

Municipal Elections

Led by: City Clerk's Office

Description:

The service conducts elections in a manner trusted by the public to elect candidates to office and allows all eligible electors to cast a ballot. This service also administers the municipal census and validates petitions.

Customers:

- Voters
- Candidates
- Media

What is delivered to customers:

A democratically elected body in accordance with legislation and a municipal census.


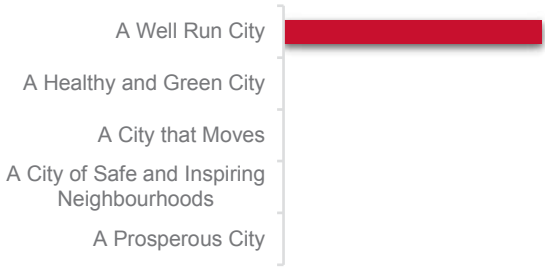
Partners:

- Information Technology
- Transit
- Communications
- Administrative Leadership Team
- Law
- Corporate Security
- Finance
- Calgary Neighbourhoods – Diversity team
- School Boards
- Government of Alberta
- Other Municipalities

Service need (value proposition):

Municipal Elections fulfill the need for a fair, transparent and democratic process for selecting elected officials and/or voting on an issue. An annual census allows for accurate demographic information used in analysis and planning activities within and outside the organization.

Current state service value

<p>58% Voter turnout (2017)</p> <p>2,826 Election workers hired & trained (2017)</p>	<p>35% Online Census Completion Rate (2017)</p> <p>15,778 Elections Calls Answered (2017)</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$8.50 Service cost per eligible elector (2017)</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes (\$000s)</p> <ul style="list-style-type: none"> •Elections = \$294 (2018); •Census = \$1,699 (2018) <p>*Estimates are as of March 30, 2018, therefore the 2018 estimates do not include the upcoming Vote of Electors (plebiscite).</p> <ul style="list-style-type: none"> •Elections = \$4,371 (2017); •Census = \$2,174 (2017) <p>Key Capital Investments</p> <p>Capital investments are required to continue to modernize the administration of elections, including the use of technology to count ballots efficiently and effectively and to support election and census-related software.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Positive feedback has been received from citizens completing the online census. With respect to elections, in 2013 and 2017, positive feedback was received from the public on new advance voting opportunities, such as the Vote Bus and the Drive-Through voting initiative. However, feedback from the public, candidates and media following the 2017 election demonstrated general dissatisfaction with the administration of the election and the publication of results. Business Process Reviews were conducted to identify and correct issues. Specific feedback was received from voters with respect to the lack of accessibility at some voting locations.

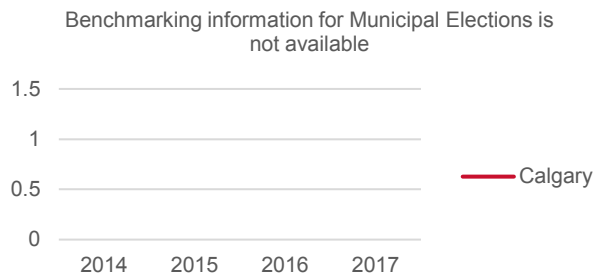
What Council has directed

- W1 – The election of a Municipal Council provides the decision-making structure through which The City of Calgary is directed to serve Calgarians.
- W2 – The Municipal Elections service will work to be more collaborative and provide opportunities for process improvement.
- W3 – Municipal Elections allow Calgarians to express their priorities and make improvements to their communities.
- W4 – Opportunities for innovation and experimentation in the Municipal Election service will be investigated throughout 2019-2022 within the bounds of legislation.
- The Municipal Tribunals service does not align with any specific long-term plans.

What are we watching?

There is a growing trend towards completion of the census using the online self-complete option. Greater expectation for real-time tabulation and publishing of results will continue to drive process and other changes. Communication strategies will increasingly need to account for the changing way in which citizens receive information, whether on the election process, candidates, or the results. As Calgary continues to grow, there is an increasing demand for services in a variety of languages, and for better accommodation of individuals' needs. Overall, expectations from citizens, candidates and the media is towards greater transparency of process. Failing to meet that expectation would jeopardize the public trust in the electoral process.

Benchmarking



No benchmarks are currently tracked. This service will continue to look for ways to benchmark and measure performance. Efforts are ongoing to learn best practices from other jurisdictions that would allow greater use of technology in the logistics and the voting process without undermining the dimensions of quality or legislative compliance. Comparisons of census practices are difficult as Calgary administers an annual census, unlike most jurisdictions.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Accessibility	Locations and methods of casting a ballot are physically accessible.
Quality	The votes are counted accurately, and the voter experience is satisfactory.
Informs	The electoral process is open to observers and scrutineers.
Responsiveness	The results of each election are available promptly.
Legislative Compliance	The election was carried out in a manner that followed all legislation and regulation.



How is the Service performing? Where we are headed and where do we want to go?

Elections Communication Effectiveness Rate (Rate of electors' familiarity with how, when, and where to vote. (Survey collected in advance of election day.))

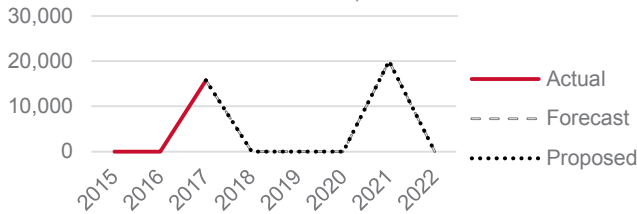


Story behind the curve

Elections Communication Effectiveness Rate

Outreach and communication to prospective electors is key to ensuring their ability to exercise their vote. No survey of the effectiveness of this outreach has been performed in the past. However, it is expected that these survey results would allow for more effective programming to be developed.

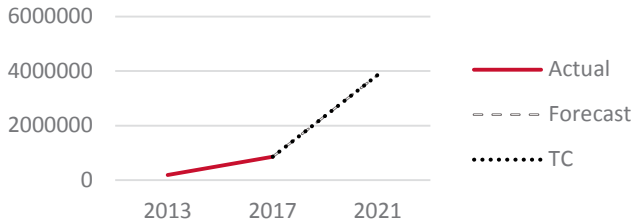
Number of election-related phone calls answered (Overall volume of telephone calls to the election office & 311)



Number of election-related phone calls answered

The volume of calls received during an election may be indicative of several factors, including whether electors were adequately informed on the voting process, the perceived importance of the election, and how well trained election staff were.

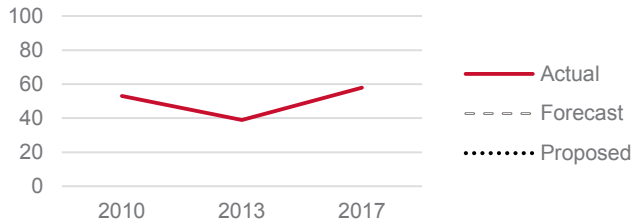
Election website visit volume (2013 & 2017) (Overall number of City of Calgary election website visits)



Election website visit volume (2013 & 2017)

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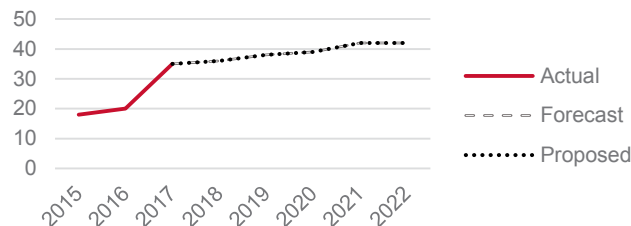
Voter turnout (2010, 2013, 2017) (Percentage of eligible electors who cast a ballot)



Voter turnout (2010, 2013, 2017)

Voter turnout rates are driven by a number of factors. Whether someone will vote or not is influenced by, among other things, education, age, income and the perceived competitiveness and importance of the election. Elections Calgary focuses on ensuring voters are provided with adequate information and a variety of voting methods.

Online census completion rate (Percentage of households completing their census online)



Census online completion rate

Providing the option for citizens to self-complete their census online is a cost-effective alternative to door-to-door collection. Higher online completion rates reduce the total paid to door-to-door census takers. Targeted advertising will continue to encourage citizens to self-complete their census online.



What do we propose to do?

What we propose to continue doing

STRATEGY
Administer elections.
Conduct annual census.
Validate petitions.

Why?

This service will continue to deliver elections that are legislatively compliant, trusted by the public and allow all eligible electors to cast a ballot, and conduct the annual census to provide accurate data to support City decision-making and planning. Current review processes will also continue, focusing on potential cost savings while improving outcomes.

What we propose to do less of

STRATEGY
Printing and mailing (reduce).
Call centre hours (reduce).
Door-to-door census collection (reduce).

Why?

Printing, mailing, and door-to-door collection costs will be reduced by using technology and promoting the online census option. Call centre staffing levels can be reduced by better targeting hours of operation.

What we propose to do more of or include as a new offering

STRATEGY
Develop new interorganizational partnerships.
Use technology.
Develop new performance measures and benchmarks.
Implement a 4-year election program (including business process review implementation).

Why?

Along with the move to a four-year election program, this service will continue to work to develop partnerships and build a corporate approach to the delivery of elections and the census. This will include a renewed focus on roles and responsibilities, the use of technology, and the development of measures and benchmarking to assess performance.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Elections Communication Effectiveness Rate (Rate of electors' familiarity with how, when, and where to vote. (Survey collected in advance of election day)	TBD	↔
Number of election-related phone calls answered. (Overall volume of telephone calls to the election office & 311)	15,778*	↑
Election website visit volume. (Overall number of City of Calgary election website visits)	858,186*	↑
Voter turnout. (Percentage of eligible electors who cast a ballot)	58*	↔
Online census completion rate. (Percentage of households completing their census online)	36	↑

*Reflects results from the 2017 General Election.

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	1,752	1,662	1,662	4,362
Less Previous Year one Time	-	-	-	(2,700)
Base	1,752	1,662	1,662	1,662
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	23	23	23	23
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	37	-	-	-
Efficiencies	-	(23)	(23)	(23)
Service Reductions	(150)	-	-	-
Service Increases	-	-	-	-
One Time	-	-	2,700	-
Realignments	-	-	-	-
Total	1,662	1,662	4,362	1,662

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	1,992	1,902	-	1,902	1,902	-	1,902	1,902	2,700	4,602	1,902	-	1,902
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(240)	(240)	-	(240)	(240)	-	(240)	(240)	-	(240)	(240)	-	(240)
Net	1,752	1,662	-	1,662	1,662	-	1,662	1,662	2,700	4,362	1,662	-	1,662



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		1,020	2,200	380	-	-	3,600
481000	Census & Election Software	1,020	2,200	380	-	-	3,600
Project(s)		-	-	-	-	-	-
Program(s)		-	-	-	-	-	-
Sub-Total (New Budget Requests)		1,020	2,200	380	-	-	3,600
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		1,020	2,200	380	-	-	3,600

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 481000: Census & Election Software

New Budget Request of \$3,600 thousand for significant upgrades to census and election software systems required due to obsolescence and anticipated changes in requirements.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$37 thousand base funding of operating costs starting in 2019.