



Strategic Plan

2022-2026

ELECTIONS THAT WORK FOR YOU

FOR MORE INFORMATION

For more information on Elections Nova Scotia's Strategic Plan or to learn more about elections in Nova Scotia and the work Elections Nova Scotia does, visit our website or contact us at:

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A Message From Our Senior Leadership Team



From left to right:

Dorothy Rice, Chief Financial Officer

Lindsay Rodenkirchen, Assistant Chief Electoral Officer

Linda Fares, Director, Information Services and Technology

Pierre Gareau, Director, Operations

Naomi Shelton, Director, Policy and Communications

To the Nova Scotian Electorate,

It is with pleasure that we present the Strategic Plan 2022-2026 for Elections Nova Scotia (ENS).

The execution of the 41st Provincial General Election (PGE) was challenging. In the period since the 40th PGE, we faced financial and legislative uncertainty as well as challenges in preparing for and conducting a safe election during the COVID-19 Pandemic. Our staff at ENS, our returning officers and other election workers delivered a successful election between the months of July and August of 2021. Following the election, our team listened to our workers, stakeholders and partners and captured the lessons learned which will be integrated to improve our electoral services for future elections.

With the 41st PGE behind us, we are looking ahead to the future, for not just our organization, but for the electorate of Nova Scotia. We are pleased to release our Strategic Plan that will guide our organization over the next four years as we ready for the 42nd PGE. This plan was shaped by all staff within ENS as well as from feedback from our returning officers and stakeholders, such as registered political parties and the public.

This Strategic Plan is our commitment to excellence, as we prepare for and deliver trusted elections that work for Nova Scotians. Our strategic commitments are focused on improving electoral services for Nova Scotians, building relationships with stakeholders and partners, and growing our people. We have a defined path outlining how we will continue to modernize the democratic process, enabling electors to access our services and vote in ways that suit their needs. The recent legislative change to fixed election dates will enable us to plan and budget more efficiently, providing the necessary certainty for not just ENS, but for those individuals and organizations who want to engage and participate in our provincial democracy.

As a Senior Leadership Team and as an organization, we look forward to the work ahead and to the enhancements in accessibility, modernization and improved processes that we know electors will notice.

Sincerely,

The Senior Leadership of ENS

Living Our Values

The values Elections Nova Scotia (ENS) lives by guide and inform the strategic commitments of this plan and the actions taken to fulfill them.

ENS has adopted another value, Innovation, to reflect the hard work done by elections workers across the province in adapting to ever changing environments and ensuring all Nova Scotians can exercise their right to vote no matter the obstacle.

The team at ENS looks forward to living all of its values, everyday.

Accountability

We own our actions, decisions and their consequences, always.



Collaboration

We work together and rely on each other to achieve the best results.



Inclusivity

We listen to all Nova Scotians and invite all to participate in the process of democracy.



Integrity

We are trustworthy, professional, fair, respectful and objective in executing our mandate.



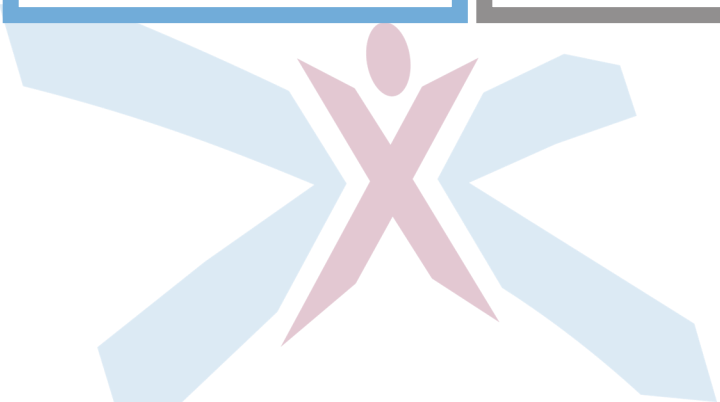
Transparency

We provide open, accurate and timely information about electoral processes and political entities' activities.



Innovation

We adopt new ideas wherever we can to best serve Nova Scotians.



Our Vision:

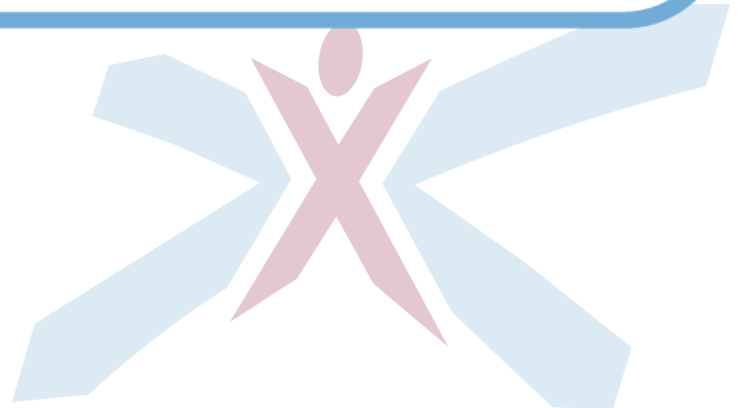
Trusted by all Nova Scotians to excel in the delivery of fair and inclusive elections.

Our Mission:

To serve democracy by delivering provincial elections impartially and professionally.

Our Mandate:

- × Conduct provincial general elections and by-elections.
- × Ensure compliance with provincial electoral law, including the political finance 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 electoral finance regime.
- × Conduct electoral education programs.



Our Strategic Commitments

ENS is committed to providing the best opportunities for Nova Scotians to participate in democracy.

In taking on these commitments, ENS affirms a positive and proactive approach to fulfilling its mandate and achieving its mission and vision. In 2026, when this strategic plan reaches its conclusion, the staff at ENS aim to see the outcomes of the commitments made as real as possible to the voters of Nova Scotia.

Elections Nova Scotia will:

- ✕ Enhance the electoral process for all Nova Scotians through inclusion, diversity, equity and access.
- ✕ Build relationships and partnerships with stakeholders.
- ✕ Lead in the modernization of electoral services.
- ✕ Foster a team culture that sets staff up for success.
- ✕ Support election workers to excel in service delivery.



Our commitment:

Enhance the electoral process for all Nova Scotians through inclusion, diversity, equity and access.

The best democratic process is inclusive to all voters and accessible to everyone.

To overcome barriers to access, ENS will continue to listen to all groups, including those who are marginalized, and engage with communities eager to exercise their right to vote and participate in elections.

Everyone should feel welcome at a voting location, no matter who they are, and all obstacles to voting deserve to be overcome.

ENS will:

- ✕ Deliver elections with integrity and transparency to promote trust with Nova Scotians in the electoral process.
- ✕ Empower Nova Scotian electors, candidates, parties and election workers to engage in the electoral process by identifying and removing barriers that impede their ability to participate by engaging in continuous outreach.
- ✕ Deliver improved and innovative services to Nova Scotians that improve their ability to participate in the electoral process.
- ✕ Advocate for inclusion, diversity, equity and access to support and serve marginalized voters to engage in the electoral process.

Outcome

Nova Scotian electors participate in the democratic process, confident that they will not encounter barriers to access, at inclusive and accessible voting locations that reflect the diversity of their communities.

Our commitment:

Build relationships and partnerships with stakeholders.

Elections are a collaborative effort, and that means including not just ENS staff, but the individuals and communities served by elections. By reaching out to and speaking regularly with other stakeholders in government and our communities, ENS is able to adapt to change and be responsive to the needs of the people they service.

By generating enriching opportunities for everyone involved, ENS will position itself for success.

ENS will:

- × Create a culture and environment that fosters collaboration and transparency by connecting with our stakeholders and partners.
- × Listen to stakeholders through multiple channels to meet their needs and address their concerns to serve them better in a fair and equitable fashion.
- × Build on practice of consultation with stakeholders as policies, programs and services are developed and implemented.
- × Enhance the plan to educate and inform our stakeholders and partners about elections, to increase understanding of the work ENS does and to build allyship through mutual open and transparent communication.

Outcome

ENS consults and engages with its trusted partners and stakeholders in serving Nova Scotian voters and candidates and achieving world-class election readiness.

Our commitment: **Lead** in the modernization of electoral services.

Putting innovation at the heart of everything we do. ENS must adapt to evolving expectations of the electorate to how elections should be run while being conscious of new threats to the integrity and security of our elections. Modernizing means being open to new ideas that guide how elections work and implementing changes where it makes sense.

ENS strives to be a lighthouse to democracies everywhere and to serve as an exemplar of successful election management in the 21st Century.

ENS will:

- ✖ Use technology to streamline training and access to information.
- ✖ Evaluate and modernize new communications methods to determine the best way to support meaningful engagement with partners, stakeholders and voters.
- ✖ Enhance our modern and secure IT infrastructure and systems to continue to protect against cyber-attacks to ensure the integrity of our elections.
- ✖ Explore and create new opportunities where innovation can increase access to our services through collaboration with our partners and stakeholders.

Outcome

Nova Scotian electors will have increased opportunities to cast their ballots securely at convenient times and locations and increased access to high quality and accessible information related to their elections.

Our commitment:

Foster a team culture that sets staff up for success.

ENS has been successful because of the people who work there. Ensuring that the work culture aligns with the strategy of the organization will make a difference in accomplishing the outcomes that will define success.

ENS invests in staff and leadership to ensure successful elections for all Nova Scotians and communicate the values, commitments and goals of the organization and how they can be realized by everyone.

ENS will:

- ✕ Support HR practices that enhance accountability, collaboration, inclusivity, integrity and transparency.
- ✕ Engage with staff to identify the internal priorities that will lead to the betterment of the organizational culture.
- ✕ Ensure strong stewardship by investing in and equipping current and future leadership for success.
- ✕ Offer mentoring and professional development opportunities to support staff in their professional growth.
- ✕ Review organizational structure and processes, updating and standardizing them where it is beneficial to ensure ENS has an efficient and adaptable team.

Outcome

ENS will continue to be a dynamic organization, with staff engaged and aligned to work toward the same goals in realizing the strategic vision for Nova Scotians.

Our commitment:

Support election workers to excel in service delivery.

Election workers are at the front-line of the work ENS does. They represent the first impression that voters will have of the team at ENS, and therefore it is critical that they are supported fully in delivering an excellent election.

In committing to support election workers, ENS aims to have Returning Officers, and their teams and the communities, feel supported every step of the way.

ENS will:

- ✕ Develop an agile recruitment and training program for election workers, drawing from diverse communities, that supports successful election delivery.
- ✕ Provide a safe and healthy work environment for election workers.
- ✕ Provide continuous performance feedback to election workers throughout elections.
- ✕ Enhance and explore new technology for the recruitment and training of election workers.
- ✕ Support local Returning Officers' leadership through targeted and ongoing professional development.

Outcome

Voting locations and returning offices operate smoothly and efficiently, staffed by competent, well-trained, and enthusiastic staff who feel supported by ENS every step of the way.

How We Will Use the Strategic Plan

The strategic plan will form the foundation of planning how the next four years will make elections better, more efficient, and more accessible to all Nova Scotians.

It will serve as a decision making tool that staff will use to orient projects towards the broader goals of Elections Nova Scotia and serve as a tool for common understanding to where ENS is going: for ENS staff, stakeholders and partners in election delivery.

Strategic Plan

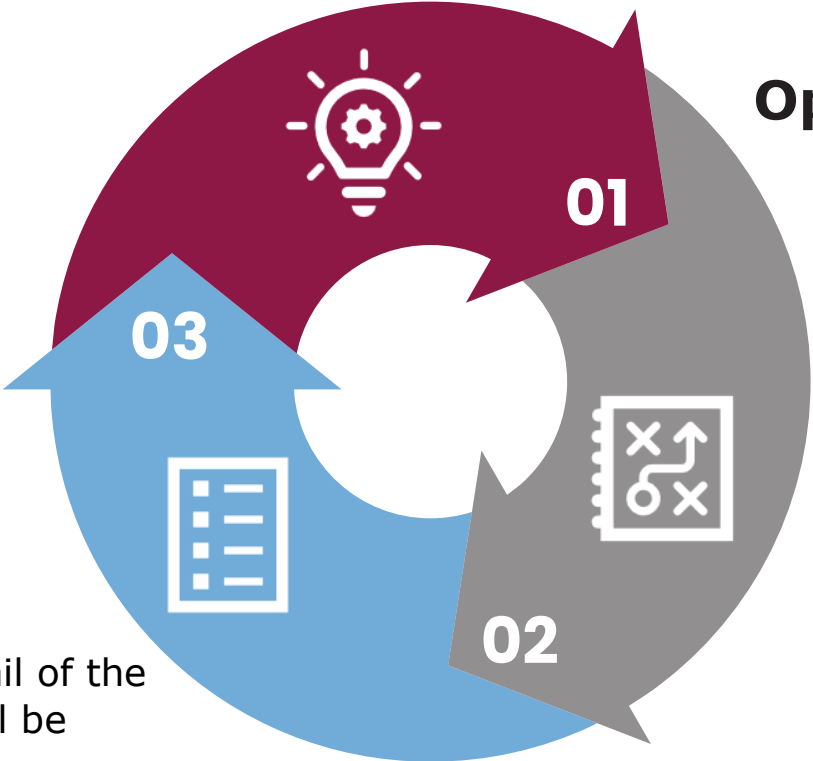
Defines the organization’s high-level vision and goals.

Project Plans

Defines the detail of the projects that will be executed.

Operational Plan

Defines the projects that will be executed to achieve the goals of the strategic plan, along with key performance indicators.



Our Commitment to You



We're proud to present this strategic plan to all Nova Scotians, from our own staff to candidates and their parties; to people who vote every time and to people who might be voting for their very first time. This plan is the cumulative efforts of our team, who worked together to plan how we intend to excel at our mandate over the next four years, and how we will bring our very best to the table; this is the plan for our whole team to feel accountable to and deliver on.

ENS is committed to providing elections of the highest quality every time a writ is issued. We want Nova Scotians to feel listened to not just at the polls, but everyday, as our proud democratic traditions are passed down from generation to generation.

With this strategic plan in hand, we're ready to get to work preparing for the next four years of democracy in the province we call home.

We Look Forward to Seeing You at the Polls!



