



# **Office of the Chief Electoral Officer**

**2009–2010  
Estimates**

**Report on Plans and Priorities**

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Marc Mayrand  
Chief Electoral Officer of Canada

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The Honourable Jay Hill, PC, MP  
Leader of the Government in the  
House of Commons



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## Chief Electoral Officer's Message

As we look forward and set our plans and priorities for 2009–10, we at Elections Canada see both challenges and opportunities ahead.

Our mandate requires us to be prepared at all times to conduct a federal general election, by-election or referendum, and to administer the provisions of the *Canada Elections Act* and other related legislation. The past three general elections have taken place in scarcely more than four years, and each has returned a minority government. Practical considerations require Elections Canada to maintain special vigilance under successive minority governments. In the coming fiscal year, re-establishing and maintaining election readiness will again be a priority for the agency both in the field and in Ottawa.

In early 2008, we began implementing the *2008–2013 Strategic Plan*. This plan is driven by three objectives: *Trust*, *Accessibility* and *Engagement*. This coming fiscal year, we will finalize the frameworks to support the strategies of the plan. We will also focus on specific initiatives – particularly the *Accessibility* objective.

We will continue to engage Canadians and their representatives in our efforts to make the electoral process more responsive to their needs and expectations. A key part of these efforts in the next fiscal year will be completing our evaluation of the 40th general election. These activities will include assessing the impacts of the recent changes made to the electoral process, particularly the new voter identification requirements. This fall, I will table a report with my recommendations to Parliament.

Recently, there has been some public discussion about a potential referendum on the topic of Senate reform. In that regard, we are in the process of updating the regulation that adapts the provisions of the *Canada Elections Act* for the purposes of a referendum. It should be noted, however, that the political financing regime set out in the *Referendum Act* in 1992 differs from the one put in place more recently in the *Canada Elections Act*. For instance, no limits would be imposed on contributions to referendum committees, nor would there be a prohibition against contributions from corporations or unions that carry on business or hold bargaining rights in Canada. The adaptation authority granted in the *Referendum Act* does not empower the Chief Electoral Officer to bring the two political financing regimes into congruence. Amendments to the *Referendum Act* would be required should Parliament conclude that such congruence is needed.

In 2009–10, Elections Canada will devote considerable efforts to the development of human resources as we begin to implement our long-term human resources strategy to be unveiled in early 2009. We will also pursue the renewal of our information technology infrastructure by securing a robust and expandable data centre; this will meet the future requirements for growth and availability as we prepare to offer enhanced electronic services to voters.

Over the next fiscal year, we will undertake a review of our programs and operations, with the aim of ensuring they are aligned with our strategic priorities and the key ongoing results we deliver to Canadians. This will allow Elections Canada to identify opportunities for internal reallocations through efficiency and effectiveness gains. However, given the pace of electoral events and legislative reforms over the last 10 years, we may need additional long-term funding to ensure the agency continues to fulfill its responsibilities.

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Marc Mayrand  
Chief Electoral Officer of Canada

## Section I – Agency Overview

### Raison d’Être

The Office of the Chief Electoral Officer, commonly known as Elections Canada, is an independent, non-partisan agency that reports directly to Parliament. Its mandate is to:

- be prepared at all times to conduct a federal general election, by-election or referendum
- administer the political financing provisions of the *Canada Elections Act*
- monitor compliance and enforce electoral legislation
- conduct voter education and information programs
- provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census
- carry out studies on alternative voting methods and, with the approval of Parliament, test electronic voting processes for future use during electoral events

### Responsibilities

In fulfillment of this mandate, Elections Canada appoints, trains and supports 308 returning officers and 30 field liaison officers across Canada. It maintains the National Register of Electors, as well as electoral geography information that provides the basis for preparing maps and other geographic products used during electoral events.

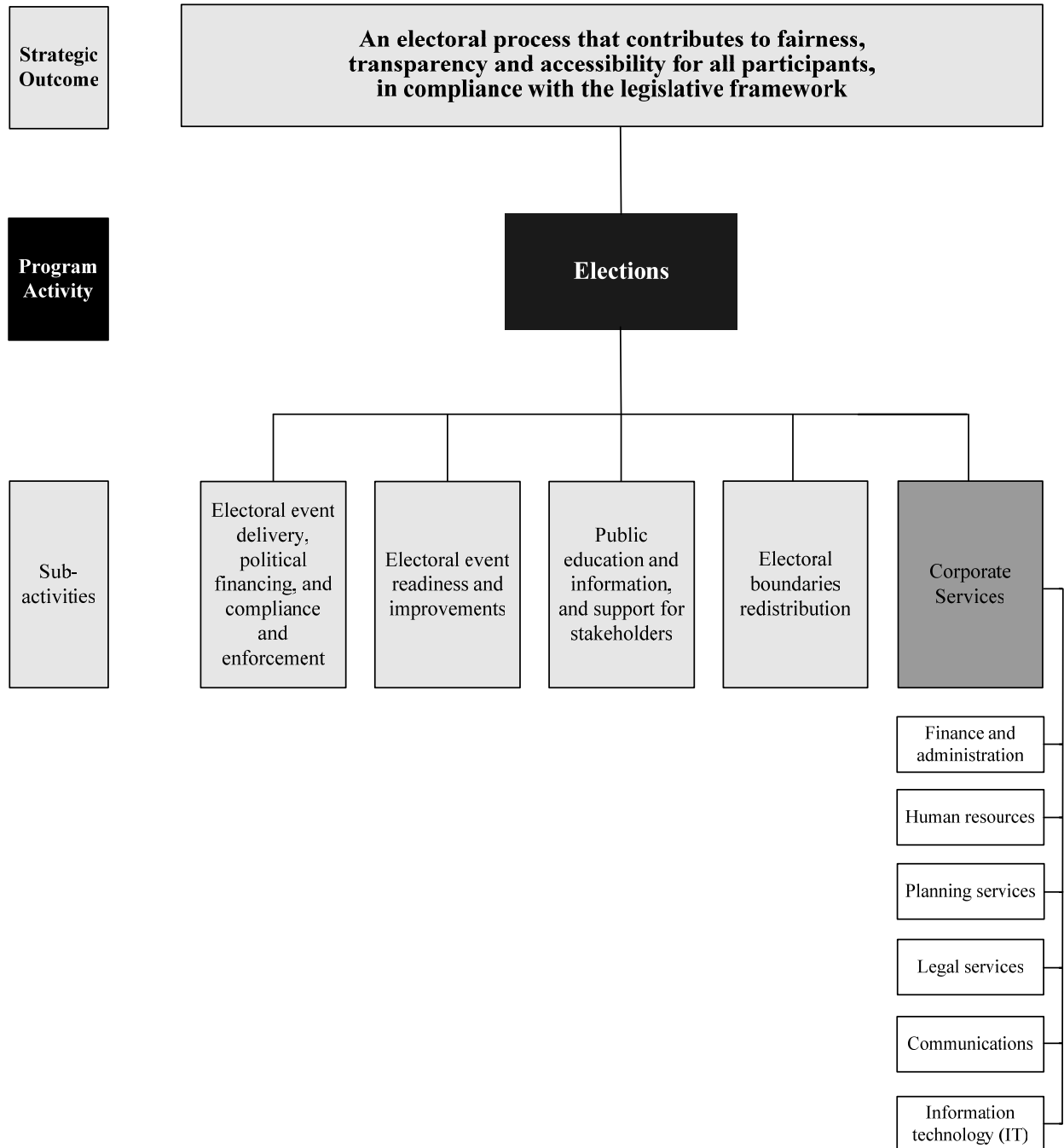
The agency also:

- registers political entities, including political parties, electoral district associations, candidates, leadership contestants, third parties that engage in election advertising and referendum committees
- administers the allowances, reimbursements and subsidies paid to eligible candidates, registered political parties and auditors
- monitors compliance with the *Canada Elections Act*
- discloses information on registered parties and electoral district associations, nomination contestants and leadership contestants of registered parties, candidates, third parties, and referendum committees, including their financial returns

In addition, the agency recommends to Parliament amendments for the better administration of the *Canada Elections Act*. It does this through the statutory reports of the Chief Electoral Officer after electoral events, as well as through the provision of expert advice when Parliament studies electoral reform.

## Strategic Outcome and Program Activity Architecture

Elections Canada has a single strategic outcome supported by the following Program Activity Architecture (PAA):



**Note:** Our PAA remains unchanged for 2009–10. However, we are presenting financial figures for Corporate Services as a program activity to reflect what has been presented in the Main Estimates.



## Planning Summary

The following information summarizes the agency's plans and priorities for the next three fiscal years.

### Financial Resources (\$ thousands)

2009–10	2010–11	2011–12
\$119,635	\$117,532	\$117,532

### Human Resources – Full-Time Equivalents (FTEs)

2009–10	2010–11	2011–12
394	404	404

### *Program Activities by Strategic Outcome*

The following chart summarizes Elections Canada's four key programs (mandated priorities), which complement our single strategic outcome.

<b>Strategic Outcome:</b> an electoral process that contributes to fairness, transparency and accessibility for all participants, in compliance with the legislative framework				
Mandated Priority (Key Program)	Forecast Spending 2008–09 (\$ thousands)	Planned Spending (\$ thousands)		
		2009–10	2010–11	2011–12
Key Program 1* Electoral event delivery, political financing, and compliance and enforcement	273,380	39,876	33,676	33,676
Key Program 2** Electoral event readiness and improvements	78,991	43,906	49,529	49,529
Key Program 3 Public education and information, and support for stakeholders	6,274	10,628	10,628	10,628
Key Program 4 Electoral boundaries redistribution	0	0	0	0
Corporate Services	n/a	25,225	23,699	23,699
<b>Total</b>	<b>358,645</b>	<b>119,635</b>	<b>117,532</b>	<b>117,532</b>

\*The variance between the Forecast Spending in 2008–09 and the Planned Spending for 2009–10 can be attributed to the cost of the 40th general election.

\*\*The variance between the Forecast Spending in 2008–09 and the Planned Spending for 2009–10 can be attributed to the cost of pre-event readiness and the transfer of expenses from the Elections program activity to the Corporate Services program activity.

## *Contribution of Priorities to the Strategic Outcome*

The following charts summarize the contribution of Elections Canada's operational program priorities and its management priorities to its single strategic outcome.

<b>Operational Priorities</b>	<b>Type</b>	<b>Description of plan for meeting the priority</b>
1. Maintain a state of readiness to deliver electoral events	Ongoing	Our mandate requires the agency to be ready to conduct an electoral event at all times. To fulfill this priority, Elections Canada will return to a state of full readiness for September 1, 2009, while ensuring it has adequate contingency plans in place should a general election occur before then.  We will also assess ongoing legislative reform proposals as they arise for their impact on event readiness.
2. Implement a registration process that allows electors to register in person, by mail, telephone or Internet anytime and anywhere <sup>1</sup>	Previously committed to	An e-registration application will be under construction by the end of fiscal year 2009–10. The goal is to implement the system by October 2010.
3. Deepen our knowledge of youth engagement, and pursue a comprehensive analysis of current information and programs	Previously committed to	To fulfill this priority in 2009–10, Elections Canada will develop research action plans and undertake research to address problems such as barriers to youth voting. In addition, based on evaluations following the 40th general election, the agency will produce various reports intended to increase knowledge of youth electoral participation. For example, the reports will examine voter participation by age group, the impact of the use of technology on youth turnout, and other issues.
4. Complete the modernization of Special Voting Rules (SVR) information management	Previously committed to	This project's goal is to merge three separate systems used to monitor the SVR for six classes of electors who vote by special ballot. Redundant data will be eliminated and data accuracy will increase as a result. In 2009–10, we will complete the modernization of the SVR information management system.
5. Expand training programs and tools for political entities and Elections Canada employees	Ongoing	Action items in 2009–10 for this priority include an assessment of current training programs for election workers and the development of on-line tutorials for official agents of candidates and financial agents of electoral district associations.

<sup>1</sup>This initiative was identified as a key strategy in our *Strategic Plan 2008–2013*.

Management Priorities	Type	Description of plan for meeting the priority
1. Upgrade our information technology and field systems	Previously committed to	The focus for 2009–10 is to develop an integrated project plan for the centralization of event field data. Existing field applications will also be centralized and Web-enabled by October 2010.
2. Establish a corporate learning function at Elections Canada	New	Elections Canada recently adopted a human resources strategy for 2009–13. A key initiative of the strategy for 2009–10 will be the creation of a corporate learning function. This will develop and implement a whole spectrum of organizational and individual learning requirements.
3. A-Base review	New	To fulfil this priority in 2009-2010, Elections Canada plans to undertake a review of its programs, operations and related resources. The aim is to ensure they are aligned with our strategic priorities and the key ongoing results we deliver to Canadians. This exercise will allow Elections Canada to establish realistic resource levels, while identifying opportunities for internal reallocations through efficiency and effectiveness gains. However, given the frequency and pace of electoral events and legislative reforms over the past ten years, we may need additional long-term funding to ensure sustainability in fulfilling our responsibilities.

### ***Operating Environment***

The length of Elections Canada’s business cycle continues to vary in the ongoing situation of minority governments. The uncertainty makes planning and delivery challenging. We must continually monitor parliamentary and political events and trends so that we can take into account circumstances that might affect our electoral readiness and preparations for electoral events. Maintaining a constant state of heightened readiness also imposes a strain on the agency’s human resources.

Elections Canada must continually monitor and implement legislative changes, while maintaining a state of heightened readiness. A number of significant legislative changes have recently been adopted by Parliament. Many of these relate to the conduct of electoral events and were implemented in the 40th general election, on October 14, 2008. We are in the process of evaluating the impact of these changes on the electoral administration. A detailed description of new legislative initiatives and judicial decisions is provided in Section III, Other Items of Interest.

The statutory regime governing the activities of political entities has increased in complexity over the years. Political entities rely largely on the work of volunteers to fulfill their administrative requirements under the *Canada Elections Act*. Consequently, they face significant turnover of personnel and retain only limited corporate memory of these matters.

To help political entities meet the challenges, Elections Canada conducts a range of activities. For example, it sets up helpdesks during and after electoral events, and offers different types of training sessions across the country. Elections Canada also publishes manuals, guides, lists of frequently asked questions, interpretation bulletins and various other documentation, all designed to assist political entities in understanding and meeting the legislative requirements.

Increasingly, however, political entities expect more than guidance and assistance: they seek to be involved in identifying the problems and developing solutions.

To better fulfill its regulatory mandate, Elections Canada must find ways of becoming more inclusive of stakeholders. It must rationalize its regulatory tools and enhance ongoing communications, particularly with political parties. With them, the agency shares a goal of achieving a sound and workable regulatory framework, consistent with applicable legislation. This framework should not unduly impede the ability of political entities to carry out their fundamental role. At the same time, it should promote the values of fairness and transparency, which are hallmarks of Canada's electoral system.

The electoral frameworks at the provincial and federal levels are in constant evolution. The changes are often in a similar direction; examples are the introduction of voter identification or additional services for electors, such as on-line voter registration. Since different legislation applies, the voting experience of Canadians can vary significantly at the provincial and federal levels. Elections Canada is redoubling its efforts to work in close partnership with other electoral agencies, with a view to ensuring that our approaches are as consistent as possible, and that agencies share elector registrations and other information. Ultimately, the aim is to provide the best possible service to electors in all electoral events.

Elections Canada conducts referendums much less frequently than it does general elections or by-elections; the last referendum was held in 1992. However, the agency must be prepared to hold a referendum if called on by Parliament. Recently, there have been some public discussions about a potential referendum on the topic of Senate reform. The *Referendum Act* provides that, subject to specific provisions of that legislation, the *Canada Elections Act* applies in the case of a referendum. The *Referendum Act* authorizes the Chief Electoral Officer to make a regulation adapting the provisions of the *Canada Elections Act* for the purposes of a referendum. The last such referendum regulation was made in 2001. In view of the significant changes to the *Canada Elections Act* since that time, work is under way to update the regulation. Before the Chief Electoral Officer makes the proposed regulation, it must be tabled with the clerks of both the House of Commons and the Senate. This provides the opportunity for a committee of each house of Parliament to review the regulation and make recommendations to the Chief Electoral Officer.

As stated earlier, the political financing regime set out in the *Referendum Act* differs from that now set out in the *Canada Elections Act*. In particular, no limits would be imposed on contributions to referendum committees, nor would there be a prohibition against contributions from governments in Canada or from corporations or unions that carry on a business or hold bargaining rights in Canada. Whether congruence should exist between

the two political financing regimes is a question of policy. In the *Referendum Act*, Parliament has set out the regime applicable to contributions and expenses of referendum committees. Amendments to that act would be required to achieve congruence.

The agency is making significant investments for a necessary renewal of its information technology (IT) infrastructure. We had no choice but to stretch its lifespan to meet our ongoing readiness goals in the situation of minority governments. The existing IT environment has reached the limits of its capability and cannot be augmented further to meet new requirements. This affects every aspect of the IT environment. To address this risk, an IT Renewal project has begun and will, over a period of years, replace our current infrastructure with one better suited to meet the expectations and future needs of stakeholders. The timely renewal of IT infrastructure is also essential to our organizational capacity and our ability to meet the future service demands of the Canadian public, Parliament, other stakeholders and our employees.

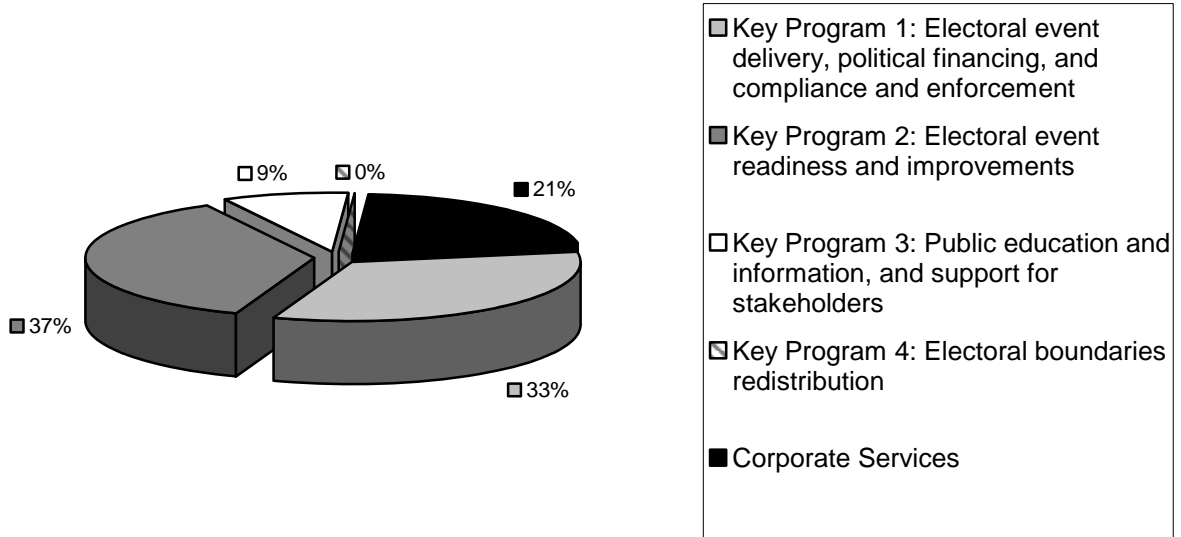
In 2008–09, Elections Canada consulted with employees, managers and executives to better understand the results of the staff survey conducted in 2007. Through this process, we gained a better understanding of our core challenges and areas that required our attention. To address these, in early 2009 the agency adopted a four-year human resources strategy in support of the *Strategic Plan 2008–2013*.

### ***Expenditure Profile***

The Office of the Chief Electoral Officer is funded by an annual appropriation that provides for the salaries of permanent full-time staff, and by the statutory authorities contained in the *Canada Elections Act*, the *Referendum Act* and the *Electoral Boundaries Readjustment Act*. The statutory authorities provide for all other expenditures, including the costs of electoral events, reimbursements of election expenses to eligible candidates and parties, quarterly allowances for eligible political parties, redistribution of electoral boundaries, and expenses incurred by the Commissioner of Canada Elections or on behalf of the Commissioner in connection with the enforcement of the legislation. There are two further statutory items: the salary of the Chief Electoral Officer and contributions to employee benefit plans.

## 2009–10 Forecast Spending<sup>2</sup> by Key Program

For 2009–10, Elections Canada plans to spend \$119.6 million to meet the expected results of its program activities that contribute to its strategic outcome. The following chart presents the allocation of funding by key program.



## Voted and Statutory Items

The following table presents Elections Canada's voted and statutory items for the specified reporting period, as tabled in Parliament.

### Voted and Statutory Items Listed in Main Estimates

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2008–09	2009–10
		Main Estimates (\$ thousands)	Main Estimates (\$ thousands)
15	Program expenditures	22,062	27,397
(S)	Expenses of elections	84,318	87,316
(S)	Salary of the Chief Electoral Officer	260	265
(S)	Contributions to employee benefit plans	3,861	4,657
	<b>Total</b>	<b>110,501</b>	<b>119,635</b>

**Note:** The year-over-year change of \$9,134,000 in the Main Estimates is due mainly to an increase in salary and benefits approved by the Treasury Board in 2008, as well as to activities following the 40th general election held in October 2008.

<sup>2</sup>Excluding event budget

## Section II – Analysis of Program Activities by Strategic Outcome

### Introduction

Elections Canada operates under a Program Activity Architecture (PAA) that contains one main strategic outcome:

*An electoral process that contributes to fairness, transparency and accessibility for all participants, in compliance with the legislative framework.*

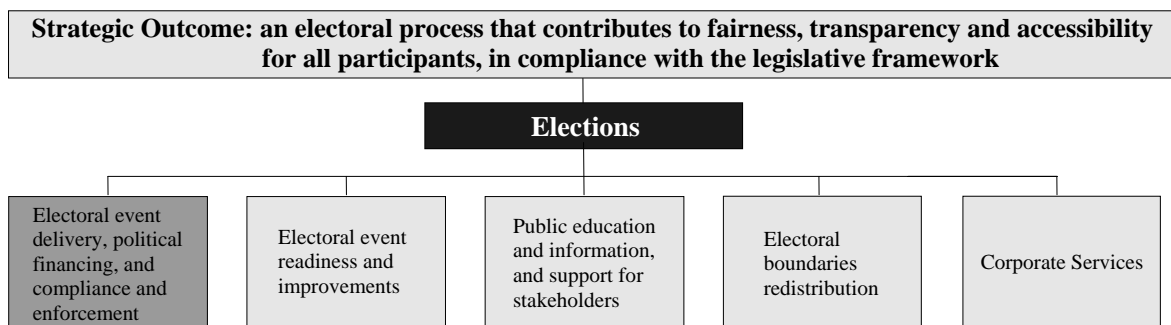
The PAA contains one program activity: Elections. Within this activity, Elections Canada is committed to providing four key programs that are beneficial to Canadians:

- delivering federal elections, by-elections and referendums that maintain the integrity of the electoral process, and administering the political financing provisions of the *Canada Elections Act*
- achieving and maintaining a state of readiness to deliver electoral events whenever they may be called, and improving the delivery of electoral events
- providing timely and high-quality public education and information programs, as well as assurance that support on electoral matters is available to the public, parliamentarians, political entities and other stakeholders
- administering the *Electoral Boundaries Readjustment Act*, under which readjustment of federal electoral boundaries is carried out by independent commissions after each decennial (10-year) census to reflect changes and movements in Canada's population

We have also identified major initiatives to improve our internal services and operations. The initiatives will increase our efficiency and ultimately our ability to deliver our strategic outcome to Canadians. The initiatives planned for 2009–10 are discussed later in this section under Corporate Services.

The following sections describe Elections Canada's key program activities, and identify the expected results and measures for each of them. Each section also explains how Elections Canada plans to achieve the expected results, and presents the financial and human resources that will be dedicated to each key program activity.

## Key Program 1: Electoral Event Delivery, Political Financing, and Compliance and Enforcement



Electoral Event Delivery, Political Financing, and Compliance and Enforcement	
Expected Results	Measures
Delivery of high-quality elections, by-elections and referendums	<ul style="list-style-type: none"> <li>• level of trust from electors regarding the administration of the electoral process, the list of electors, the voting process and the electoral results</li> <li>• satisfaction of stakeholders (voters, political entities, election workers) with electoral products and services</li> <li>• operational systems, equipment and procedures for the electoral event in place and on time</li> <li>• statutory deadlines met during the election</li> <li>• timely and effective implementation of changes to the electoral process</li> </ul>
Fair, efficient and transparent administration of the political financing provisions	<ul style="list-style-type: none"> <li>• level of trust from Canadians and political entities regarding the administration of the political financing regime</li> <li>• financial agents of political entities satisfied with the support, services and products provided by Elections Canada related to the political financing regime</li> <li>• public funding payments that comply with statutory requirements and time frames</li> <li>• timely publication of the financial returns of political entities</li> </ul>
Effective compliance and enforcement programs; and Electoral events in accordance with legal requirements	<ul style="list-style-type: none"> <li>• turnaround time for resolving complaints and referrals</li> <li>• ratio of complaints resolved to complaints received</li> </ul>

Financial Resources (\$ thousands)		
2009–10	2010–11	2011–12
39,876	33,676	33,676

Human Resources (Full-Time Equivalents)		
2009–10	2010–11	2011–12
61	68	68



## ***Key Program Summary***

This key program includes the delivery of federal elections, by-elections and referendums as they are required. It also includes the administration of the provisions of the *Canada Elections Act* related to political financing. This involves maintaining a registry of political entities and third parties; reviewing financial returns to verify compliance with the statutory provisions; determining the reimbursement or subsidy amount to be paid to a political entity and/or its auditor; publishing financial returns; assisting political entities with compliance through filing extensions and return amendments; and maintaining a state of readiness for future electoral events.

Finally, this key program requires Elections Canada to deal with complaints and referrals concerning contraventions of the *Canada Elections Act*, and to address alleged violations.

## ***Planning Highlights***

As a contribution toward achieving the expected results for this program, Elections Canada plans to undertake the following highlight activities in 2009–10:

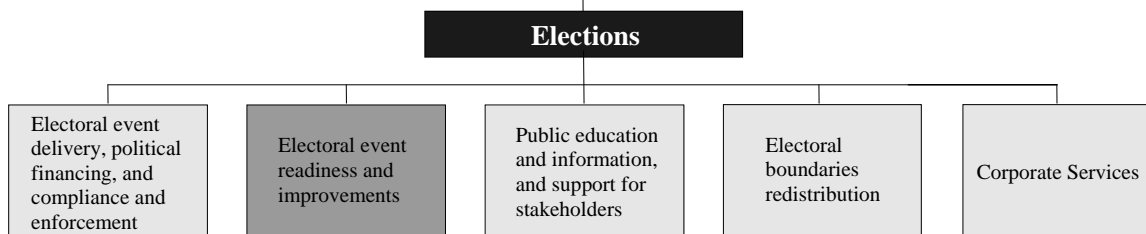
- *Political Financing* – Expand training programs and tools for political entities and Elections Canada employees, including on-line tutorials for official agents of candidates and financial agents. Development of a new political entity registration system will also be pursued.
- *Compliance and Enforcement* – Continue to build on the achievements of 2008–09 by strengthening the agency’s investigative capacity to deal with political financing files and respond to complaints.

## ***Benefits for Canadians***

This key program provides Canadians with an electoral process that is democratic, fair and in compliance with the *Canada Elections Act*.

## Key Program 2: Electoral Event Readiness and Improvements

**Strategic Outcome: an electoral process that contributes to fairness, transparency and accessibility for all participants, in compliance with the legislative framework**



Electoral Event Readiness and Improvements	
Expected Results	Measures
State of readiness achieved and maintained to deliver electoral events whenever they may be called	<ul style="list-style-type: none"> <li>level of agency preparation at various readiness dates</li> <li>extent to which the agency mitigates the risks of a general election called prior to a predetermined readiness date (e.g. contingency plans are in place for all key services)</li> <li>currency and coverage of National Register of Electors</li> </ul>
Improved delivery of electoral events in response to stakeholders' concerns and expectations	<ul style="list-style-type: none"> <li>satisfaction of stakeholders (voters, political entities, election workers) with Elections Canada services</li> <li>electors' perception of the accessibility of registration and the voting process</li> <li>rate of use of new registration and voting methods by electors (eventual indicator)</li> </ul>

Financial Resources (\$ thousands)		
2009–10	2010–11	2011–12
43,906	49,529	49,529

Human Resources (Full-Time Equivalents)		
2009–10	2010–11	2011–12
206	211	211

### *Key Program Summary*

This key program includes keeping electoral processes, systems, databases and materials up to date, and training staff and election officers to be ready for any electoral event. Elections Canada regularly updates the National Register of Electors from the most current data sources. The key program also includes the improvement of electoral events in response to stakeholders' concerns – for example, through the implementation of new legislation and new registration and voting methods.

## ***Planning Highlights***

As a contribution toward achieving the expected results for this program, Elections Canada plans to undertake the following highlight activities in 2009–10:

### **Electoral Event Readiness**

- *Return to Readiness* – The agency will return to a full readiness state for September 1, 2009, while ensuring it has adequate contingency plans in place should a general election occur before then. Returning to readiness involves key activities such as replenishing electoral materials and supplies, training new returning officers, conducting some field preparation activities, renewing contracts for key service providers, and ensuring the ongoing maintenance of the National Register of Electors as well as geography data and products.
- *Keeping Abreast of Legislative and Judicial Developments* – As required, we will monitor and analyze legislative changes and judicial decisions, and implement the resulting changes to the electoral process.

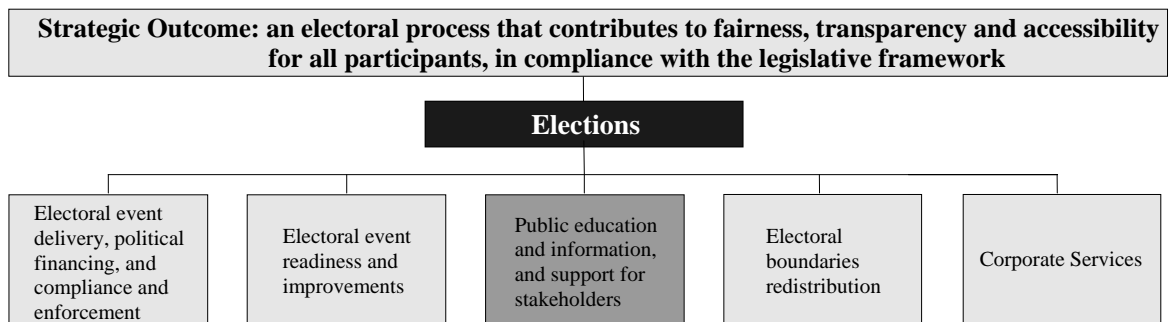
### **Electoral Event Improvements**

- *Assessing the Impact of New Legislation* – The agency will assess the impacts in the 40th general election of the most recent changes made to the electoral framework (by bills C-31 and C-18) and will provide recommendations to Parliament.
- *E-registration* – We will develop and implement an e-registration system by October 1, 2010, to improve access to voter registration by allowing electors to register on-line anywhere and at any time.
- *Targeted Accessibility* – We will increase the number of advance poll locations in rural areas to make it easier for rural electors to vote.
- *SVR Information Management* – We will complete the modernization of the Special Voting Rules information management system to improve event voting service delivery for the six classes of electors who vote by special ballot.
- *National Register of Electors* – We will pursue initiatives to improve the quality of the National Register of Elector and to decrease the need for registration activities during elections.

## ***Benefits for Canadians***

This program activity provides Canadians with the ability to exercise their democratic right to vote using modern, fair and accessible means.

## Key Program 3: Public Education and Information, and Support for Stakeholders



Public Education and Information, and Support for Stakeholders	
Expected Results	Measures
<p><i>Public education and information</i> Electors become aware of their right to vote, key dates in the electoral calendar, and voting rules and procedures</p> <p>Groups most likely to experience difficulties in exercising their democratic rights are engaged regarding electoral processes and initiatives relevant to them</p>	<ul style="list-style-type: none"> <li>public awareness and understanding of Elections Canada’s public education and information campaign</li> <li>timely dissemination of information on the conduct of an election to Canadians, political parties and Parliament</li> </ul>
<p><i>Engagement of political parties (Support for Stakeholders)</i> Improved channels of communication with parliamentarians and political parties</p>	<ul style="list-style-type: none"> <li>satisfaction level of parliamentarians and political parties regarding the quality of advice and technical support provided by Elections Canada</li> </ul>

Financial Resources (\$ thousands)		
2009–10	2010–11	2011–12
10,628	10,628	10,628

Human Resources (Full-Time Equivalents)		
2009–10	2010–11	2011–12
44	44	44

### Key Program Summary

This key program activity aims to inform and educate electors and specific groups about federal electoral events, as well as to inform Canadians of major changes to the electoral process. It also assists the agency in evaluating its key activities by developing qualitative and quantitative research to assess Elections Canada’s performance in delivering electoral events. Under this key program, the agency provides both parliamentarians and political parties with advice and technical support, and coordinates information exchanges with similar agencies in other countries.

## ***Planning Highlights***

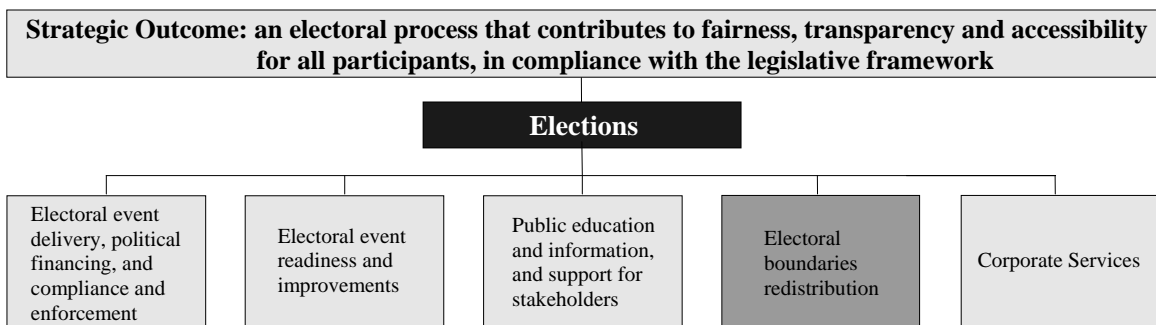
As a contribution toward achieving the expected results for this program, Elections Canada plans to undertake the following highlight activities in 2009–10:

- *Communications Evaluation Framework* – The agency will finalize the development of a framework, including performance indicators, and test or implement it during by-elections or a general election. The framework will increase the efficiency and effectiveness of the agency’s communications by providing a better understanding of the impacts on target audiences.
- *Corporate Research* – We will undertake research linked to the Strategic Plan on topics such as voter participation as well as registering and voting on-line, and will refine studies of the evaluation of the 40th general election. We will also develop and implement a Corporate Research Framework.
- *Youth Engagement* – We will undertake research to address issues such as barriers to youth voting, and identify key factors and vehicles for engaging youth. We will also work with governmental and non-governmental partners, including provincial and territorial electoral management bodies, and will participate with key stakeholders in a number of initiatives directly targeting youth.
- *Engagement of Political Parties* – In 2009–10 we will continue the renewal of the Advisory Committee of Political Parties. An initial consultation with the committee was conducted in June 2008 to discuss its mandate and objectives. We will also explore new ways to communicate and consult with the committee, with the aim of fostering more collaborative approaches in resolving issues of mutual interest.

## ***Benefits for Canadians***

This program activity encourages Canadians to exercise their democratic rights, and educates them about the process and benefits of doing so.

## Key Program 4: Electoral Boundaries Redistribution



Electoral Boundaries Redistribution	
Expected Results	Measures
Efficient and non-partisan administration of the <i>Electoral Boundaries Readjustment Act</i>	<ul style="list-style-type: none"> <li>Support services provided by Elections Canada are appropriate, and allow for the effective and timely conduct of redistribution activities.</li> </ul>

Financial Resources (\$ thousands)		
2009–10	2010–11	2011–12
0	0	0

Human Resources (Full-Time Equivalents)		
2009–10	2010–11	2011–12
0	0	0

### ***Key Program Summary***

This program activity is initiated after each decennial (10-year) census. The next redistribution will start once we receive the 2011 census return. Federal electoral boundaries and representation in the House of Commons are readjusted to reflect changes and movements in Canada’s population. Readjustment of federal electoral boundaries is carried out by independent commissions in each province, with the support of Elections Canada.

### ***Planning Highlights***

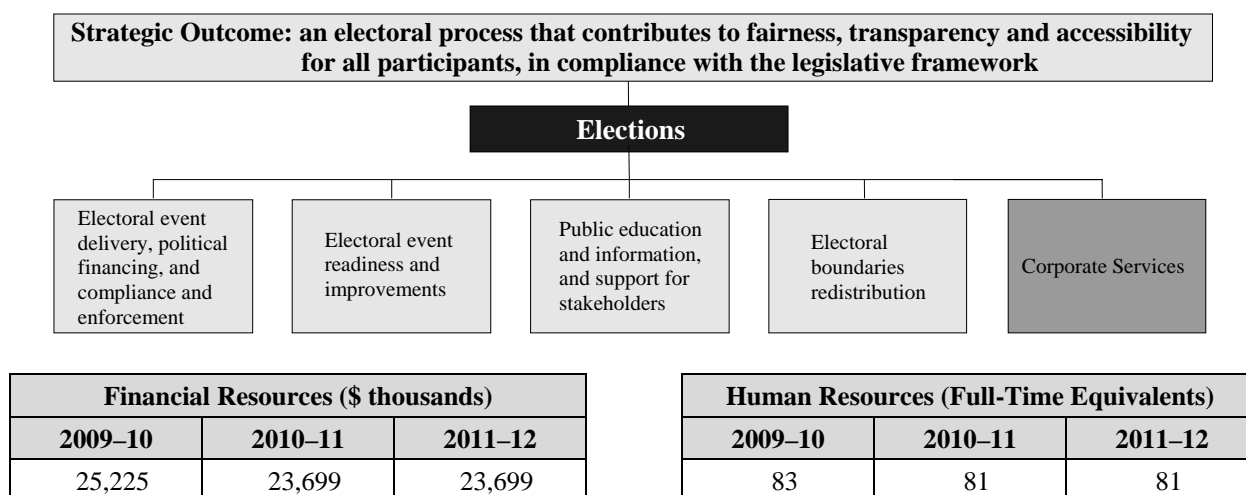
As a contribution toward achieving the expected results for this program, Elections Canada plans to undertake the following highlight activities in 2009–10:

- Supporting Tools* – The agency will begin the assessment and development of tools (including systems) required to support the process.

### ***Benefits for Canadians***

This program activity ensures that the representation of Canadians in the House of Commons is fair and equitable relative to the population density within Canada’s boundaries.

## Corporate Services



### *Program Activity Summary*

Elections Canada’s internal services and enabler groups are the backbone of the agency, allowing it to fulfill its mandate. These groups focus on human resources modernization, performance management, internal audit, financial and human resources management, delegation of authority, and information technology.

### *Planning Highlights*

*Information Technology Renewal* – As we work to meet the objectives of the Strategic Plan, the IT Renewal project will deliver an IT environment that is service-centred, standardized and centralized. Its Web-based interface will allow the environment to be more agile, responsive, robust and accessible, while ensuring the privacy and security of individuals’ information.

The project is a key component of providing enhanced services to electors, such as e-registration and e-voting.

In the coming fiscal year IT Renewal will establish an Enterprise Architecture function within the Information Technology Sector; this will provide standards and direction to all project teams, including e-registration and Special Voting Rules. IT Renewal will also implement an operational system portal, establish a Program Management function within the directorate and pilot implementation of the IT Service Management function at the Elections Canada helpdesk.

The existing data centre will be moved from Elections Canada premises to a facility provided by Public Works and Government Services Canada. This move is necessary to ensure that Elections Canada has a robust, expandable and secure data centre able to meet future requirements for growth and availability as we offer enhanced electronic services to voters.

*Development Program for Elections Canada Managers, Returning Officers and Elections Canada Staff* – We will implement a Corporate Learning function, intended to guide the development of an integrated and modular training, coaching and mentoring program for Elections Canada managers, and to put in place a framework for training and development for all employees. This strategy is in support of the agency’s five-year Strategic Plan.

*Performance Management Framework* – We will complete an integrated evaluation report on the 40th general election. We will develop an overall strategy for advancing a performance management framework intended to improve the measurement and communication of our results.

*External Governance* – We will complete the renewal of the Advisory Committee of Political Parties. We will also establish a Management Advisory Board to provide advice and guidance to the agency’s senior management.

*Internal Audit* – The Internal Audit function is a key component of Elections Canada’s management framework. In 2009–10, we will achieve compliance with Treasury Board policy, as adapted to maintain the independence of an officer of Parliament. We will pursue our effort to build and maintain our internal audit capacity. Table 6 in section 3-1 of this report describes our planned internal audit activities for 2009–10.

*A-Base Review* – Elections Canada plans to undertake a review of programs and an internal reallocation of resources. The aim is to ensure that they are aligned with our strategic priorities and the key ongoing results we deliver to Canadians. The review will allow Elections Canada to: establish realistic resource levels reflecting its size, complexity and unique mandate; identify opportunities for internal reallocations; and to identify opportunities to gain efficiencies and effectiveness through renewed service delivery models and business processes.



## Section III – Supplementary Information

### Financial Information

#### *List of Tables*

The following tables are located on the Treasury Board Secretariat Web site at [www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp](http://www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp):

- [Details on Transfer Payments Programs \(TPPs\)](#)
- [Internal Audits](#)

### Other Items of Interest

#### *Strategic Plan 2008–2013*

🔗 You can consult the *Strategic Plan 2008–2013* by following this path:  
[www.elections.ca](http://www.elections.ca) > About Elections Canada > Strategic Plan 2008–2013.

### *New Legislation and Judicial Decisions*

#### New Legislation

Recently enacted legislation with an impact on our business
<p><b>Bill C-2, <i>Federal Accountability Act</i></b> (S.C. 2006, c. 9)</p> <p>This bill received royal assent in December 2006. It has had a number of impacts on the operations of Elections Canada. As of January 1, 2007, contribution limits have been reduced from \$5,000 to \$1,000, and only individuals are now authorized to make contributions to political entities governed by the <i>Canada Elections Act</i>. Candidates are also now required to file a new report regarding certain gifts. The Chief Electoral Officer is now responsible for the appointment and removal of returning officers and since April 1, 2007, the Office of the Chief Electoral Officer is subject to the <i>Access to Information Act</i>. Finally, the responsibility for prosecuting offences under the <i>Canada Elections Act</i> has been transferred to the newly established office of the Director of Public Prosecutions.</p>
<p><b>Bill C-31, <i>An Act to amend the Canada Elections Act and the Public Service Employment Act</i></b> (S.C. 2007, c. 21)</p> <p>This bill received royal assent in June 2007. It requires electors to prove their identity and address before voting. It also amends the <i>Canada Elections Act</i> to, among other things, make operational changes that will improve the accuracy of the National Register of Electors, facilitate voting and enhance communications with the electorate. It amends the <i>Public Service Employment Act</i> to permit the appointment of casual workers by the Chief Electoral Officer on the occasion of an election for up to 165 working days in a calendar year.</p>
<p><b>Bill C-18, <i>An Act to amend the Canada Elections Act (verification of residence)</i></b> (S.C. 2007, c. 37)</p> <p>This bill received royal assent in December 2007. It allows an elector or person vouching for an elector who provides a piece of identification that does not prove his or her residence to use that piece of identification for proving residence provided that the address on the piece of identification is consistent with information related to the elector or vouching person found in the list of electors.</p>

## Judicial Decisions and Proceedings

### Ongoing proceedings

#### *Sa Tan v. Her Majesty the Queen*

In the Federal Court of Canada, the applicant filed a challenge to the constitutionality of the provisions of the *Canada Elections Act* that require a person who seeks nomination as a candidate to provide a \$1,000 deposit, appoint a qualified auditor and obtain the signatures of a specified number of electors. These requirements are set out in subsection 66(1) and paragraph 67(4)(a) of the Act. The application was filed and served in August 2007; no hearing date has yet been scheduled.

#### *Rose Henry et al. v. Canada (Attorney General)*

On January 30, 2008, an action was filed in the Supreme Court of British Columbia by individuals and groups challenging the constitutionality of the new identification and vouching requirements in the *Canada Elections Act*. The applicants assert that the requirements will prevent electors from exercising their right to vote, as guaranteed by section 3 of the Charter. The amended statement of claim was filed at the end of November and an amended statement of defence will be filed shortly. Disclosure of documents and interrogatories are currently being prepared and should be completed by mid-February 2009.

#### *L.G. (Gerry) Callaghan et al. v. the Chief Electoral Officer*

Two candidates in the 39th general election are seeking judicial review of the Chief Electoral Officer's alleged failure to fulfill his duty under section 465 of the *Canada Elections Act*. Under this provision, if the Chief Electoral Officer is satisfied that a candidate and his or her official agent have complied with their financial reporting obligations, he is required to provide a certificate to the Receiver General for the reimbursement of a portion of the candidate's election expenses and personal expenses. The Chief Electoral Officer issued certificates for the reimbursement of most of the expenses incurred by the two candidates but was not satisfied that other expenses had been incurred. Those expenses were excluded from the calculation of the reimbursement.

In a few other cases, Elections Canada is being sued by individuals who allege its negligence as a result of separate incidents that occurred in the 39th general election on January 23, 2006, in or near polling stations. These cases are proceeding through the courts.

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