology to complete election tasks.

Technology is already playing an important role in many facets of the election process. For example, the 1999 General Election was the first time a digital database was used to prepare electoral maps, and the first time a worldwide internet site was used for the provision of public information for a provincial election in Ontario.

New voting technologies such as internet, telephone voting and other automated techniques must be fully evaluated to determine the "best fit" for Ontario. Additional legislative amendments may be needed to expand the use of technology and implement other approaches needed to fulfill our legislated mandate.

Changes in Electoral Management Practices

Electoral management practices have changed considerably since the introduction of the Permanent Register of Electors (PREO). Elector registration is now a continuing responsibility, and staff in each of the electoral districts play a much more active role in providing information to the public, administering declarations and verifying elector identity within the polling place itself. These changes have created a need to realign responsibilities and to inform, instruct, train and equip electoral district staff differently than in the past.
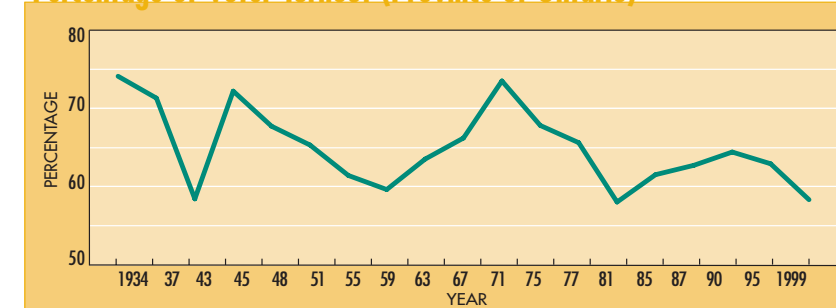
Election Personnel

In between electoral events, we usually see a significant turnover in personnel. In the 1999 General Election, due to the redistribution of electoral districts, there was a significant number of first-time Returning Officers. Since 1999, there has been additional turnover and 15 per cent of the Returning Officer positions are currently vacant.

The recruitment of adequate numbers of qualified staff for polling day is also becoming progressively difficult.

Stakeholder Relationships

The maintenance of strong stakeholder relationships will be increasingly important in the future. The identification of common interests and the development of effective partnerships are needed to move us closer to our vision.

Evolution of Two Age Groups (Province of Ontario)

Percentage of Voter Turnout (Province of Ontario)

STRATEGIC
IMPLEMENTATION

The following factors are key to the successful realization of Elections Ontario's vision:

Success Factors

Event Delivery Elections Ontario will stand ready to conduct an electoral event at any time and will continually develop and adopt new processes to improve event delivery.

Maximizing Partnerships Elections Ontario will make maximum use of partnerships to share best practices, reduce electoral costs and minimize the duplication of services.

Service Excellence Elections Ontario will incorporate service excellence in all aspects of the electoral process.

Solid Infrastructure Elections Ontario will have the organization, facilities and information technology required to support day-to-day operations, electoral events, special projects and continuous process improvement.

Stakeholder Involvement Elections Ontario will have the credibility to foster agreement on continually evolving electoral standards and to facilitate necessary legislative change in consultation with key stakeholders.

Successful implementation of Election Ontario's Strategic Plan will be framed around these five (5) success factors. Each success factor has its own *key objectives, action plan* and *measurements of success.*

THE SUCCESS FACTORS

Event Delivery
Elections Ontario will stand ready to conduct an electoral event at any time and will continually develop and adopt new processes to improve event delivery

Objective	Action Plan Overview	Measurement of Success
Assure continuous event readiness capability	• Develop ERP (Event Readiness Plan) to assure readiness to conduct an electoral event within a 28 day period, any time an election, by-election or referendum is announced • Develop and implement Communication Plan to keep Returning Officers and other ERP participants apprised of ERP status and requirements • Establish process for regular ERP review	• ERP established — March 31, 2002 • Staff and resources assembled and available when needed • Regular communication with ERP participants • Regular ERP review
Assure uniform service delivery excellence across all electoral districts	• Establish consistent standards and procedures for service delivery • Provide comprehensive training and centralized election support to Returning Officers • Set performance targets and evaluate and report on performance following each electoral event • Review and revise processes where necessary	• Standards and procedures set and communicated • Performance targets set, eg. cost per elector, processing time per elector • Consistent service delivery • Stakeholder satisfaction surveys
Proactively source/ develop new opportunities to improve election delivery in Ontario	• Engage Returning Officers in continuous improvement initiatives for electoral events • Pilot new procedures and processes • Evaluate emerging voting technologies and implement where appropriate	• Participation of Returning Officers • Number of new initiatives piloted

Maximizing Partnerships
Elections Ontario will make maximum use of partnerships to share best practices, reduce electoral costs and minimize the duplication of services

Objective	Action Plan Overview	Measurement of Success
Seek to develop common products and services that will reduce electoral costs to Elections Ontario and potential partners	• Identify common products and services and potential for rationalization • Identify best practices that could be shared amongst partners • Determine priorities for partnerships • Identify and promote the benefits of cooperative efforts to potential partners	• Number of potential partners identified • Best practices identified • Partners' needs clearly identified • Number of partnerships formalized • Reduced election costs
Build collaborative relationships based on acceptance of supplier/customer interdependencies	• Negotiate and formalize service delivery partnerships • Develop a strategy for ongoing communication • Develop formal opportunities for input (eg. forums, working groups, advisory groups)	• Partnering initiatives approved and implemented • Communication strategy put in place • Number of opportunities for input provided • Surveys to measure partners' satisfaction with process
Undertake joint planning and coordination of project timelines	• Share information on project planning goals and timelines and coordinate to minimize overlap • Clearly identify roles of each partner • Define legal framework for the partnership to operate • Continuous management of partnership arrangements	• Project goals and timelines coordinated between partners • Partners' roles clearly identified
Explore further opportunities to improve delivery of the electoral process through effective partnerships	• Identify the business units within Elections Ontario where partnerships are most critical • Formalize partnerships within the business unit operations • Create a culture which rewards success in developing partnerships within the organization eg. through the performance management process	• Partnerships and stakeholders clearly identified for each business unit • Competencies and responsibilities for building partnerships are built into job descriptions and performance management process

Service Excellence
Elections Ontario will incorporate service excellence in all aspects of the electoral process

Objective	Action Plan Overview	Measurement of Success
Promote service excellence in the electoral process	• Secure executive sponsorship of service excellence • Establish organization-wide Service Excellence Team (SET) to champion and monitor service excellence initiatives • Foster accountability for higher standards of service delivery	• SET team established with Chief Election Officer and Assistant Chief Election Officer as sponsors • Service Excellence standards proposed • Accountability systems implemented (eg. recognition of enhanced performance)
Establish measurable service excellence standards for core services	• Develop measurable standards for each core service • Ensure staff and Returning Officers understand their levels of accountability for achieving service standards • Develop process for evaluation against stakeholder expectations	• Core services and measurable elements identified • Service standards chosen • Measureables and evaluation process set
Undertake proactive communication and outreach	• Proactively communicate to inform and educate stakeholders about Elections Ontario's services • Expand opportunities for stakeholders to access Elections Ontario's services, through measures such as internet, e-mail and specialized call centres	• Comprehensive communication plan targeted to specific stakeholder groups • Expanded service access points
Ensure that services meet or exceed expectations of designated stakeholders and clients	• Measure service levels through feedback (eg. surveys, focus groups) • Where service levels do not meet expectations, correct service levels, change administrative processes or initiate legislative change	• Regular measurement and evaluation of services • Intervention to correct service level deficiencies
Continually strive to enhance performance	• Constantly research best practices in other jurisdictions • Identify new processes which could be of benefit to Elections Ontario in service delivery • Encourage and reward innovation • Sponsor professional development • Continuously review legislative framework for changes or amendments which could lead to improved performance against standards	• Continuous inventory and analysis of best practices • Approval of new policies • Highly trained staff • Recognition of employee performance and innovation • Revised legislation, where appropriate

Solid Infrastructure
Elections Ontario will have the organization, facilities and information technology required to support day-to-day operations, electoral events, special projects and continuous process improvement

Objective	Action Plan Overview	Measurement of Success
Define the infrastructure required to operate effective elections and events	• Identify the organizational structure, assets, facilities and information technology required to support day-to-day operations, electoral events and special projects	• Organizational structure confirmed • Infrastructure requirements for core services identified
Plan and implement the required infrastructure	• Implement organizational structure • Establish a process to prioritize, approve and resource infrastructure requirements • Establish an infrastructure requirement analysis component as part of this process • Obtain required funding	• Funding approved • Documented process for infrastructure planning and analysis • Positions staffed
Proactively identify, evaluate and implement emerging opportunities to improve infrastructure	• Establish qualitative and productivity measurement standards and tools to evaluate existing infrastructure and new opportunities • Monitor environment for innovation and best practices for improvement • Develop plans to conduct special or pilot projects to evaluate new opportunities • Implement new opportunities, based on results, where feasible	• Infrastructure capacity monitoring • Regular reports to Senior Management Team on opportunities for improvement • Review results of special or pilot projects • Action plans to implement results

Stakeholder Involvement
Elections Ontario will have the credibility to foster agreement on continually evolving electoral standards and to facilitate necessary legislative change

Objective	Action Plan Overview	Measurement of Success
Secure stakeholder commitment to service excellence standards	• Create Political Advisory Committee with all-party representation to provide input on service excellence standards • Create PREO (Permanent Register of Electors for Ontario) Advisory Committee incorporating principal business partners (MPAC and Elections Canada) to develop service excellence initiatives • Communicate service excellence commitment to all stakeholders	• Political Advisory Committee and PREO Advisory Committee established • Internal and external commitment to service excellence standards • Publication of service excellence commitment
Secure stakeholder commitment to rationalization of electoral services to improve election delivery	• Sponsor the formation of a provincial association of election professionals as a forum for improving processes and functional efficiency across electoral jurisdictions • Develop strategic alliances with other electoral jurisdictions	• Acceptance of concept of provincial association of election professionals • Regular meetings, forums with other electoral jurisdictions
Keep legislation current with evolving technology and electoral practices	• Undertake regular policy and legislative reviews • Seek input from Political Advisory and PREO committees • Establish formal reporting framework to bring forward legislative initiatives	• Internal resources devoted to legislative review • Policy and legislative initiatives developed and presented

The Road
FORWARD...

THE SUCCESSFUL IMPLEMENTATION of Elections Ontario's Strategic Plan will be built around the following key elements:

High Degree of Stakeholder Participation

Elections Ontario will not work in isolation in its drive for electoral process excellence. Stakeholder involvement and strong partnerships will be an integral part of the implementation process.

Standards, Objectives and Accountability

Elections Ontario will work with stakeholders to establish clear, measurable Service Excellence (SE) standards. Key objectives have been identified for each service component. Accountability will be assured through continuous review of performance against standards.

Strategic Priorities –
The "Building Blocks for Success"

Strategic priorities and milestones have been identified for each year of the Strategic Plan. These are the "Building Blocks for Success".

STRATEGIC PLAN
Building Blocks for Success

2002 Event Ready

Priorities
- Assure continuous event readiness
- Promote Service Excellence (SE)
- Establish measurable SE standards
- Secure stakeholder commitment to SE standards and rationalization
- Identify common products and services and potential partnerships
- Build collaborative relationships with stakeholders
- Define infrastructure requirements to run effective electoral events
- Annual review of Strategic Plan and strategic initiatives to monitor progress and review priorities

Milestones
- Completion of Event Readiness Plan (ERP) – March 31, 2002
- Service Excellence (SE) standards established and supported by stakeholders
- Organizational structure and funding for core infrastructure secured
- Implementation Plan developed

2004 Optimize Election Delivery in Ontario

Priorities
- Assure continuous event readiness
- Continue to assure uniform service delivery excellence across all electoral districts
- Continue to ensure that services meet or exceed stakeholder expectations
- Continually review legislation to keep current with technology and electoral practices
- Proactively seek new opportunities for rationalization, improved service delivery and enhanced infrastructure
- Ensure confirmation of stakeholder interest
- Annual review of Strategic Plan and strategic initiatives to monitor progress and review priorities

Milestones
- Event Readiness Plan (ERP) – continuous review
- Continuous review of performance against SE standards
- Investigation and implementation of best practices
- Regular infrastructure capacity monitoring and improvement
- Expanded service delivery partnerships

2006 The Next Strategic Plan

2005 Looking to The Future

Priorities
- Assure continuous event readiness
- Continue to assure uniform service delivery excellence across all electoral districts
- Continue to ensure that services meet or exceed stakeholder expectations
- Implement new opportunities for rationalization, improved service delivery and enhanced infrastructure
- Establish Strategic Plan (SP) process
- Undertake comprehensive review of Strategic Plan initiatives and evaluate achievements
- Secure stakeholder commitment and involvement in Strategic Plan
- Prepare new Strategic Plan

Milestones
- Event Readiness Plan (ERP) – continuous review
- New initiatives to optimize election delivery in Ontario
- Strategic Plan process approved and implemented
- Engagement of Stakeholders in Strategic Plan Process
- Draft Strategic Plan – early 2006

2003 Design and Build to Estab lished Standards

Priorities
- Assure continuous event readiness
- Assure uniform Service Excellence (SE) in election delivery across all electoral districts
- Ensure that all services meet or exceed stakeholder expectations
- Implement comprehensive communication/outreach strategy
- Formalize service delivery partnerships to reduce costs and improve service
- Implement required infrastructure
- Annual review of Strategic Plan and strategic initiatives to monitor progress and review priorities

Milestones
- Event Readiness Plan (ERP) – continuous review
- Report on performance against SE standards following each electoral event and for other services
- Core infrastructure in place
- Service Delivery partnerships formalized

Quotes from Strategic Plan stakeholder consultations

"With our demonstrated excellence in managing and conducting election events, Elections Ontario will be sought out by others to assist and provide advice on election event issues."

"We will be proactive in developing alliances with other stakeholders... all with the goal of enhancing the electoral process."

"We are committed to investing in continuous learning for staff."

WE'D LIKE TO HEAR FROM YOU...

Your input is important to us.

If you have any comments or questions about the Strategic Plan, or Elections Ontario in general, please contact us at:

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