

Office of the Chief Electoral Officer

2014–15

Report on Plans and Priorities

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The Honourable Peter Van Loan, PC, MP
Leader of the Government in the
House of Commons

Elections Canada

Report on plans and priorities 2014–15 (Elections Canada)

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2014-15 ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the [Treasury Board Secretariat website](#).ⁱ

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - [Report 15](#)ⁱⁱ), in 2010; and on Government and Operations Estimates (OGGO - [Report 7](#)ⁱⁱⁱ), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result

An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes

A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas

Government of Canada categories of expenditures. There are [four spending areas](#)^{iv} (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

Table of Contents

| | |
|---|-----------|
| Chief Electoral Officer’s Message | 1 |
| Section I: Organizational Expenditure Overview..... | 3 |
| Organizational Profile | 3 |
| Organizational Context | 4 |
| Raison d’être..... | 4 |
| Responsibilities..... | 4 |
| Strategic Outcome and Program Alignment Architecture..... | 6 |
| Organizational Priorities..... | 7 |
| Risk Analysis..... | 9 |
| Planned Expenditures..... | 10 |
| Departmental Spending Trend | 11 |
| Elections Canada’s Financial Framework..... | 11 |
| Estimates by Vote | 12 |
| Section II: Analysis of Programs by Strategic Outcome..... | 13 |
| Strategic Outcome | 13 |
| Program 1.1: Electoral Operations..... | 14 |
| Program 1.2: Regulation of Electoral Activities | 18 |
| Program 1.3: Electoral Engagement | 21 |
| Internal Services..... | 24 |
| Section III: Supplementary Information | 27 |
| Future-Oriented Statement of Operations | 27 |
| List of Supplementary Information Tables | 28 |
| Other Items of Interest | 3 |
| Tax Expenditures and Evaluations..... | 28 |
| Section IV: Organizational Contact Information | 29 |
| General Enquiries..... | 29 |
| Media Information | 29 |
| Endnotes..... | 30 |

Chief Electoral Officer's Message

Fiscal year 2014–15 will bring both opportunities and challenges for Elections Canada.

Of key importance is the government's announcement in the October 2013 Speech from the Throne that it "will propose changes to Canada's elections laws to uphold the integrity of our voting system." I have made recommendations for legislative change in this regard in my 2010¹ and 2013² reports, which touch upon wide aspects of the electoral framework.

At the time of preparing this report, the anticipated legislation had yet to be introduced. The content of the legislation and the extent of the changes proposed remain unknown to Elections Canada.

Elections Canada needs to intensify its preparatory activities for the 2015 general election. To the extent that components of the electoral reform deal with the integrity of general elections and the manner in which they are conducted, it is important that those components be enacted in a timely manner.

Fiscal year 2014–15 will see the agency largely complete a number of improvements already underway, such as modernizing the field voter registration system and re-engineering voting operations. In regards to the latter, the agency will seek parliamentary approval in fall 2014 to pilot a new voting services model in the 2015 general election. Elections Canada will also continue to focus on measures that make voting and registration more convenient, reduce barriers to voting and maintain trust in the electoral system.

As it continues to make improvements and reviews the forthcoming legislation, the agency will consult with stakeholders and seek non-partisan advice from the newly formed Elections Canada Advisory Board. The Advisory Board was established to study and provide advice on matters related to Canada's electoral system, including the conduct of elections, electoral participation both by voters and political participants, regulatory compliance and electoral reform.

Besides these priorities, Elections Canada's major focus for this fiscal year will be the preparations for the conduct of the 2015 general election, aiming for full election readiness by April 1, 2015.

We look forward to assisting parliamentarians with their examination of the new legislation. Together with our planned improvements for the 2015 general election, we can provide Canadians with more varied and modern ways to register and vote, and maintain their confidence in our electoral system.

Marc Mayrand
Chief Electoral Officer of Canada

Section I: Organizational Expenditure Overview

Organizational Profile

Chief Electoral Officer: Marc Mayrand

Agency: Office of the Chief Electoral Officer

Year established: 1920

Main legislative authorities: *Canada Elections Act*,³ *Electoral Boundaries Readjustment Act*,⁴ *Referendum Act*⁵

Other:

New Legislation

An analysis of [proposed amendments to electoral legislation](#)⁶ with a potential impact on our business can be found on the Elections Canada website.

Judicial Decisions and Proceedings

An analysis of [judicial decisions and proceedings](#)⁷ that may affect electoral legislation can be found on the Elections Canada website.

Organizational Context

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 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
- carry out investigations into allegations that would amount to offences under the Act
- 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 parliamentarians, test electronic voting processes for future use during electoral events

Responsibilities

In fulfilling its mandate, Elections Canada appoints, trains and supports 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* by submitting a recommendations report after a general election as well as by providing expert advice and other special reports

In addition, the Chief Electoral Officer appoints the Commissioner of Canada Elections. The role of the Commissioner is to protect the integrity of the electoral process by ensuring that the *Canada Elections Act* and the *Referendum Act* are complied with and enforced. The Commissioner carries out his or her duties independent of any political or government interference and is assisted by investigators, lawyers and administrative personnel. In carrying out the mandate of the Commissioner's Office, the Commissioner is guided by the principles of independence, impartiality, fairness and good faith.

The Chief Electoral Officer also appoints the Broadcasting Arbitrator. The Broadcasting Arbitrator is responsible for allocating free and paid broadcasting time among political parties and for arbitrating disputes that may arise between parties and broadcasters.

Strategic Outcome and Program Alignment Architecture

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

1. Strategic Outcome: An Accessible Electoral Framework that Canadians Trust and Use

1.1 Program: Electoral Operations

1.1.1 Sub-program: Electoral Preparedness

1.1.2 Sub-program: Electoral Event Delivery

1.1.3 Sub-Program: Electoral Boundaries Redistribution

1.2 Program: Regulation of Electoral Activities

1.2.1 Sub-program: Administration of Political Financing

1.2.2 Sub-program: Compliance and Enforcement

1.3 Program: Electoral Engagement

1.3.1 Sub-program: Civic Education and Outreach

1.3.2 Sub-program: Electoral Development

Internal Services

Organizational Priorities

| Priority 1 | Type | Programs |
|---|-------------------------|---|
| Finalize improvements for the 2015 general election | Previously committed to | Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services |
| Description | | |
| <p>Why is this a priority?</p> <p>In 2012, Elections Canada embarked on a three-year plan to improve services to electors and engage youth for the 2015 general election. These initiatives respond to evolving needs: electors expect to exercise their democratic right to vote using a modern electoral process that incorporates technological advances, and provides more convenient and accessible services. Some groups of electors, particularly youth, continue to face barriers to registration and voting. Modernizing the electoral system is about making it simple for Canadians to exercise their rights in ways that meet their needs and expectations.</p> <p>The agency must act on issues that emerged following the May 2011 general election – deceptive communications with electors as well as procedural and record-keeping errors on election day – to improve compliance and maintain Canadians’ confidence in their electoral system. Canadians expect impartial and effective enforcement of the rules.</p> <p>What are the plans for meeting this priority?</p> <p>To provide more convenient services and reduce barriers to registration and voting, Elections Canada will:</p> <ul style="list-style-type: none"> • ensure electors know where, when and how to register and vote, and turn to Elections Canada when in doubt • make online voter registration available during elections and encourage voters to use it • extend the use of the voter information card as proof of identity and address to all electors • increase opportunities to register and vote among youth and Aboriginal electors • pilot a new voting model to improve services, simplify procedures and improve compliance at the polls • engage youth by sharing knowledge with key stakeholders • engage stakeholders on initiatives that reduce voting barriers for electors with disabilities • access Manitoba driver’s licence data to improve the quality of the voters lists • develop an online system for managing enquiries and complaints <p>To improve compliance, in light of the experience of the 41st general election, Elections Canada will:</p> <ul style="list-style-type: none"> • integrate compliance into the design of planned initiatives for the next general election • establish an electoral integrity coordination office to improve public confidence as well as prevent and detect electoral malpractices | | |

| Priority 2 | Type | Programs |
|---|------|---|
| Prepare for the 2015 general election | New | Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services |
| Description | | |
| <p>Why is this a priority?</p> <p>Delivering elections is at the core of Elections Canada’s mandate. With the next general election set for October 2015, preparing for the election will be a priority this fiscal year. In this regard, the agency will start integrating its planned improvements into all programs and begin building the capacity required to deliver the general election.</p> <p>In addition, Elections Canada has until May 2014 to implement the new electoral district boundaries defined by the representation order proclaimed in October 2013.</p> <p>What are the plans for meeting this priority?</p> <p>The 42nd general election, scheduled for October 2015, could possibly overlap with a number of provincial and territorial elections. We aim to achieve full election readiness by April 1, 2015, in case the general election is called earlier.</p> <p>To prepare for the next election, the agency will:</p> <ul style="list-style-type: none"> • test and implement new systems • update procedures and manuals • finalize election worker recruitment and training plans • replenish election materials and supplies • select goods and services providers <p>To implement the new electoral boundaries, Elections Canada will:</p> <ul style="list-style-type: none"> • adjust the lists of electors • redraw polling division boundaries • update the maps of electoral districts • appoint and train returning officers for new electoral districts • register new electoral district associations | | |

Risk Analysis

Three main risks will require our attention over the 2014–15 fiscal year.

| Risk | Risk Response Strategy | Link to Program Alignment Architecture |
|--|--|---|
| Scope of electoral reform | The government has indicated its intention to introduce new legislation in time for implementation prior to the next federal election. Elections Canada will review the legislation and prioritize the implementation of elements that are directly related to the conduct and integrity of the 2015 general election. | Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services |
| Impact of electoral reform and new electoral districts on Elections Canada's capacity and operating budget | Given the need to strengthen the integrity of the electoral process and address the ongoing requirements associated with 30 additional electoral districts, as well as the potential demands of the anticipated electoral reform, Elections Canada will review its operating budget in 2014–15. We may seek additional authorities to address emerging pressures on our appropriation. | Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services |
| Conduct of a referendum | Given the review of the <i>Referendum Act</i> undertaken by the Standing Committee on Procedure and House Affairs in 2009 with a view of modernizing the legislation, Elections Canada decided at the time to suspend any readiness activities for the conduct of a referendum. Accordingly, Elections Canada is not currently prepared to hold a referendum and will not invest resources in 2014–15 toward such preparation. The agency is focused on preparing for the 2015 general election. | Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services |

Planned Expenditures

Budgetary Financial Resources (Planned Spending – dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 97,110,432 | 97,110,432 | 89,667,352 | 89,667,352 |

Human Resources (Full-Time Equivalents – FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 468 | 467 | 467 |

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

| Strategic Outcome, Programs and Internal Services | 2011–12 Expenditures* | 2012–13 Expenditures | 2013–14 Forecast Spending | 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|--|--------------------------|-------------------------|---------------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Strategic Outcome: An Accessible Electoral Framework that Canadians Trust and Use | | | | | | | |
| Electoral Operations** | 202,833,122 | 37,009,414 | 46,079,709 | 34,938,217 | 34,938,217 | 34,766,039 | 34,766,039 |
| Regulation of Electoral Activities*** | 102,957,957 | 37,509,163 | 28,118,195 | 19,959,354 | 19,959,354 | 12,516,274 | 12,516,274 |
| Electoral Engagement | 7,892,605 | 7,860,678 | 7,931,956 | 8,441,546 | 8,441,546 | 8,441,546 | 8,441,546 |
| Internal Services**** Subtotal | 35,668,311 | 37,200,938 | 41,003,358 | 33,771,315 | 33,771,315 | 33,943,493 | 33,943,493 |
| Total | 349,351,995 | 119,580,193 | 123,133,218 | 97,110,432 | 97,110,432 | 86,667,352 | 86,667,352 |

*Expenditures in 2011–12 were significantly higher than in other years because of the 41st general election of May 2, 2011.

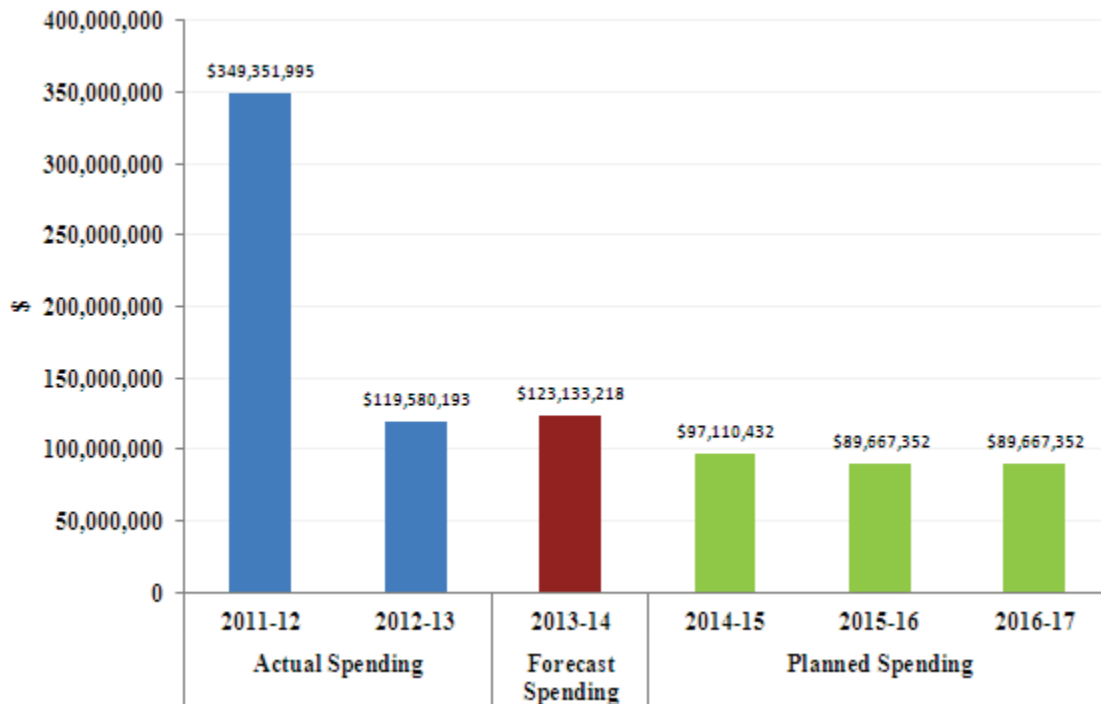
**Forecast spending for the Electoral Operations program is higher in 2013–14 than in future years mainly as a result of the May and November 2013 by-elections as well as the redistribution of electoral districts and their implementation.

***The reduction in spending on the Regulation of Electoral Activities program from 2013–14 to 2015–16 is primarily a result of phasing out the quarterly allowances to political parties, as set out in *An Act to implement certain provisions of the 2011 budget as updated on June 6, 2011 and other measures*.

****Internal Services spending for 2012–13 and 2013–14 includes one-time expenditures for the Office Consolidation and Relocation project. The project ends in 2013–14.

Departmental Spending Trend

Departmental Spending Trend Graph



The significant increase in spending in 2011–12 is a result of the 41st general election held on May 2, 2011. Forecast spending is higher in 2013–14 than in future years mainly as a result of the May and November 2013 by-elections, the redistribution of electoral districts and their implementation, and one-time expenditures for the Office Consolidation and Relocation project. The gradual reduction in spending from 2013–14 to 2015–16 is also a result of phasing out the quarterly allowances to political parties.

Elections Canada's Financial Framework

While Elections Canada performs a number of ongoing functions, a key component of its mandate is to be prepared to conduct general elections, by-elections and referendums. Under our parliamentary system, by-elections can happen at any time. While a fixed date of October 19, 2015, for the 42nd general election facilitates Elections Canada's long-term planning, a number of provincial and territorial elections are also scheduled to be held in the fall of 2015. These overlapping electoral events will pose challenges to electors, political entities and Elections Canada. Under these circumstances, should a federal election be called earlier than expected, Elections Canada will need to be ready.

The agency's dual funding mechanism and planning practices are a unique characteristic of its mandate. Elections Canada is funded in part by an annual appropriation that covers the salaries of its permanent staff and is not affected by the electoral cycle. Given the unpredictability of electoral events, the agency also has a statutory authority that allows it to draw directly from the Consolidated Revenue Fund.

Elections Canada's statutory authority covers all of its other expenses. Some of these expenses are unpredictable and are not included in its planned spending, such as those related to electoral events.

Estimates by Vote

For information on Elections Canada's organizational appropriations, please see the *2014–15 Main Estimates publication*.⁸

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: An Accessible Electoral Framework that Canadians Trust and Use.

Achieving the strategic outcome is facilitated by a Program Alignment Architecture (PAA) consisting of three programs that are directly beneficial to Canadians.⁹

| Program | Expected Results |
|------------------------------------|---|
| Electoral Operations | The electoral process is accessible and administered fairly and efficiently. |
| Regulation of Electoral Activities | Canadians have confidence in the fairness of the administration and enforcement of electoral legislation. |
| Electoral Engagement | Canadians make informed decisions about their engagement in the electoral process. |

A fourth program, Internal Services, contributes to the agency's organizational priorities by enabling the other three programs to achieve their expected results. The planning highlights in this section take into account the risks and mitigation strategies identified in Section I.

With this Report on Plans and Priorities, Elections Canada is introducing a renewed Performance Management Framework to better measure the results delivered to Canadians. Therefore, a number of new performance indicators are being introduced in this report. These indicators will be used for the first time in the 2014–15 Departmental Performance Report to measure progress toward the agency's strategic outcome.

Program 1.1: Electoral Operations

Description

This program allows Elections Canada to deliver fair and efficient electoral events whenever they may be required so that Canadians are able to exercise their democratic right to vote in a federal general election, by-election or referendum. To this end, the agency provides an accessible and constantly improved electoral process that is responsive to the needs of electors.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 34,938,217 | 34,938,217 | 34,766,039 | 34,766,039 |

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 198 | 197 | 197 |

Performance Measurement

| Expected Results | Performance Indicators* |
|---|--|
| The electoral process is accessible and responsive to the needs of electors | Percentage of non-voters reporting administrative reasons as their main reason for not voting |
| | Percentage of voters who are satisfied with their voting experience |
| Elections are delivered whenever they are called | Number of days required for all electoral offices to be fully functional |
| | Percentage of eligible electors included on the list (coverage) |
| | Percentage of electors included on the list and at the correct address (currency/accuracy) |
| Elections accurately reflect the choices Canadians make | Variance between the preliminary and official results (validated or subsequent to judicial recounts) |
| | Number of court challenges that deal with irregularities at the polls |
| Canadian electors have the opportunities to exercise their right to vote | Number of complaints that deal with accessibility of the voting process |
| The redistribution of electoral boundaries is effectively supported | Percentage of commissioners who are satisfied with the services and support provided by Elections Canada |

*A new Performance Management Framework was adopted in January 2014. The targets associated with the new indicators are currently under development.

Planning Highlights

The following planned initiatives within the Electoral Operations program will contribute to the agency's organizational priorities in 2014–15.

Finalize Improvements for the 2015 General Election

Improve Compliance with Voting Day Procedures

In March 2013, an independent review of administrative irregularities observed in Etobicoke Centre during the 2011 general election concluded that a fundamental redesign of the voting process is required in the longer term.¹⁰ Elections Canada agrees with this conclusion, but a complete redesign cannot be accomplished in time for the 2015 general election. In the interim, Elections Canada is pursuing a number of administrative measures to improve compliance with election day procedures, including:

- new initiatives to reduce the need for registration and vouching on election day
- improved quality controls at polling sites
- simplified procedures and clearer written instructions
- improved recruitment practices
- modernized training for election workers
- ongoing monitoring of compliance

In 2013–14, Elections Canada completed the development of a new model for voting services that will contribute to addressing fundamental compliance issues by 2019. The new model will change the way services are delivered, including restructuring the functions and roles of election officers as well as introducing technology into polling sites (for example, an electronic voters list that can be updated in real-time and automated tabulation of election results). This initiative will deliver more convenient and responsive services to voters, and increase overall efficiency by simplifying the tasks and related training of election officers.

The agency will request parliamentary approval in fall 2014 to pilot the new model in the 2015 general election and will continue to engage key stakeholders as this initiative progresses.

Modernize Voter Registration

In 2014–15, Elections Canada will finalize the modernization of its field voter registration system to give authorized election officers access to a secure and centralized national voters list. This initiative will enable voter registration services wherever the technology is available, including our 120 satellite offices. It will also enable the agency to offer the new online voter registration service (E-Registration) during a future election, which will permit some address changes and limited additions. Legislative change, as recommended by the Chief Electoral Officer in 2010, is required to offer full E-Registration services to electors, including new registrations.

The technology developed for this project is the foundation for extending technology to the polls and will enable us to manage voters lists in real time at general elections after 2015. It also aims to allow candidates and political parties real-time access to the most up-to-date voters list data, including who has voted, and enable us to provide more convenient options to vote by special ballot. In 2014–15, Elections Canada will complete the design, development and testing phases of the new application.

Renew Public Enquiries Services

The agency will complete its work in 2014–15 to renew its public enquiries services, both between and during elections. Improvements, which will be operational by March 2015, include:

- a new e-mail enquiry service
- a centralized complaints process through the Elections Canada website
- an updated system for managing communications from the public across various channels of communication
- renewed partnerships for call centre services with other government departments
- the outsourcing of additional call centre agents with the private sector to respond to telephone enquiries received during the election

Update the Voter Identification Policy

In support of the initiative to extend the use of the voter information card (VIC) as proof of identity and address to all electors, Elections Canada will finalize the new voter identification policy by March 2015. The updated policy will allow all voters to use their VIC along with another authorized piece of identification to prove their identity and address when voting. This is also expected to improve compliance at the polls by reducing the need for vouching because more electors would have the required identification.

Renew the Electoral Reminder Program for 2015

Elections Canada will complete work by March 2015 on a comprehensive, multi-channel communications campaign to ensure Canadians know where, when and how to register and vote, and turn to Elections Canada when in doubt. The initiative will include targeted advertising that promotes registration, supported by field registration efforts focused on youth and Aboriginal electors immediately prior to the issue of the writs. Social media will be used for the first time as part of the media mix to provide Canadians with timely information during the election calendar. A new common look and feel for all electoral information products and the extended use of plain language will help position Elections Canada as the authoritative source for voting information and help ensure that Canadians know how to file an official complaint. National partnerships will be established with organizations representing groups known to experience barriers to the electoral process for promoting when, where and how to register and vote.

Continue to Improve the Accessibility of Programs and Processes

Building on research and consultations completed in 2012 with national and regional organizations representing electors with disabilities, Elections Canada will continue to develop an accessibility plan for the 2015 general election. Examples of improvements include lists of candidates in Braille at all voting locations, the introduction of an accessibility officer at local offices, polling site accessibility checks and extended training of election workers. Once completed, the accessibility plan will be validated and refined with the support of an accessibility advisory group in 2014–15.

Expand Locations for Voting by Special Ballot

Under the Special Voting Rules, electors who cannot or choose not to vote at the advance polls or on election day can vote by special ballot, either by mail or at their local Elections Canada office. To make voting more convenient for certain groups who find it difficult to vote, Elections Canada will expand this service for the 2015 general election by extending special ballot voting to more locations, like campuses and community centres. In 2014–15, we will complete the implementation plan for the initiative, and develop supporting policies and guidelines.

Continue to Improve Quality of Voters Lists

Elections Canada maintains the National Register of Electors, a database of Canadians who are eligible to vote in federal elections. The Register is updated regularly with data provided under agreements with other government departments, provincial electoral bodies, and provincial and territorial motor vehicle registrars.

In 2014–15, Elections Canada will update the Register with data obtained from Manitoba's drivers licensing system. This will improve voters list quality and provide an additional means of validation for electors wishing to access the online voter registration service.

Prepare for the 2015 General Election

The agency is planning to return to election readiness by April 1, 2015. Readiness activities include updating lists of electors, testing and implementing new systems, finalizing election worker recruitment and training plans, updating procedures manuals, replenishing election materials and supplies, and selecting goods and services providers. Elections Canada will also focus on integrating its planned improvement initiatives as well as legislative changes into election-time programs and services. Returning officers will conduct specific activities to confirm polling sites for the next election, including verifying accessibility, validating changes to polling division boundaries and validating addresses on the lists of electors.

Following the electoral boundaries readjustment process, a new representation order describing and naming Canada's new electoral districts was proclaimed in October 2013. Elections Canada will complete the implementation of the new boundaries by May 2014. Activities include adjusting the lists of electors, producing maps of the new electoral districts, and appointing and training returning officers for new electoral districts. Elections Canada will also complete its work to align polling division boundaries with Statistics Canada's census boundaries.

Program 1.2: Regulation of Electoral Activities

Description

This program provides Canadians with an electoral process that is fair, transparent and compliant with the *Canada Elections Act*. Within this program, Elections Canada is responsible for administering the political financing provisions of the Act. This includes monitoring compliance, disclosing and reporting financial activities, and enforcing electoral legislation.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16* Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|------------------------------|-----------------------------|
| 19,959,354 | 19,959,354 | 12,516,274 | 12,516,274 |

*The reduction in spending on the Regulation of Electoral Activities program from 2013–14 to 2015–16 is primarily a result of phasing out the quarterly allowances to political parties, as set out in *An Act to implement certain provisions of the 2011 budget as updated on June 6, 2011 and other measures*.

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 73 | 73 | 73 |

Performance Measurement

| Expected Results | Performance Indicators* |
|---|--|
| Canadians have confidence in the integrity of how the electoral process is managed | Percentage of Canadians who trust Elections Canada to run federal elections |
| | Percentage of political entities that believe Elections Canada is non-partisan in its regulatory activities |
| Canadians have timely access to accurate political financing data | Percentage of returns that require amendments |
| | Percentage of candidates' reimbursements processed within the service standards |
| Political entities understand and comply with their obligations under the <i>Canada Elections Act</i> | Proportion of cases that are subject to administrative measures |
| | Percentage of political entities that are satisfied with the tools and information provided by Elections Canada |
| Instances of material non-compliance are appropriately addressed | Number of cases of alleged non-compliance and measures taken by the Commissioner of Canada Elections to address them |

*A new Performance Management Framework was adopted in January 2014. The targets associated with the new indicators are currently under development.

Planning Highlights

The following planned initiatives within the Regulation of Electoral Activities program will contribute to the agency's organizational priorities in 2014–15.

Finalize Improvements for the 2015 General Election

Review Financial Reporting Forms and Reporting Requirements

In 2014–15, Elections Canada will revise how registered parties are required to report their election-related expenses. Expense categories will be modified or added in an effort to increase the transparency of such reporting. The agency will also review the electoral district associations' financial transactions return to better align it with the candidates' return and facilitate the review of expenses incurred by both entities.

To ensure consistency in administering the *Canada Elections Act* and provide a level playing field for political entities, Elections Canada will clarify certain issues related to reporting requirements in the context of fixed date elections and will communicate these requirements to political entities in 2014–15.

Update the Audit Manual

In 2014–15, Elections Canada will update its audit manual to reflect new occupational standards, such as revised audit guidelines by professional associations or related entities.

The agency will also perform a risk-based analysis of candidates' returns, including audit types, sampling techniques and the scope of audits. This will ensure better alignment of internal processes with the level of risk, and should also improve our ability to detect reporting errors and instances of non-compliance with the *Canada Elections Act*.

Establish an Electoral Integrity Coordination Office

In light of the experience of the 41st general election, Elections Canada will develop a multi-faceted campaign compliance strategy for the 2015 general election to prevent and detect electoral malpractices, and reinforce the confidence of Canadians in the integrity of the electoral system. The strategy will include public education and awareness, engagement of political parties and local campaigns, as well as risk-based deterrence and enforcement strategies.

Office of the Commissioner of Canada Elections

The Commissioner of Canada Elections will continue to focus his attention on priority investigations, referring appropriate cases to the Director of Public Prosecutions and dealing with lesser matters using administrative measures such as caution letters and compliance agreements.

To promote transparency, the Commissioner of Canada Elections also intends to publish an annual report to inform Canadians on the number and types of complaints received by his Office as well as the manner in which they were dealt with.

Prepare for the 2015 General Election

To implement Canada's new electoral districts by May 2014, the agency will register new electoral district associations and reconfirm existing associations. Elections Canada will assist political entities during this transition.

To achieve and maintain a state of readiness by April 1, 2015, Elections Canada will register political parties, electoral district associations and their representatives; prepare training materials; provide training and information sessions to political entities; review and produce candidate electronic information kits; and calculate preliminary and final expense limits.

Program 1.3: Electoral Engagement

Description

This program promotes and sustains the Canadian electoral process. It provides Canadians with electoral education and information programs so that they can make informed decisions about their engagement in the electoral process. The program also aims to improve the electoral framework by consulting and sharing electoral practices with other stakeholders.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 8,441,546 | 8,441,546 | 8,441,546 | 8,441,546 |

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 63 | 63 | 63 |

Performance Measurement

| Expected Results | Performance Indicators* |
|---|---|
| Canadians understand the importance of voting and have the information they need to engage in the electoral process | Percentage of Canadian electors who think that voting is important |
| | Canadian electors' recall rate of the Elections Canada advertising campaign |
| | Percentage of Canadian electors who say they had the information they needed before going to vote |
| Elections Canada is effective in promoting its civic education program and mobilizing stakeholders to carry out voter education | Number of orders for Elections Canada's civic education materials |
| | Number of stakeholders involved in Elections Canada's voter education activities |
| | Variance in knowledge and interest among participants in a parallel election program |
| Parliamentarians have timely access to evidence-based information on existing and emerging electoral issues | Proportion of recommendations endorsed by parliamentarians and ultimately enacted |

*A new Performance Management Framework was adopted in January 2014. The targets associated with the new indicators are currently under development.

Planning Highlights

The following planned initiatives within the Electoral Engagement program will contribute to the agency's organizational priorities in 2014–15.

Finalize Improvements for the 2015 General Election

Provide Support to Parliament

Elections Canada will support the Standing Committee on Procedure and House Affairs and the Standing Senate Committee on Legal and Constitutional Affairs during their review of the forthcoming legislation on electoral reform.

Elections Canada will also support the work of parliamentary committees on any matters for which the Chief Electoral Officer may be called upon to appear.

We will continue to inform parliamentarians on an ongoing basis of our key improvement initiatives for the 2015 general election. In particular, we will engage the Senate and House committees on the re-engineering of voting operations and seek their approval in the fall of 2014 to conduct a pilot project for the 2015 general election.

Consult the Elections Canada Advisory Board

The Elections Canada Advisory Board was established in 2013 to provide advice to the Chief Electoral Officer on matters relating to Canada's electoral system, its voting processes, and support for a vigorous democracy that reflects the evolving needs and circumstances of Canadians. The mandate of the Advisory Board is to study and provide advice on matters related to Canada's electoral system, including the conduct of elections, electoral participation both by voters and political participants, regulatory compliance and electoral reform.

In 2014–15, Elections Canada will seek advice from the board on its preparations for the 42nd general election.

Engage Stakeholders

We will continue to engage political parties through the Advisory Committee of Political Parties on an ongoing basis to seek their views on improvements for the 2015 general election.

Building on the research and consultations completed in 2011–12 with 19 organizations representing persons with varying disabilities, Elections Canada will continue to engage the community to remove voting barriers for the 2015 general election. The Advisory Committee for Disability Issues established in late 2013–14 will be the primary method of engagement, along with user testing as appropriate.

Conduct Research

Elections Canada will undertake and complete research in support of improvements for the 2015 general election. Of note, this will include research on voter registration services and vote tabulation in relation to the re-engineering of voting operations.

Prepare for the 2015 General Election***Engage Stakeholders***

Elections Canada will engage political entities through the Advisory Committee of Political Parties to support the transition to 338 electoral districts as a result of the electoral boundaries readjustment process.

Promote Civic Education

As part of its ongoing civic education programming, Elections Canada will work with and mobilize a variety of partners to reach and engage youth by organizing the fourth annual [Canada's Democracy Week](#)¹¹ in September 2014. We will continue to promote our civic education materials, and those of our partners, to current and future teachers by attending teachers' resource fairs across the country and by conducting awareness campaigns through educator associations and publications.

As well, the agency will identify a service provider to begin preparations to implement the highly successful parallel election program for youth who have not yet reached voting age. Held during federal general elections since 2004, this program enables students in participating elementary and high schools to practise casting a ballot and participate in the conduct of a parallel election.

Improve Youth Engagement

In 2014–15, Elections Canada plans to hold a series of four to six workshops across Canada, in partnership with key national youth organizations. The workshops are designed to build the organizations' understanding of youth civic engagement issues and inspire commitment to take action for the 2015 general election.

Participants from the workshops will be invited to a national conference held before April 2015. The conference objectives are to set an approach for the 2015 general election, seek stakeholder commitments and develop a co-ordinated national approach to mobilize youth in 2015. Elections Canada will develop and launch knowledge-sharing tools on youth civic engagement issues and best practices through a dedicated website and newsletter. The agency will also continue to share its research on youth participation through presentations and stakeholder meetings.

Conduct Research

In addition to its ongoing research in the areas of electoral participation and other electoral matters, Elections Canada will initiate the design of various studies and secure contracts to undertake key opinion research to assess the 2015 general election. Research will include surveys of youth, electors, candidates and poll workers, as well as voter turnout studies of youth and electors living on First Nations reserves.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are as follows: management and oversight services, communications services, legal services, human resources management services, financial management services, information management services, information technology services, real property services, materiel services, acquisition services and other administrative services. Internal Services include only those activities and resources that apply across an organization, and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

| 2014–15 Main Estimates | 2014–15 Planned Spending | 2015–16 Planned Spending | 2016–17 Planned Spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 33,771,315 | 33,771,315 | 33,943,493 | 33,943,493 |

Human Resources (FTEs)

| 2014–15 | 2015–16 | 2016–17 |
|---------|---------|---------|
| 134 | 134 | 134 |

Planning Highlights

The following planned initiatives within Internal Services will contribute to the agency's organizational priorities in 2014–15.

Finalize Improvements and Prepare the 2015 General Election

Continue to Use the Corporate Strategy Office to Support and Oversee Improvement Initiatives

To ensure the coherent delivery of improvements for the next general election, Elections Canada established the Corporate Strategy Office in 2012. In 2014–15, the office will continue to provide the Chief Electoral Officer and the Executive Committee with standardized and integrated reporting on all initiatives carried out under the business plan, monitor their execution, and proactively manage corporate-level risks and interdependencies.

Support Improvement Initiatives Through Information Technology

The office of the Chief Information Officer will continue to play a pivotal role in delivering our three-year plan to improve services to electors, through initiatives that will enhance business processes and information management. These initiatives will have significant technology components – in particular, new applications to support modernized voter registration, enhanced enquiries services, and modernized workflow and business intelligence. The custom business

systems that are unique and essential to the policy and program operations of Elections Canada, including applications for voter registration, field operations and political financing reporting, will be impacted significantly by the business service improvement initiatives.

Prepare to Respond to Election Recruitment Needs

In 2014–15, the agency will conduct collective selection processes at various groups and levels to create pools of candidates readily available to work at Elections Canada. These pools will be used to recruit staff who can fill positions at headquarters to prepare for and conduct the 2015 general election.

Support Elections Canada's Management Priorities

Manage Human Resources

Like many public service organizations, Elections Canada is facing succession planning challenges. One group that may see several departures over the next two years is the EX group. In 2014–15, the agency will complete selection processes and identify candidates available to staff vacant EX positions. Identifying candidates in advance will provide sufficient time to allow for knowledge transfer and transition. The agency will also identify potential executives from within its ranks, and provide the training and coaching they need to hone their skills to be successful as executives.

With the new *Directive on Performance Management* coming into force on April 1, 2014, Elections Canada will provide support to managers and staff to adapt to the new model. The agency will also put an emphasis on providing managers with tools and training to foster an environment where employees are set up to succeed.

Complete the Preparation of the Next Risk-Based Audit Plan

As part of its Risk-Based Audit Plan for the period 2013–16, the agency will determine the scope of the audit to be undertaken in 2014–15. The audit will include a range of continuous and compliance audits as well as reviews of high-risk activities.

Strengthen Internal Safeguards

Over the period 2013–16, Elections Canada will continue to implement measures to strengthen the management of its security in response to gaps identified in the 2012 audit report. The agency is on target to meet the commitments highlighted in its management response. Elections Canada has already leveraged the fall 2013 by-elections to visit local offices, raise security awareness among field personnel, and develop tools and training to assist returning officers in future electoral events. A new organizational structure for the Administration and Security program will be implemented in 2014–15, reinforcing governance and accountability for security management. With regard to relocation of the agency's offices to Gatineau in 2013, the agency is also collaborating with other tenants, including the other agents of Parliament located at 30 Victoria Street, to modernize security measures and access controls.

The agency also continues to reinforce its internal controls, particularly those over financial management and assets. In 2014–15, efforts will focus on ensuring adequate controls are in place for information technology software and hardware assets, including portable devices. We will also review and update our financial policy suite where required.

Develop a New Strategic Plan

Building on the results of its Blueprint 2020 consultations, the agency will begin the process of renewing its strategic plan in 2014–15. This will ensure that the agency takes stock of key trends and changes within Canadian society and its environment. Equipped with this knowledge, Elections Canada will set a long-term direction that remains aligned with the evolving needs of electors and political entities.

Review the Operating Budget

The government announced in the October 2013 Speech from the Throne that it “will propose changes to Canada’s elections laws.” In light of this announcement, as well as other demands placed on the agency by the addition of 30 new electoral districts and the need to strengthen the integrity of the electoral process, Elections Canada will review its operating budget in 2014–15. We may seek additional authorities to address emerging pressures on our appropriation.

Implement Shared Services and Collaborative Services Arrangements

In 2013, Elections Canada consolidated its offices in a new facility in Gatineau. In 2014–15, the agency will continue to explore and implement common and shared services with other agents of Parliament in the same building, such as library and training facilities. The agency will also take advantage of government-wide common systems initiatives, such as financial and human resources systems, while maintaining the Office’s independence.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of Elections Canada's operations. The forecasted financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on [Elections Canada's website](#).¹²

Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

| Financial Information | Estimated Results 2013–14 | Planned Results 2014–15 | Change |
|------------------------|------------------------------|----------------------------|--------------|
| Total expenses | 131,186,509 | 110,954,111 | (20,232,398) |
| Total revenues | — | — | — |
| Net cost of operations | 131,186,509 | 110,954,111 | (20,232,398) |

Elections Canada estimates \$111.0 million in expenses for 2014–15. This represents a decrease of \$20.2 million from the 2013–14 estimated results, which is mainly the result of phasing out the quarterly allowances paid to political parties, completing the redistribution of electoral districts and their implementation, as well as completing the Office Consolidation and Relocation project. The employee severance liability has also decreased because in 2013–14 many employees opted to cash in their voluntary severance, as provided for in collective agreements. The planned results for 2014–15 include the agency's operating expenses, continued investment in administrative improvements to services for electors, and the quarterly allowances paid to political parties (final year).

List of Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Report on Plans and Priorities* can be found on Elections Canada’s website:

- [Details on Transfer Payment Programs](#)¹³
- [Upcoming Internal Audits Over the Next Three Fiscal Years](#)¹⁴

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*¹⁵ publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

General Enquiries

Address: Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6

Telephone: 1-800-463-6868
toll-free in Canada and the United States

001-800-514-6868
toll-free in Mexico

613-993-2975
from anywhere in the world

For people who are deaf or hard of hearing:
TTY 1-800-361-8935
toll-free in Canada and the United States

Fax: 613-954-8584
1-888-524-1444
toll-free in Canada and the United States

Website: www.elections.ca

Media Information

Telephone: 1-877-877-9515
819-939-1900
TTY 1-800-361-8935

Fax: 613-954-8584

Endnotes

ⁱ Treasury Board Secretariat, “Estimates Publications and Appropriation Acts,” <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>

ⁱⁱ “Selected Departmental Performance Reports for 2008–09 – Department of Industry, Department of Transport,” Report of the Standing Committee on Public Accounts, September 2010, www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0

ⁱⁱⁱ “Strengthening Parliamentary Scrutiny of Estimates and Supply,” Report of the Standing Committee on Government and Operations Estimates, June 2012, www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1

^{iv} Treasury Board Secretariat, “Whole-of-Government Framework,” www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

¹ *Responding to Changing Needs – Recommendations from the Chief Electoral Officer of Canada Following the 40th General Election*, www.elections.ca/content.aspx?section=res&dir=rep/off/r40&document=index&lang=e

² *Preventing Deceptive Communications with Electors – Recommendations from the Chief Electoral Officer of Canada Following the 41st General Election*, www.elections.ca/content.aspx?section=res&dir=rep/off/comm&document=index&lang=e

³ <http://laws-lois.justice.gc.ca/eng/acts/E-2.01>

⁴ <http://laws-lois.justice.gc.ca/eng/acts/E-3>

⁵ <http://laws-lois.justice.gc.ca/eng/acts/R-4.7>

⁶ www.elections.ca/content.aspx?section=res&dir=rep/est/rpp2014&document=legislation&lang=e

⁷ www.elections.ca/content.aspx?section=res&dir=rep/est/rpp2014&document=judicial&lang=e

⁸ *2014–15 Main Estimates*, www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

⁹ Elections Canada does not report at the sub-program level.

¹⁰ Harry Neufeld, *Compliance Review: Final Report and Recommendations – A Review of Compliance with Election Day Registration and Voting Process Rules*, www.elections.ca/content.aspx?section=res&dir=cons&document=index&lang=e

¹¹ www.democracy-democratie.ca/content.asp?document=home&lang=e

¹² www.elections.ca/content.aspx?section=res&dir=rep/est/rpp2014&document=fut&lang=e

¹³ www.elections.ca/content.aspx?section=res&dir=rep/est/rpp2014&document=tpp&lang=e

¹⁴ www.elections.ca/content.aspx?section=res&dir=rep/est/rpp2014&document=audit&lang=e

¹⁵ “Government of Canada Tax Expenditures,” www.fin.gc.ca/purl/taxexp-eng.asp