

Strategic Plan

2025-2029

Guiding Our Way to the Future

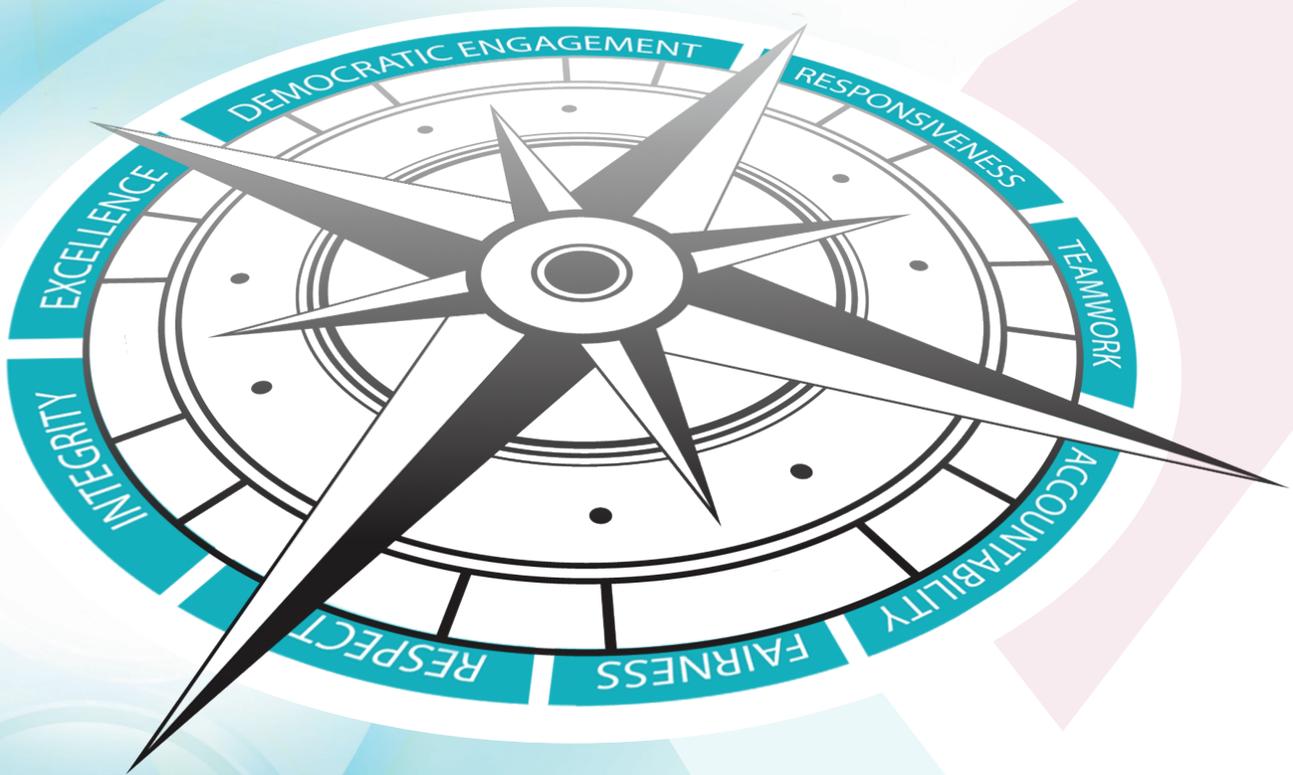


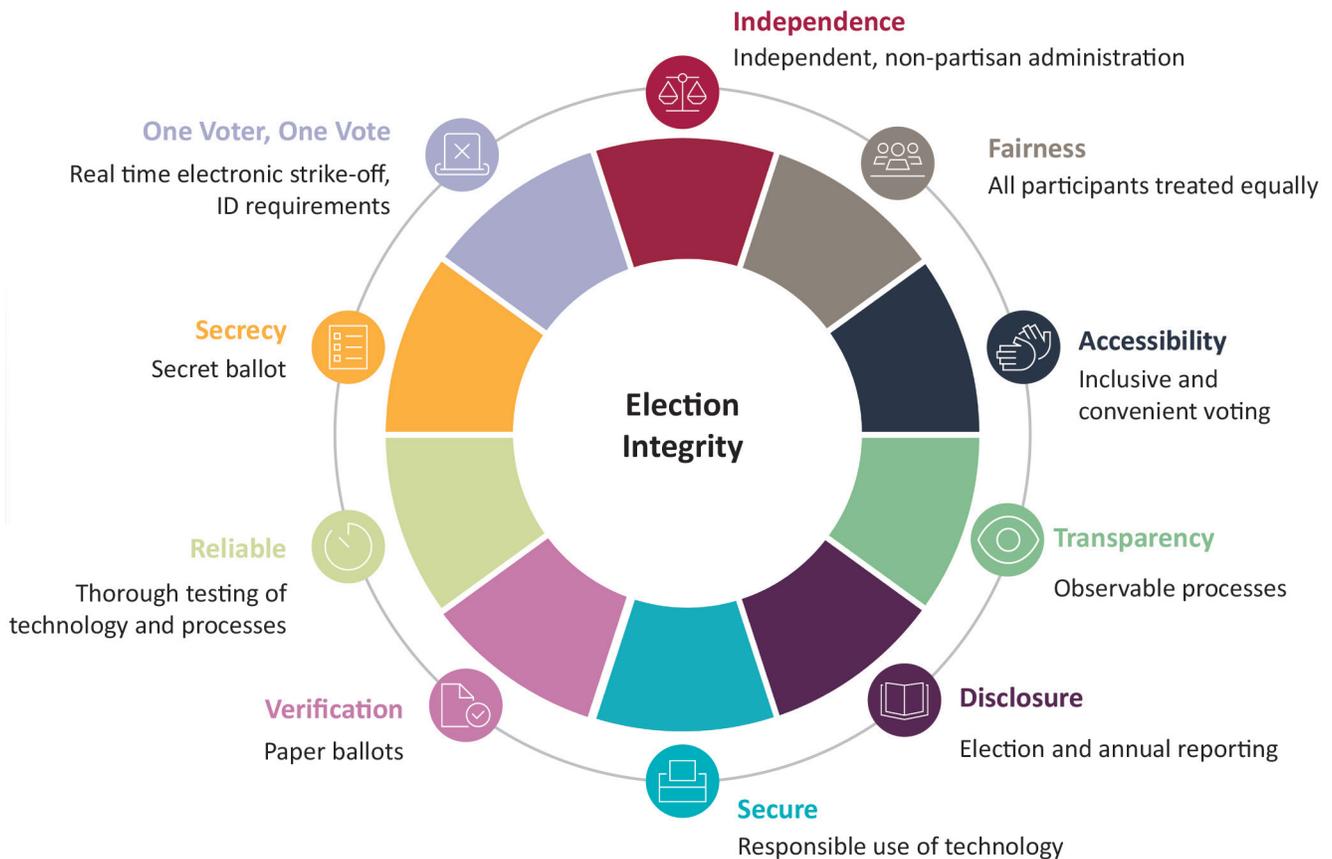
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Message from the CEO

2025 marks a significant milestone as our organization celebrates 45 years of successfully delivering free and fair elections and ensuring that every eligible citizen has the invaluable opportunity to participate and have their voice heard. Every year, and with every electoral event, we uphold the principles that form the foundation of democracy, empowering the voice of the people and safeguarding the integrity of our democratic processes.

The elements of election integrity noted below, are crucial to the delivery of any election and central to everything Elections Manitoba does:



As we set our sights on the future, this Strategic Plan for 2025-2029 will serve as our compass, guiding us through an evolving electoral landscape. It will help us navigate challenges and deliver on opportunities to foster the democratic rights of Manitobans. The past election cycle has presented us with a global pandemic, significant legislative amendments, immense organizational change, several byelections, and the successful delivery of a general election. The complexities of this election cycle put our resilience and adaptability to the test. Our ability to deliver free, fair, and accessible elections and ongoing electoral services to Manitobans is a testament to the dedication and expertise of our team.



With our Strategic Plan, we aim to build upon our accomplishments and meet the evolving expectations of Manitoba voters, political participants, and our many collaborators in the democratic process, all while navigating the challenges faced by our organization. We have shown that we can to adapt, innovate, and deliver outstanding service. By staying focused on our mandate, we will forge a stronger, more inclusive, and more resilient organization.

I am confident that, together, we will rise above any obstacles that come our way. Our past experiences have demonstrated our ability to adapt, innovate, and deliver outstanding service.

I extend my deepest gratitude to each employee, whether you are part of our permanent core team or in the field, for your unwavering dedication and hard work. Your commitment to excellence and passion for our mission have been instrumental in safeguarding democracy for Manitobans.

I look forward to working alongside each of you as we navigate the next four years.

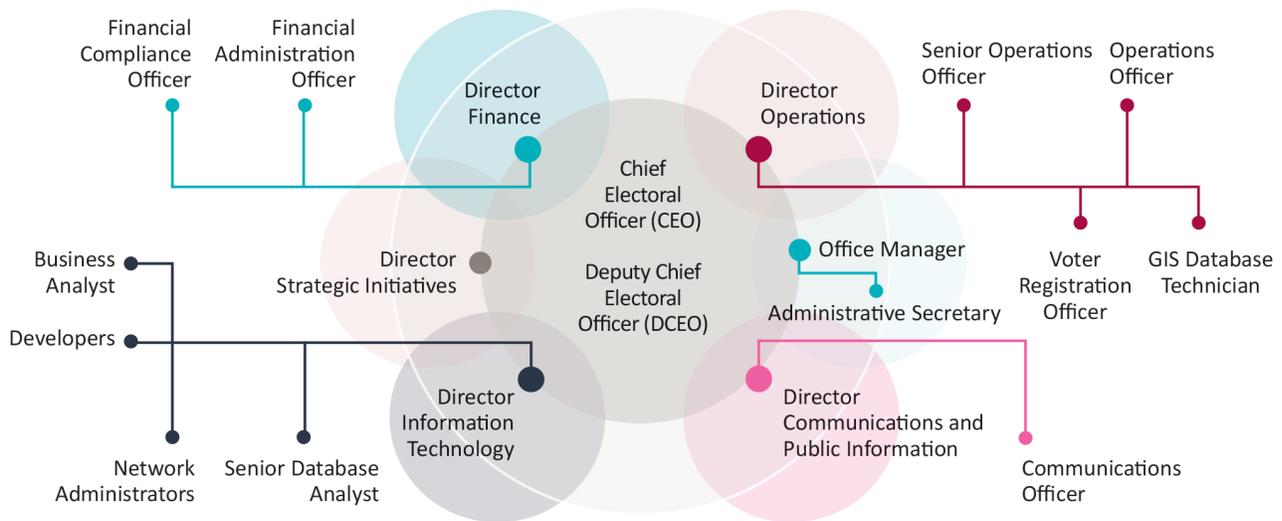
Thank you for your continued support and commitment.

Shipra Verma, FCPA, FCA
Chief Electoral Officer

Our Organization

Elections Manitoba is an independent office of the Legislative Assembly responsible for securing the democratic rights of Manitobans through the conduct of free and fair elections and through the administration and enforcement of campaign finance legislation for political participants. All members of the office provide professional and non-partisan public service, independent from government and free from political influence, to enhance public confidence in the electoral process. The functions of the office are complex, dynamic, demanding and time sensitive.

Our organization includes the CEO and 21 core headquarters (HQ) positions, organized into departments.



Our HQ staffing complement starts to expand two years before an election to provide leadership and subject matter expertise to approximately 50 temporary HQ employees and then to over 5,000 field and event staff when delivering on electoral events.



Our Mandate



TO DELIVER free, fair, and accessible electoral services in a fiscally responsible manner by providing eligible voters the opportunity to cast their ballot and supporting political participants in accessing their rights and meeting their responsibilities.

Our Mission



TO PROTECT and foster the democratic rights of citizens through the conduct of free and fair elections, to enhance public confidence in and awareness of electoral processes and services, and to assist political participants to comply with legislation.

Our Vision



TO PROVIDE information, opportunities, and resources to foster excellence, participation, and fairness in electoral services.

Our Core Values

Elections Manitoba has a set of core values that guide the organization to fulfill its mandate, achieve its strategic priorities, and establish a strong organizational culture. These core values serve as guiding principles, shaping the activities and actions of staff and leadership at Elections Manitoba. They identify the attitudes, beliefs, and behaviours of employees, fostering a shared understanding of what is important, and how work should be approached. When faced with choices or challenges these core values provide a framework for making decisions to maintain the credibility and foster trust with our community.

Accountability: We take ownership of our work and actively demonstrate efficient use of public funds, value for money, and transparency through our actions.

Fairness: We demonstrate fairness, impartiality, and non-partisanship in all our actions and decisions. We carry out our responsibilities without favoritism, bias, or discrimination.



Integrity: We consistently uphold legislation and ethical principles, ensuring our actions align with the highest standards of integrity.

Respect: We demonstrate respect for voters, political participants, partners, and each other through our actions and interactions.

Excellence: We make every effort to deliver excellent service by fostering a culture of continuous improvement and embracing new ideas and technologies.

Democratic Engagement: We actively encourage and support participation in the electoral process through collaboration and partnerships, building an environment that supports and strengthens democracy.

Responsiveness: We take prompt action and strive to anticipate the needs of our people and organizations through active listening, understanding differing perspectives, and providing accurate and transparent information.

Teamwork: We foster an environment of participation and seamless collaboration, leveraging the strengths of each team member.



Our Community

As stewards of democracy in the province, Elections Manitoba holds the responsibility of defining its strategic plan based on the needs and expectations across a wide range of people and organizations in our community. These groups possess diverse needs, which can occasionally be in conflict or counteract the needs of others.

Manitobans, Voters, and Prospective Voters

Elections Manitoba serves Manitobans in providing information, making the voting process easy and accessible, and providing timely disclosure of election results and political participants financial activities. These groups also include media, educators, and community, support, and advocacy groups such as organizations that serve youth, new Canadians, ethno-cultural communities, persons with disabilities, seniors, incarcerated, and unhoused voters.

Political Participants

Elections Manitoba regulates the activities of and supports political parties, unregistered parties, candidates, leadership contestants, constituency associations and third-party advertisers to participate in the electoral process in accordance with legislation.

Local Election Offices, Election Workers, Vendors, and Partners

Elections Manitoba relies on the contribution of over 5,000 temporary staff, vendors, and partners to deliver electoral services. These groups also include public sector departments and agencies.

Legislative Assembly and Independent Officers

As an independent office of the Manitoba Legislature, Elections Manitoba reports to the Standing Committee on Legislative Affairs on annual activities and electoral events, works with the Legislative Assembly office, the Speaker of the House, the Clerk of the Legislative Assembly, and Legislative Counsel to clarify, modernize and streamline electoral legislation. Elections Manitoba also works with Commissioner of Elections as needed.

Other Election Management Bodies

Elections Manitoba works with federal and provincial election management bodies, plus municipal and Indigenous governments to share information and learning from electoral events.

Our Environment

Elections Manitoba operates in a dynamic and demanding environment that requires agility and responsiveness to fulfill its legislative mandate and deliver elections of any size at any time. This requires a constant state of election readiness through structure, governance and operational policies and procedures to equip staff and election workers to deliver elections under intense time pressures.

The strategic plan is shaped by analyzing past general elections, stakeholder expectations, and the broader electoral environment. The next four years will see increased focus on sustaining ongoing electoral service delivery and responding to the following key challenges:

- Proposed and unanticipated legislative amendments and modernization mandate as they arise
- Shifts in demographics with new voters and aging voters
- Digital literacy, as well as access in remote and rural areas, as technological changes and demand for online services increase
- Engagement with Indigenous communities and other voters who face barriers to participation
- Threats to democracy, assessing and anticipating impacts of risks such as foreign interference, cybersecurity, artificial intelligence, and disinformation

Elections Manitoba is committed to meeting these challenges while maintaining the integrity, accessibility, and fairness of the electoral process. Success will require collaboration, continuous improvement, and adaptability in the face of change. By applying lessons learned, focusing on service, and fostering democratic engagement, Elections Manitoba will ensure it continues to meet the needs of Manitobans.



Our Strategic Focus Areas

To navigate the ever-evolving environmental landscape, maintain ongoing service expectations of voters and political participants, and address ongoing and emerging threats to democracy, Elections Manitoba has defined the following strategic focus areas. These strategic focus areas serve as a roadmap for allocating resources, efforts, and investments, while also considering the crucial need for adaptability and agility in response to the constantly evolving legislative environment.



Uphold Integrity and Public Confidence

To enable free and fair elections, Elections Manitoba is investing in additional infrastructure and resources to be proactive in identifying and protecting against threats to democracy and increasing transparency to compliance. We consistently monitor and assess threats to the democratic process and will communicate how we address and anticipate threats. In addition, we will ensure overall compliance to legislative mandate.



Strengthen Organizational Effectiveness

To safeguard public use of funds and foster a culture of continuous improvement, Elections Manitoba is investing in the capacity and capabilities of our staff and organization. We will streamline administrative processes and maintain electoral service excellence. Drawing on sound management practices that promote collaborative teamwork, we will develop staff skillsets, build integrated project plans, and ensure open and consistent channels of communication at all levels so information flows smoothly and efficiently.



Enhance Service and Ongoing Engagement

To modernize electoral services and enable meaningful communication and interaction with vested parties, Elections Manitoba is committed to a responsive service mindset that addresses needs and enables access to information. We will expand online functionality to increase transparency and will continue to work regularly with our people and organizations to support democracy for Manitoba.



Enable Inclusivity and Accessibility

To reflect the diversity of communities and fulfill our commitment to truth and reconciliation, Elections Manitoba will design services and programs that provide the environment for equitable and accessible opportunities for Manitobans. We will actively listen to the needs and expectations of voters to ensure electoral services address barriers and are responsive to unique requirements.

Our Strategic Enablers

Our strategic enablers facilitate execution of this plan and allow Elections Manitoba to operate efficiently and effectively in its ever-changing, complex environment.

Partnerships: Through collaboration we can share knowledge and expertise to achieve our mandate more efficiently.

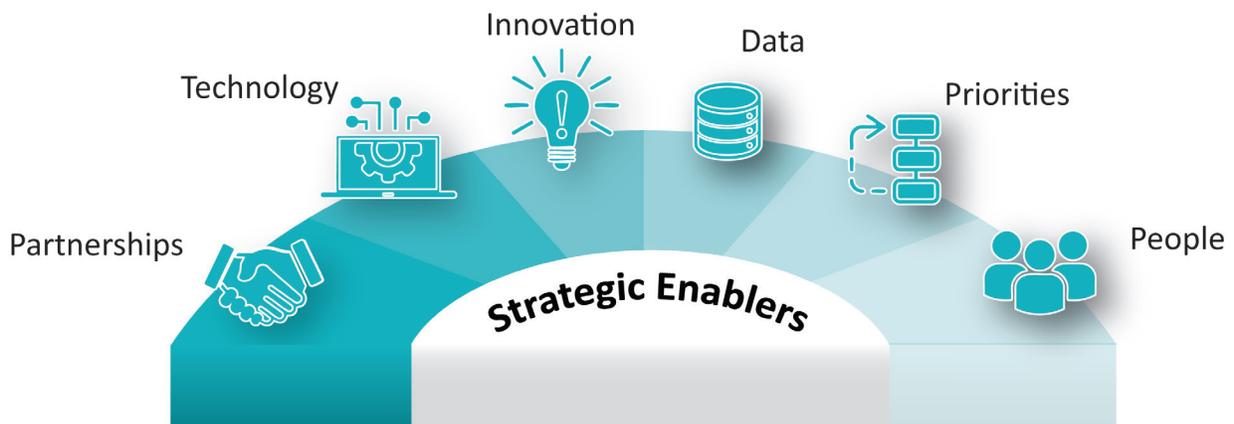
Technology: Leveraging technology will enable us to deliver enhanced service to voters and political participants.

Innovation: Cultivating a culture of innovation will drive ideas, leading to new approaches, processes and strategies that will improve our performance.

Data: Analysis of data will provide valuable insights to inform decision making, optimize processes, and identify opportunities for greater services.

Priorities: Prioritizing key initiatives and allocating resources effectively will ensure we focus on the most critical activities that align with our strategic initiatives.

People: By empowering our employees and optimizing our workforce through effective delegation, skill development, and fostering a collaborative work environment, we can better deliver on our strategic priorities.





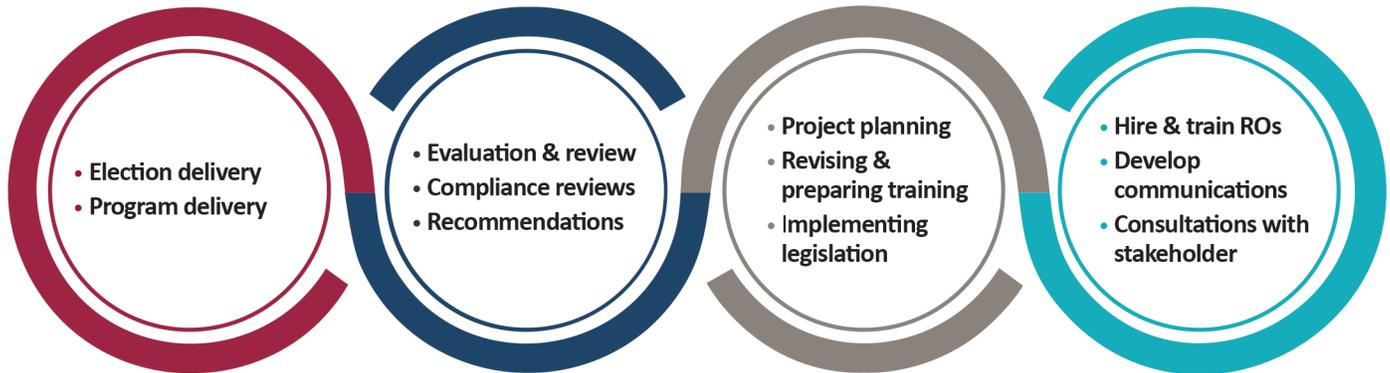
Our Strategic Initiatives

Over the course of the next four years, Elections Manitoba has established the following strategic initiatives to advance work in each of the four strategic focus areas.

Focus Area	Strategic initiatives
Uphold Integrity and Public Confidence	<ul style="list-style-type: none"> ▶ Ensure robust risk management framework to manage emerging threats to democracy, ongoing monitoring of environment and transparent reporting of information to the public ▶ Improve access to information and compliance reporting through modernization of the website
Strengthen Organizational Effectiveness	<ul style="list-style-type: none"> ▶ Support internal capacity by building professional development and training plans for employees and field staff including a robust onboarding program ▶ Deliver internal communication that is accessible and clear by defining consistent channels ▶ Enable effective and efficient access to documentation through consistent protocols, templates and use of standardized tools including integrated project management
Enhance Service and Ongoing Engagement	<ul style="list-style-type: none"> ▶ Leverage election knowledge to strengthen collaboration and ensure the delivery of responsive and reliable services ▶ Develop new processes and procedures to support Vote Anywhere and other legislative amendments ▶ Use technology to modernize election management systems and improve service to local election offices and field staff
Enable Inclusivity and Accessibility	<ul style="list-style-type: none"> ▶ Review and update our engagement strategy and plan for voters who face barriers, establish and reconfirm partnerships, including community groups, to support strategies and tactics for public outreach and voting opportunities ▶ Refresh external marketing strategy and plans including media campaign, creative designs, and programming to support access to election information

Our Work

The strategic initiatives are in addition to ongoing electoral service delivery and day-to-day corporate administration of an independent office. These strategic initiatives also need to be woven into an established election calendar within phases of the election cycle, as depicted below.



44th General Election

The 44th General Election is scheduled for October 2027; electoral planning activities and projects will ramp up 24 months ahead of the event to ensure Elections Manitoba is election ready before April 2027, including implementation of any legislative amendments that may also arise.

The activities of each phase of the election cycle ensure operational readiness and the effective delivery of electoral events and services. Applying the lessons learned from the evaluation of the previous election, we refine and improve the policies and procedures to ensure our staff, systems, and programs are ready to meet the needs of voters and stakeholders efficiently and effectively.

Throughout all phases, our approach - emphasizing collaboration with other electoral management bodies, jurisdictions, partners, and stakeholders - reflects a shift from an event delivery model towards ongoing electoral service delivery and a commitment to continuous improvement and learning. This approach ensures that we remain adaptable, innovative, and responsive to the evolving needs of the electoral landscape.



Manitoba Electoral Divisions
BOUNDARIES COMMISSION

Electoral Divisions Boundaries Commission

This strategic plan includes preparations for the next Electoral Divisions Boundaries Commission (EDBC). Boundaries are reviewed every 10 years to ensure effective representation for all Manitobans. The 2018 EDBC submitted its final report establishing provincial electoral boundaries in December 2018. Following the 44th General Election in 2027, Elections Manitoba will ramp up to support the work of the EBDC.



Conclusion

Our strategic plan refines the mission and vision of Elections Manitoba, placing a strong emphasis on service delivery. Additionally, it updates our values to reflect the importance of teamwork, responsiveness, and democratic engagement.

Elections Manitoba’s 2025-2029 strategic plan set the course for the work ahead. The strategic framework diagram below serves as a testament to our unwavering commitment as stewards of the democratic process for Manitoba. The strategic focus areas and enablers sit on the foundation and aid in achieving the vision and mission. The values underpin the mandate which is the foundation for Elections Manitoba.



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