



# **Office of the Chief Electoral Officer**

**2010–2011  
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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## Message from the Chief Electoral Officer

Elections Canada must always balance the requirement to be ready to conduct an electoral event with the need to manage change and improvements to the administration of Canada's electoral framework. In recent years, those challenges and opportunities have been accompanied by another reality: Canadians have gone to the polls in federal elections three times since the summer of 2004. Each event brought a minority government and the uncertainty of the next election date – a situation that remains.

After the 40th general election on October 14, 2008, my agency returned to a complete state of readiness in September 2009. In the 2010–11 fiscal year, we will focus on four major areas: We will maintain our state of readiness for any electoral event called during the period, prepare administrative changes for electoral events called after the spring of 2011 and engage political entities and our other stakeholders in support of those changes. We will also continue to implement our strategic plan. One of our key administrative initiatives in the next fiscal year will be exploring the feasibility of adding the voter information card to the list of authorized documents that electors can use to prove their identity and address when voting.

The administrative changes are aligned with the priorities set out in our *Strategic Plan 2008–2013*; they also stem from the *Report on the Evaluations of the 40th General Election of October 14, 2008*, submitted to Parliament in June 2009. The latter served as a bridge between my statutory report, submitted after that election, and my recommendations report, which will be submitted to Parliament in spring 2010. As Parliament considers our recommendations for legislative change, we will look again at engaging our stakeholders in why these are critical for modernizing our electoral framework.

It has been two years since Elections Canada launched its current five-year strategic plan, with its objectives of trust, accessibility and engagement. We have made progress toward each of those goals and refocused some of our strategic initiatives to support them. In the coming fiscal year, we will concentrate on a smaller number of strategic initiatives. These include e-registration; exploring ways to reduce barriers to voting for students who live on campus, seniors residing in long-term care facilities and Aboriginal electors living on reserves; developing new creative content for our advertising campaign aimed at youth; and introducing further measures, such as the on-line tutorial modules, to facilitate the understanding of regulatory requirements by political entities and to promote compliance.

While our utmost priority is responding to external requirements, Elections Canada must not neglect its internal management capacity. This will be addressed by implementing the first full year of our new human resources strategy, which will focus for the upcoming fiscal year on our employees' professional development and improvement of our hiring approach. We will also incorporate more modern risk management practices into our decision-making processes.

During the 2010–11 fiscal year, Elections Canada will be analyzing the conclusions of its A-base review, an exercise that aims to ensure that the resources of the agency are aligned with its highest priorities and are sufficient to carry out its mandate. We will also complete two major initiatives to upgrade our information technology (IT) infrastructure: relocating our data centre to a more modern and robust facility and migrating our field applications to a new Web-based platform.

Finally, we will explore where we could work closely with our provincial and territorial electoral partners to improve elector services, reduce duplication and identify opportunities for cost savings. For example, in 2010–2011, we will continue to leverage the experience of Elections Alberta and Elections BC as we develop our on-line voter registration service. We will also explore how we can collaborate with Elections Ontario in the areas of voting sites, IT infrastructure and outreach.

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Marc Mayrand  
Chief Electoral Officer of Canada

## Section I – Agency Overview

### 1.1 Summary Information

#### *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 with 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 on-line voting processes for future use during electoral events

In fulfilling its mandate, Elections Canada appoints, trains and supports 308 returning officers and retains the services of 30 field liaison officers across Canada. It also maintains the National Register of Electors, which is used to prepare preliminary lists of electors at the start of electoral events, as well as electoral geography information, which provides the basis for 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*, including compliance with political financing rules, during and between elections.
- Discloses information on registered parties and electoral district associations, registered parties' nomination and leadership contestants, candidates, third parties and referendum committees, including their financial returns.

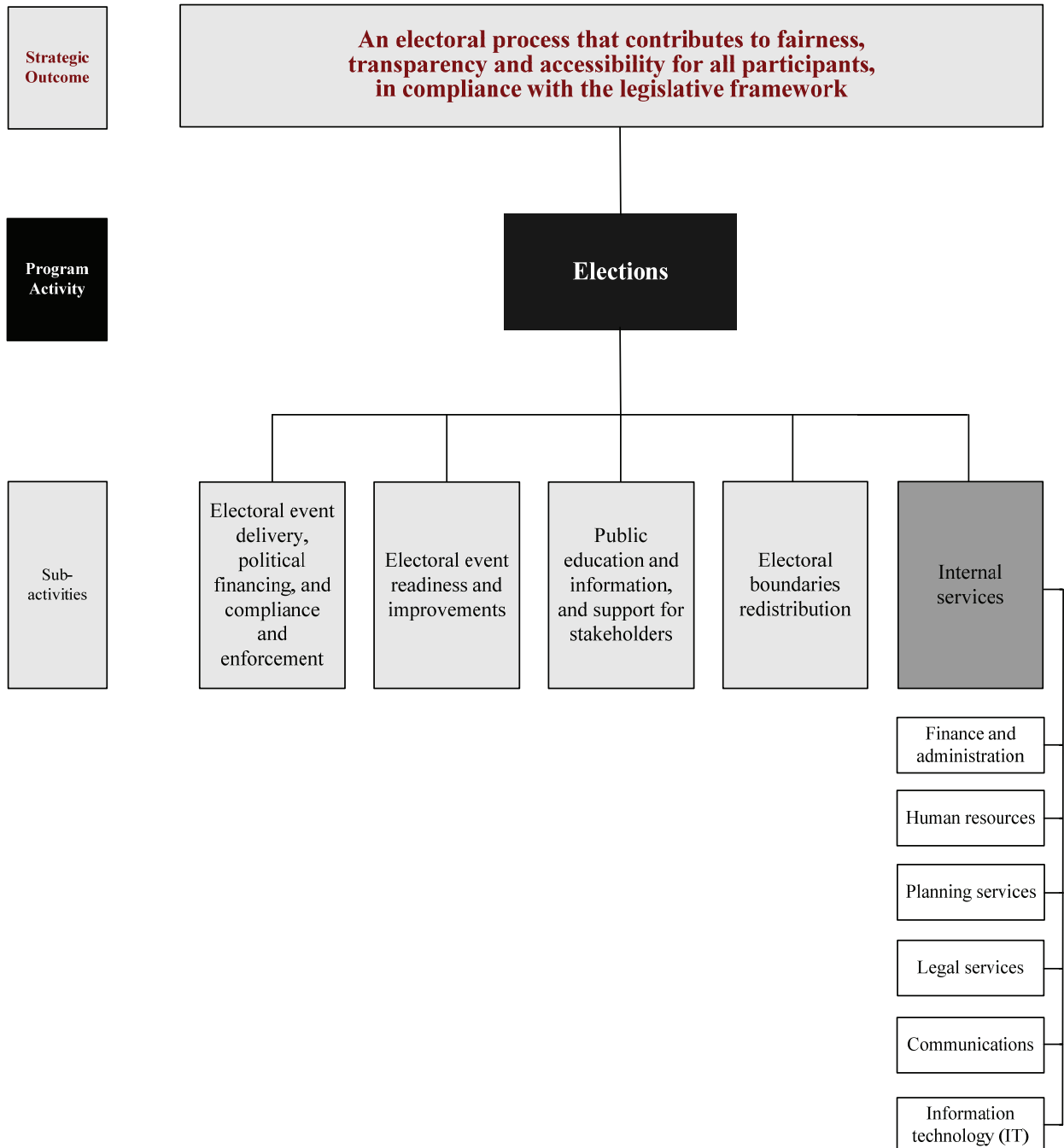
- Recommends to Parliament amendments for the better administration of the *Canada Elections Act*. It does this by submitting a recommendations report after a general election as well as by providing expert advice when Parliament studies electoral reform.

In addition, the Chief Electoral Officer appoints the Commissioner of Canada Elections, whose mandate is to ensure that the provisions of the *Canada Elections Act* and the *Referendum Act* are complied with and enforced.



## Strategic Outcome and Program Activity Architecture

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



## 1.2 Planning Summary

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

### Financial Resources (\$ thousands)

2010–11	2011–12	2012–13
\$121,821	\$121,928	\$121,934

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

2010–11	2011–12	2012–13
404	404	404

### *Program Activities in Support of the Strategic Outcome*

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

**Strategic Outcome:** 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 2009–10 (\$ thousands)	Planned Spending (\$ thousands)		
		2010–11	2011–12	2012–13
Key Program 1 Electoral event delivery, political financing, and compliance and enforcement <sup>1</sup>	\$43,594	\$46,815	\$47,157	\$47,160
Key Program 2 Electoral event readiness and improvements <sup>2</sup>	\$68,410	\$41,582	\$41,885	\$41,888
Key Program 3 Public education and information, and support for stakeholders	\$5,983	\$8,514	\$8,576	\$8,576
Key Program 4 Electoral boundaries redistribution	\$88	\$600	TBD*	TBD*
Internal Services	\$28,879	\$24,310	\$24,310	\$24,310
<b>Total</b>	<b>\$146,954</b>	<b>\$121,821</b>	<b>\$121,928</b>	<b>\$121,934</b>

<sup>1</sup>Key Program 1 includes quarterly allowance payments to eligible political parties in accordance with the *Canada Elections Act*, the details of which appear in Section III.

<sup>2</sup>2009–10 Forecast Spending includes costs incurred to prepare for the 41st general election.

\*Estimated costs not currently available; will be funded through Supplementary Estimates.

### ***Contribution of Priorities to the Strategic Outcome***

The following tables 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/Plan for Meeting the Priority</b>
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 became fully ready to conduct an electoral event in 2009. We will be maintaining this state of readiness for any event called before spring 2011.
Make a number of changes to the administration of electoral events for events called after spring 2011	New	Our focus during the 2010–11 fiscal year will be on bringing administrative changes to the electoral process for events called after spring 2011. These changes are a result of evaluations carried out after the 40th general election. The engagement of political parties and entities is required to fulfill this commitment.
Complete the on-line tutorial for political entities	Previously committed to	In 2010–11, we will complete the development of the on-line tutorial modules for political entities to increase the accessibility of our training programs and knowledge of political financing rules.
Engage youth in the electoral process	Previously committed to	To fulfill this priority in 2010–11, Elections Canada will complete a baseline review of current research and develop a research action plan aimed at engaging young Canadians. We will also develop a new advertising campaign to encourage the participation of youth in the electoral process.
Support the <i>Electoral Boundaries Readjustment Act</i> commissions	Previously committed to	Our focus during 2010–11 will be on assessing and developing tools (including systems) required to support the revision of electoral boundaries, which is scheduled to start in the spring of 2012.

<b>Management Priorities</b>	<b>Type</b>	<b>Description of Link to Strategic Outcome</b>
Implement human resources strategy	New	Elections Canada recently launched its long-term human resources strategy and the 2010–11 fiscal year will see its first full year of implementation. The focus will be on providing employees with increased access to training and professional development as well as on improving our employee hiring approach.
Incorporate risk management into the senior management decision-making process	New	A more systematic approach will be developed to improve our decision-making process.
Renew IT infrastructure	Previously committed to	The focus in 2010–11 will be twofold: completing the relocation of our data centre to a more modern and robust facility, and finalizing the migration of our field applications to a new Web-based platform.

## ***Risk Analysis***

As the 2010–2011 fiscal year begins, Elections Canada faces various types of risks.

We continue to operate in the context of a third consecutive minority government, and we must remain ready to administer a general election, which could be called at any time. After the most recent general election, in October 2008, we returned last fall to a state of full readiness. Subsequently, while maintaining that preparation level, we shifted our attention to bringing a number of improvements to the administration of electoral events.

As the timing of the next federal election remains unknown, the plans that are set out in this report are based on no general election taking place during this fiscal year. Should one occur, our resources will focus on that event, and, as a result, we expect that many of our initiatives will experience additional delays. The possibility of a general election taking place during the next fiscal period means that Elections Canada will dedicate its resources to preparing for that eventuality and will have no capacity to devote to referendum readiness during that period.

During the 2010–11 fiscal year, a number of matters may affect Canada's electoral framework. Some are currently before the courts, and their eventual impact on our agency cannot be known at this time. (See Judicial Decisions and Proceedings under section III, Other Items of Interest.) We also continue to monitor the legislative agenda for potential electoral reform initiatives, particularly in the context of the report on recommendations for legislative change, which the Chief Electoral Officer will submit to Parliament in spring 2010.

In the coming fiscal year, Elections Canada will enter the third year of its 2008–2013 strategic plan. More than ever, we will need to engage and secure the support of parliamentarians, political entities and other stakeholders to further modernize the administration of Canada's electoral framework. This applies particularly to electronic registration (e-registration) and Internet voting as well as to administering and communicating the rules that apply to political entities – all areas in which we expect to be quite active this fiscal year.

Meanwhile, Elections Canada must continue to make progress in managing the pressures imposed by its external environment on its personnel and the resulting constraints when pursuing longer-term priorities. The A-base review currently underway is critical to establishing the appropriate level of resources for a stable and effective organization.

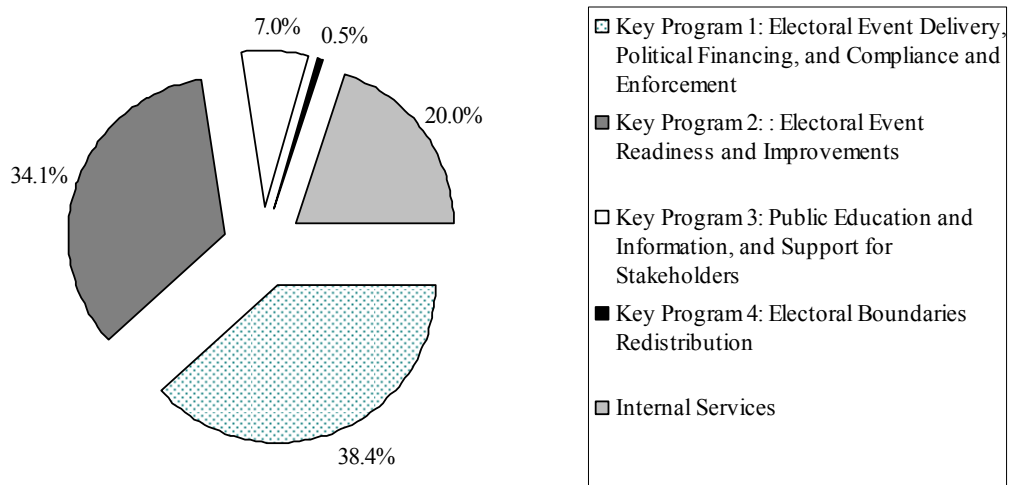
As other means to respond to management pressures, we will adopt modern risk-management practices to improve our decision making, focus our efforts on our highest priorities and encourage innovation. We will also move forward with our human resources strategy by investing in our employees, ensuring they are prepared and equipped to deal with external challenges and ensuring the sustainability of the agency.

### ***Expenditure Profile***

The Office of the Chief Electoral Officer is funded by an annual appropriation, which provides for the salaries of permanent full-time staff, and by the statutory authorities set out by 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, the costs of redistributing electoral boundaries and expenses incurred by the Commissioner of Canada Elections, or on his behalf, to enforce the legislation. There are two further statutory items: the salary of the Chief Electoral Officer and contributions to employee benefit plans.

### **2010–11 Forecast Spending<sup>3</sup> by Key Program**

For 2010–11, Elections Canada plans to spend \$121.8 million to meet the expected results of the program activities that contribute to its strategic outcome. The following chart presents the allocation of funding by key program.



<sup>3</sup>Excluding event budget.

### Voted and Statutory Items

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

<b>Vote # or Statutory Item (S)</b>	<b>Truncated Vote or Statutory Wording</b>	<b>2009–10 Main Estimates (\$ thousands)</b>	<b>2010–11 Main Estimates (\$ thousands)</b>
15	Program expenditures	\$27,397	\$29,568
S	Expenses of elections	\$87,316	\$86,950
S	Salary of the Chief Electoral Officer	\$265	\$276
S	Contributions to employee benefit plans	\$4,657	\$5,027
	<b>Total</b>	<b>\$119,635</b>	<b>\$121,821</b>

## Section II – Analysis of Program Activities in Support of the Strategic Outcome

### Introduction

Elections Canada operates under a Program Activity Architecture (PAA) that contains one 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.

- Key Program 1: Electoral event delivery, political financing, and compliance and enforcement
- Key Program 2: Electoral event readiness and improvements
- Key Program 3: Public education and information, and support for stakeholders
- Key Program 4: Electoral boundaries redistribution

The following sections describe Elections Canada's key program activities and identify the expected results and measures for each one. 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.

The initiatives planned to improve our internal services and operations are described later in this report (see section 2.5, Internal Services). In 2010–11, we will complete a review of our PAA to better reflect the results that Elections Canada brings to Canadians.

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

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
68	\$46,815	68	\$47,157	68	\$47,160

Expected Results	Measures
Delivery of high-quality elections, by-elections and referendums	<ul style="list-style-type: none"> <li>Level of trust of electors in the administration of the electoral process, the list of electors, the voting process and election results.</li> <li>Electors' perception of the accessibility of registration and the voting process.</li> <li>Satisfaction of stakeholders (electors, political entities, election workers) with electoral products and services.</li> </ul>
Fair, efficient and transparent administration of the political financing provisions	<ul style="list-style-type: none"> <li>Level of trust of Canadians and political entities in the administration of the political financing regime.</li> <li>Satisfaction of financial agents and official agents of political entities with the political financing support, services and products received from Elections Canada.</li> </ul>
Effective compliance and enforcement programs Electoral events carried out in accordance with legal requirements	<ul style="list-style-type: none"> <li>Extent to which the work of the Commissioner of Canada Elections identifies and responds to incidents or patterns of non-compliance.</li> </ul>

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

This key program includes delivering federal elections, by-elections and referendums as they are required. It also includes administering 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 and assisting political entities with compliance through filing extensions and return amendments. 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***

To help achieve the expected results for this program, Elections Canada plans to undertake the following activities in 2010–11:

- *Deliver electoral events* as they are called.
- *On-line Tutorials* – We will complete the on-line tutorial modules for political entities. This will increase the accessibility of our training programs and the knowledge of political entities of the political financing rules. Multimedia kits will be available for clients who do not have Internet access.
- *Political Entities Registration System (PERS)* – The technology now used to collect and store registration data for political entities is outdated and fails to meet business requirements. Thus, a new, fully functional, consolidated system will be put in place to register political entities. PERS will increase the efficiency of registering business processes, procedures and internal and external client services. It will also be flexible enough to adapt to future legislative changes.

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

Canadians exercise their democratic right to vote using an electoral process that is conducted impartially, fairly and in compliance with the *Canada Elections Act*.

## 2.2 Key Program 2: Electoral Event Readiness and Improvements

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
211	\$41,582	211	\$41,885	211	\$41,888

Expected Results	Measures
State of readiness achieved and maintained to deliver electoral events whenever they are 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 being called before a predetermined readiness date (e.g. contingency plans are in place for all key services).</li> </ul>
Improved delivery of electoral events in response to stakeholders' concerns and expectations	<ul style="list-style-type: none"> <li>Timely and effective implementation of changes to the electoral process.</li> </ul>

### *Key Program Summary*

This key program includes keeping electoral processes, systems, databases and materials up to date as well as 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. This key program also includes improving electoral events in response to stakeholders' concerns – for example, by implementing new legislation and new registration and voting methods.

### *Planning Highlights*

To help achieve the expected results for this program, Elections Canada plans to undertake the following activities in 2010–11:

#### *Electoral Event Readiness*

- Maintain Electoral Readiness* – The agency returned to a full readiness state in September 2009 and will maintain it for electoral events called before spring 2011. This involves keeping databases and materials up to date, particularly ensuring the ongoing maintenance of the National Register of Electors as well as geography data and products.
- Keep Abreast of Legislative and Judicial Developments* – As required, we will monitor and analyze legislative changes and judicial decisions, and implement the required changes in the electoral process.

### *Electoral Event Improvements*

- *E-registration* – We will continue to develop the e-registration system. This will improve access to voter registration by offering electors, especially young people, an additional way to register. The project will be phased in, beginning with on-line confirmation, partial on-line updating and limited additions, by spring 2011. Legislative changes will be required for full implementation.
- *Internet Voting Pilot Project* – The objective of this pilot project is to develop the means to successfully integrate Internet voting into Elections Canada’s current paper-based voting process and results reporting. During this project, a limited target group of electors will vote, in a controlled environment, during one or more federal by-elections by 2013. Because this project is at a very early stage, our focus in 2010–11 will be on analyzing the business needs of this new voting process as well as engaging a number of key stakeholders, such as the Advisory Committee of Political Parties, parliamentarians, academics and the public.
- *Voter Information Card as ID* – In 2010–11, Elections Canada will explore the feasibility of adding the voter information card to the list of authorized documents that can be used as proof of address when voting. This is to respond to the fact that some groups of electors found it difficult to meet the proof-of-address requirement during the 40th general election.

### *Benefits for Canadians*

This program activity provides eligible Canadians with a more accessible and constantly improved electoral process.

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

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
44	\$8,514	44	\$8,576	44	\$8,576

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 Groups most likely to experience difficulties in exercising their democratic rights become engaged in 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</i> Improved channels of communication with parliamentarians and political parties</p>	<ul style="list-style-type: none"> <li>Satisfaction of parliamentarians and political parties with the quality of advice and technical support provided by Elections Canada.</li> </ul>

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

This key program informs and educates electors in general, as well as specific groups, about federal electoral events and the federal electoral framework. It aims to ensure that Canadians are informed and aware of major changes to the electoral process and that they understand them. The program also helps Elections Canada evaluate its key activities by developing qualitative and quantitative research to assess its performance in delivering electoral events. Under this key program, the agency provides both parliamentarians and political parties with expertise and technical advice on initiatives regarding electoral legislation.

### ***Planning Highlights***

As a contribution toward achieving the expected results for this program, Elections Canada plans to undertake the following activities in 2010–11:

- *New Creative Content for Advertising Campaign Aimed at Youth* – By spring 2011, we will develop a new advertising campaign that targets young Canadians and their understanding of the importance of voting and becoming candidates.

- *Youth Engagement* – Research will form the basis of decision making for all future outreach activities. We will develop and implement a youth research action plan to deepen our knowledge of youth participation, notably by identifying barriers to participation as well as best practices and key interveners for engaging youth.

In collaboration with federal and provincial partners, we will develop a strategy to provide current and comprehensive electoral civic education materials for use by Canadian educators. Finally, in consultation with student representatives, we will improve our communications materials directed at post-secondary students to ensure that they are appropriate for the audience and meet students' needs.

- *Aboriginal Outreach Focus* – Elections Canada has identified outreach to the Aboriginal population as a priority for the coming years. Two main areas of focus for 2010–11 will be improving, through research, our understanding of barriers that Aboriginal electors could face and exploring possible enhancements to the Aboriginal Community Relations Officer Program and Aboriginal Elders and Youth Program during electoral events to address those barriers.

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

This program activity informs Canadians about electoral matters and encourages them to exercise their democratic rights.

## 2.4 Key Program 4: Electoral Boundaries Redistribution

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
0	\$600	0	TBD*	0	TBD*

\*Estimated costs not currently available; will be funded through Supplementary Estimates.

Expected Result	Measure
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; they allow redistribution activities to be conducted in an effective and timely manner.</li> </ul>

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

This program activity is initiated after each decennial (10-year) census. Federal electoral boundaries and representation in the House of Commons are revised to reflect changes and movements in Canada's population. Independent commissions in each province readjust the federal electoral boundaries with the support of Elections Canada. We provide a variety of professional, financial and administrative services, including assisting with mapping, census data and publications, and maintaining a Web site. The commissions will begin their work once we receive the 2011 census population figures from Statistics Canada (according to current plans, in spring 2012).

### ***Planning Highlight***

To help achieve the expected result for this program, Elections Canada plans to undertake the following activity in 2010–11:

- *Supporting Tools* – The agency will assess and develop the 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.

## 2.5 Internal Services

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
81	\$24,310	81	24,310	81	24,310

### Program Activity Summary and Planning Highlights

Elections Canada’s internal services and enabler groups provide services that support the agency in fulfilling its mandate. These groups focus on human resources modernization, performance management, legal services, internal audit, financial and human resources management, and information technology.

The planning highlights for 2010–11 include the following:

*Information Technology Renewal* – We will continue to build a central repository of elector information to enable e-registration and continue improving data management. We will also complete the relocation of our business systems to a modern data centre and the migration of our field applications to a new Web-based platform. We will continue to further implement key components of the IT management framework that are critical to the IT renewal process. These will ensure that we are able to provide Canadians with new, enhanced and robust electronic services in keeping with the objectives of our strategic plan.

*Human Resources Strategy* – To ensure that our employees have the tools and skills they require to conduct their work, we will offer corporate language training and seven days per year of professional development to all indeterminate and term employees over six months.

To address the succession planning challenge that Elections Canada will face over the next few years, we will launch the Elections Canada Leadership Assignment Program. This program will ensure the development and ongoing renewal of the executive group and EX equivalents. The program will use a mixed learning approach over an 18-month period for a selected number of employees. Participants will develop personal skills and acquire knowledge that will help them better perform their leadership roles. Personalized learning plans will also be developed for the whole management community at Elections Canada to help them better perform the leadership role in their respective positions.

Over the next fiscal year, we will also be using staffing pools to facilitate the hiring of employees.

*Corporate Risk Management Framework (CRMF)* – To improve our internal management capacity, we will develop a risk management framework in 2010–11 that will help Elections Canada better address key issues of its operating environment. The CRMF will be fully implemented in 2011–12.

*Program Evaluation* – Elections Canada will also establish a formal program and event evaluation capacity during the fiscal year. This is the result of the new Treasury Board Evaluation Policy (effective April 2009) as well as the need to anchor the modernization of the electoral framework in an evidence-based approach.

*Internal Audit* – By the end of the 2009–10 fiscal year, Elections Canada will have updated its Risk-Based Audit Plan (RBAP) for 2010–11 to 2012–13. This plan will provide management with assurance in the soundness of management processes as well as information to help them deliver on the agency’s mandate and assess governance, risk management and control activities. The RBAP is a rolling plan that is updated annually, based on a risk assessment that covers a three-year period.



## **Section III – Supplementary Information**

### **List of Tables**

All electronic supplementary information tables found in the *2010–11 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's Web site at [www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp](http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp).

- Details of Transfer Payment Programs (TPP)

### **Other Items of Interest**

#### **Strategic Plan 2008–2013**

A copy of the *Strategic Plan 2008–2013* can be downloaded from the Elections Canada Web site at <http://www.elections.ca/content.asp?section=eca&document=index&dir=stratplan&lang=e&textonly=false>.

#### ***New Legislation***

An analysis of proposed amendments to electoral legislation with a potential impact on our business can be found on the Elections Canada Web site at [www.elections.ca/content.asp?section=gen&dir=rep/est/rpp2010&document=legislation&lang=e&textonly=false](http://www.elections.ca/content.asp?section=gen&dir=rep/est/rpp2010&document=legislation&lang=e&textonly=false).

#### ***Judicial Decisions and Proceedings***

An analysis of judicial decisions and proceedings that may affect electoral legislation can be found on the Elections Canada Web site at [www.elections.ca/content.asp?section=gen&dir=rep/est/rpp2010&document=legislation&lang=e&textonly=false](http://www.elections.ca/content.asp?section=gen&dir=rep/est/rpp2010&document=legislation&lang=e&textonly=false).

## **Contacts for Further Information**

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