



Office of the Chief Electoral Officer



For the
period ending
March 31, 1997



Improved Reporting to Parliament —
Pilot Document

Canada

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

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**Office of the
Chief Electoral
Officer**

Performance Report

**For the
period ending
March 31, 1997**

**The Honourable Stéphane Dion, P.C., M.P.
President of the Queen's Privy Council for Canada**



The Elections Canada Mission Statement

The mission of Elections Canada is to demonstrate excellence and leadership in electoral matters. Through the valued efforts of staff members and election officers, the agency serves the needs of electors and legislators alike in an innovative, cost-effective and professional manner.



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Section I: The Chief Electoral Officer's Message

Democratic systems are built on trust and fundamental to that trust is a fair and impartial electoral process. Canadians have bestowed upon Elections Canada the task of administering their electoral process and, as such, have made the agency a custodian of their trust.

Elections Canada is an independent agency of Parliament operating free of the influence of any political party. It provides the important services that enable Canadians to cast their ballots and to preserve and enhance the democratic process itself. Elections Canada delivers on this mandate with a program aimed at improving the quality, reach and efficiency of its services.

The mandate of the Chief Electoral Officer and the agency's Strategic Plan set the framework for the agency's strategic objectives which are pursued in accordance with legal and constitutional norms. These objectives are:

1. to deliver federal elections and referendums that maintain the integrity of the electoral process;
2. to achieve and maintain a state of readiness to deliver electoral events whenever they may be called and to improve the delivery of electoral events; and
3. to provide advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.

These objectives present a formidable challenge, but facing challenges and change is a way of life at Elections Canada. In recent years, the process of electoral reform has been continuous and the pace unremitting as the agency responded to mounting public expectations. Canadians insist on better service from their public agencies and, in a climate of fiscal restraint, demand that they be more productive. Elections Canada has and continues to respond to these expectations with concrete changes in the way it administers electoral events and manages its own operations.

During 1996-97, these same pressures continued to drive the agenda at Elections Canada as the agency responded to new opportunities, expectations and needs. An important priority is to help the people of Canada maximize benefits from the advances that have already occurred. In this respect, the agency continues to share knowledge, expertise and resources with provincial counterparts to advance the material goal of providing efficient, cost-effective and responsive electoral services to all Canadians.

At the same time, the agency continued reaching out to the rest of the world. Using the knowledge and expertise that serves Canada's electoral system so well, Elections Canada continued and will continue to assist developing democracies build and strengthen their institutional capacities to deliver electoral events that are free and fair.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Section II: Agency Overview

A. Mandate

The mandate of the Chief Electoral Officer (CEO), as an independent officer of Parliament, is to be prepared at all times to conduct federal general elections, by-elections and federal referendums; to carry out voter education and information programs; and to provide support to the federal electoral boundaries commissions.

Elections Canada administers the federal electoral system in accordance with strict legal and constitutional prescriptions set out in the *Canada Elections Act*, the *Referendum Act*, the *Electoral Boundaries Readjustment Act*, the *Dominion Controverted Elections Act*, the *Constitution Act, 1867*, and the *Constitution Act, 1982*, including the *Canadian Charter of Rights and Freedoms*.

The Chief Electoral Officer also administers, pursuant to an agreement with the Commissioner of the Northwest Territories, the conduct of elections to the Council of the Northwest Territories in accordance with the Northwest Territories *Elections Act*. (The agreement was made under Section 333 of the *Canada Elections Act* and Section 208 of the Northwest Territories *Elections Act*.)

B. Strategic Objectives

Elections Canada has three strategic objectives that are being pursued in accordance with legal and constitutional requirements:

1. to deliver federal elections and referendums that maintain the integrity of the electoral process;
2. to achieve and maintain a state of readiness to deliver electoral events whenever they may be called and to improve the delivery of electoral events; and
3. to provide advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.

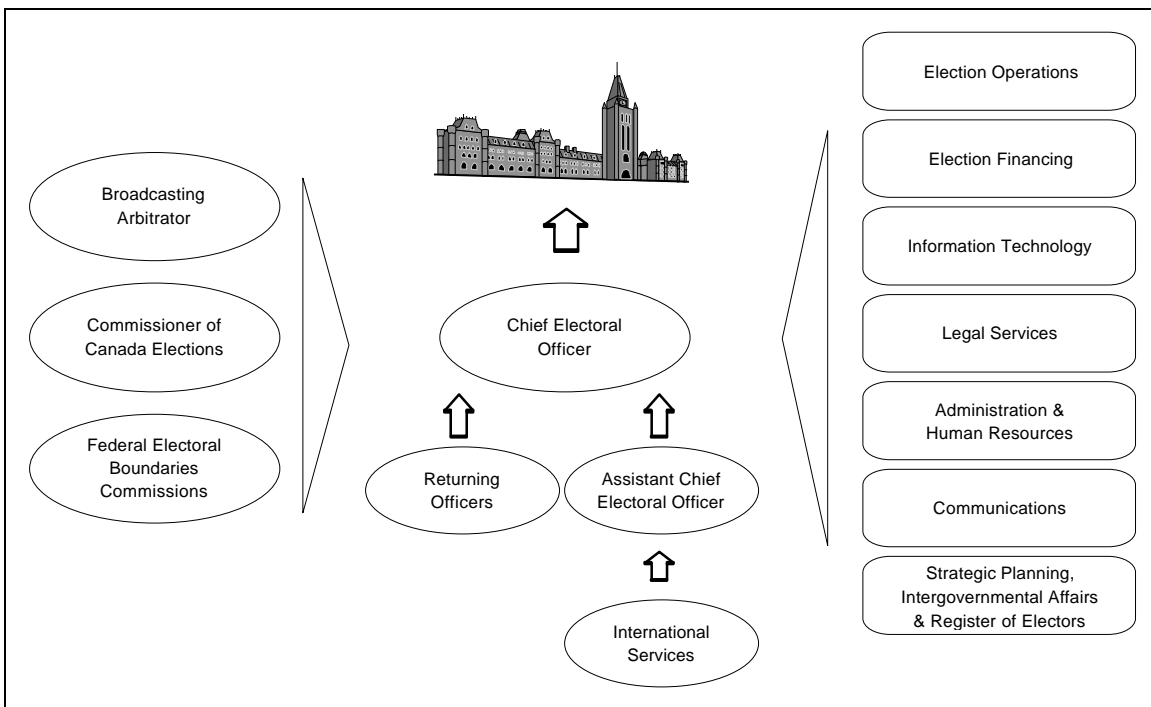
In the context of these objectives, the agency:

- plans, organizes and administers federal elections and referendums by training, directing and supporting electoral officers;
- monitors compliance with and enforcement of the statutes;
- develops and implements communications and voter education programs; and
- provides technical advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.

C. Business Line and Organization

The Office of the Chief Electoral Officer currently operates under two activities which are funded from two separate authorities: an annual appropriation and statutory authority as provided for in the *Canada Elections Act*, *Referendum Act* and the *Electoral Boundaries Readjustment Act*.

The CEO who heads the agency is appointed by a resolution of the House of Commons. The CEO reports directly to Parliament and is thus completely independent of the government and political parties. The CEO is supported by the Assistant Chief Electoral Officer (ACEO), who is appointed by the Governor in Council. In addition to statutory responsibilities, the ACEO oversees international services, helping meet Canada’s commitment to provide professional and technical assistance in support of democratic development in countries around the world.



The CEO appoints a Commissioner of Canada Elections and, under the general supervision of the CEO, the Commissioner of Canada Elections ensures that the provisions of the *Canada Elections Act* and *Referendum Act* are complied with and enforced. The CEO also appoints and oversees the work of a Broadcasting Arbitrator who allocates paid and free broadcasting time for registered political parties during a general election or for referendum committees during a referendum according to a formula set out in legislation.

In 1996-97, the CEO was supported by Elections Canada’s seven directorates that carried out the administrative tasks involved in preparing for and administering electoral events. The chart shown above illustrates the agency’s organizational structure and reporting relationships in 1996-97.

Section III: Agency Performance

Previous Expenditure Plans reported the agency's performance under two activities. This division was intended to reflect the two separate budgetary authorities under which the agency has historically operated: the administrative vote (essentially providing for the salaries of certain indeterminate staff) and the statutory authority (all other expenditures, including the costs of electoral events). The financial information contained in this report reflects these two activities.

A. Performance Expectations

Resource Requirements by Activity

Comparison of Total Planned Spending to Actual Expenditures, 1996-97

(\$ millions)

Activity	Full Time Equivalent	Operating ¹	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Payments	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
Administration	54	3.172	0	0	3.172	0	3.172	0	3.172
	54	3.150	0	0	3.150	0	3.150	0	3.150
Elections / Referendums	119	0	0	0	0	20.650	20.650	0	20.650
	171	0	0	0	0	40.245	40.245	0	40.245
Totals	173	3.172	0	0	3.172	20.650	23.822	0	23.822
	225	3.150	0	0	3.150	40.245	43.395	0	43.395
Other Revenues and Expenditures:									
Revenue credited to the Consolidated Revenue Fund									0
Cost of services provided by other departments									.046
Net Cost of the Program									2.460
									2.437
									26.282
									45.786

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

1. Operating includes contributions to employee benefit plans and the salary of the CEO.

Explanation of variances:

In 1996-97, Supplementary Estimates of \$20.7M were required due to the following factors: post-event activities related to the six by-elections held on March 25, 1996; delivery of the Hamilton East by-election held on June 17, 1996; the September 1996 relocation of the Elections Canada's headquarters; Geographic Information System development; readiness activities for the April 1997 enumeration as a result of the December 1996 passage of Bill C-63; and the Register of Electors project.

Agency Planned versus Actual Spending by Activity – 1993-94 to 1996-97
(\$ millions)

Activity	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Administration	3.228	3.175	3.129	3.172	3.150
Elections / Referendums	153.387	32.683	22.732	20.650	40.245
Total	156.615	35.858	25.861	23.822	43.395

Summary of Performance Expectations

The following table links Elections Canada's strategic objectives to expected results.

<i>The Office of the Chief Electoral Officer has the following strategic objectives that will be pursued within the context of, and in accordance with, constitutional and legal requirements:</i>	
Strategic Objectives	Key Results
To deliver federal elections and referendums that maintain the integrity of the electoral process	<ul style="list-style-type: none"> electoral events that are equitable electoral events that are transparent electoral events that remove barriers to participation
To achieve and maintain a state of readiness to deliver electoral events whenever they may be called and to improve the delivery of electoral events	<ul style="list-style-type: none"> trained staff and election officers, and up-to-date electoral processes, systems and materials that are ready for any electoral event processes developed that are cost-effective and respond to the concerns of stakeholders
To provide advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders	<ul style="list-style-type: none"> stakeholders have access to timely and high quality advice, information, products and personnel in accordance with established standards

B. Performance Accomplishments

Agency Performance

This is the first performance report to be produced by the agency under the revised requirements for reporting to Parliament. It is also the first report in which the agency presents performance information according to the broad measurement strategies outlined in Results Commitments included in Annex B of the 1997 Annual Report to Parliament by the President of Treasury Board. As with other federal departments and agencies, further development of performance indicators and measurement strategies is continuing in parallel with the implementation of the new reporting requirements.

The following sections provide highlights of performance and results in relation to the agency's strategic objectives. Additional information on Elections Canada's activities and results can be found in the publications listed in Section IV.

1. Delivering federal elections and referendums that maintain the integrity of the electoral process.

In 1996-97, Elections Canada finalized activities for the six by-elections that were held on March 25, 1996, and conducted a by-election on June 17, 1996. Results information presented in this section relates to all seven by-elections unless otherwise specified.

As is the case with all federal electoral events, Elections Canada undertook specific measures during the by-elections to maintain the integrity of the electoral process in accordance with the legislative framework.

To ensure that electors were aware of their rights and of the electoral process, and to remove barriers to participation, especially for those who may experience difficulty in exercising their franchise, the agency:

- ensured that special voting information reached electors who were out of the country or away from their riding, Canadian Forces electors, inmates and acute-care patients;
- informed electors through householders, newspaper advertising and press releases;
- produced an information kit and poster targeting youth;
- responded to over 12,000 public enquiries during the two electoral periods through toll-free lines including a TTY/TDD line for the deaf or hard of hearing;
- provided information through the Elections Canada Internet Web site; and
- provided level access for 99.7 percent of polling sites in all ridings. For those polling sites that did not have level access, electors had the option of asking the returning officer for a transfer certificate authorizing them to vote at another poll that did have level access.

To ensure fairness and transparency in administering the electoral process for the by-elections, the agency:

- ensured widespread availability of information concerning the election, including the timely publication of statutory reports on official voting results, candidates' financial returns and the CEO's narrative report on the by-elections;
- provided training and material to returning officers, other election officers, candidates and their official agents, and political parties, to help them to understand their responsibilities under the *Canada Elections Act*;
- responded to enquiries on the provisions of the Act from candidates and their official agents, political parties, election officers and the general public; and
- monitored compliance with and enforcement of the provisions of the Act, including the investigation of 14 complaints by the Commissioner of Canada Elections, 12 of which have been closed without prosecution, while 2 remain open.

Actual Costs for the March 1996 and June 1996 Federal By-Elections

	1995-96 Actual	1996-97 Actual	Total Cost	Cost per Elector
(dollars)				
March 1996 By-Elections				
<i>(6 Electoral Districts)</i>				
Humber–St. Barbe–Baie Verte, NF	352,740	4,394	357,134	6.44
Labrador, NF	220,550	20,787	241,337	12.75
Papineau–Saint-Michel, QC	307,892	10,317	318,209	6.36
Saint-Laurent–Cartierville, QC	347,122	11,166	358,288	6.00
Lac-Saint-Jean, QC	337,429	297	337,726	6.79
Etobicoke North, ON	352,566	17,484	370,050	6.07
Electoral Districts Cost	1,918,299	64,445	1,982,744	6.73
Ottawa Headquarters	501,639	96,637	603,276	
Total Cost ¹	2,419,938	161,082	2,586,020	
June 1996 By-Election				
<i>(1 Electoral District)</i>				
Hamilton East, ON	-	327,135	327,135	6.22
Ottawa Headquarters	-	105,799	105,799	
Total Cost	-	432,934	432,934	

¹ Forecast expenditures of \$5,000 for the 1997-98 fiscal year are not included.

Many factors influence the cost of electoral events – general elections, by-elections and referendums – and the related costs for each electoral district. Some of the key factors include the number of electoral districts involved; the characteristics of each electoral district (i.e. geographic location, population density, size of the electoral district, and whether it is urban or rural); the use of different processes, systems and methodologies from one event to the next (e.g. door-to-door enumeration vs. enhanced revision); the length of the electoral calendar; the rates of fees and allowances as set out in the Tariff of Fees; and the number of candidates and political parties eligible for reimbursement of election expenses.

Elections Canada often uses by-elections as a testing ground for new processes, procedures and systems, which minimizes risk and allows for fine-tuning prior to implementation for national electoral events. Elections Canada introduced several innovations during the June 17, 1996 by-election in Hamilton East, to evaluate their suitability for widespread use in a general election. Information about the new techniques tested in 1996-97 can be found on page 9 under the results section entitled “Improving the Delivery of Electoral Events.”

2. Achieving and maintaining a state of readiness to deliver electoral events whenever they may be called and to improve the delivery of electoral events.

a) Maintaining Electoral Event Readiness

Elections Canada employs proven business planning principles to ensure that the agency is ready at all times to deliver an electoral event in the most efficient and cost-effective manner possible. The process to track project status is called event readiness planning and consists of interdisciplinary projects which encompass hundreds of activities representing the major processes that have been identified as critical to ensuring event readiness. Based on this process, the agency was able to estimate time frames and resource requirements to achieve the required state of readiness throughout the course of 1996-97. This planning process is constantly being improved.

Electoral Boundaries Readjustment

The redistribution of federal electoral district boundaries presented a significant challenge for the agency in terms of maintaining a state of readiness. Based on the reports of the 11 electoral boundaries commissions, the new representation order of January 1996 increased the number of electoral districts from 295 to 301. The proclamation of the new representation order establishing 301 electoral districts was made on January 8, 1996. However, the new electoral districts would come into effect only upon the first dissolution of Parliament to occur at least one year after proclamation of the representation order. Therefore, while the 301 new electoral districts would be in effect for a general election called after January 8, 1997, a federal referendum or by-election held before the next dissolution of Parliament, or a general election called prior to January 9, 1997, would be conducted according to the 295 existing electoral districts. To maintain a continuous state of event readiness during this transitional period, multiple scenarios were prepared, and staff were trained and available to implement any of these scenarios as events unfolded.

Over 54,000 polling divisions were defined and documented to be ready to conduct an electoral event using the new electoral district boundaries. Efforts were divided among the preparation of the polling division boundaries, certification by the returning officers based on their local knowledge and experience, and changes to the data resulting from returning officer amendments.

This work resulted in the production of a number of documents required for the 1997 enumeration and subsequent general election: electoral district overview maps, maps and descriptions of over 54,000 individual polling divisions, street indexes, poll keys, a *Guide to Electoral Districts* and other related reports.

Training Returning Officers

In addition to the challenges inherent in maintaining two sets of electoral boundaries, staff faced the difficulty of maintaining and ensuring two sets of returning officers were trained and ready to deliver electoral events: one for 295 electoral districts and one for the 301 new districts.

Elections Canada's plans to provide intensive training for returning officers were further complicated by the need to train or give training to two sets of returning officers (and to update and maintain two sets of training materials); the late appointment dates of returning officers (some three-quarters of them were appointed by the Governor in Council between June 1996 and October 1996, and one-quarter between November 1996 and April 1997); the large number (75%) of new returning officers with no previous experience in electoral administration; and the passage of Bill C-63 in December 1996, which allowed for the creation of a Register of Electors, shortened the electoral calendar and introduced staggered voting hours across the country. These legislative changes necessitated the development and delivery of yet another set of training courses and materials for returning officers in order to be ready to conduct the final enumeration and subsequent general election under new rules.

Despite these issues, returning officer training was completed in time to conduct the April 1997 enumeration and subsequent general election.

Other Event Readiness Activities

The passage of Bill C-63 required a number of other activities to be completed to be ready to conduct the enumeration in April 1997. These included:

- updates to forms, manuals, procedures and systems;
- revisions to the Tariff of Fees, the regulation that sets out the fees and allowances to be paid to election officers, to reflect the impact of the legislative changes as well as to maintain equity among various positions; and
- preparation of the voter information campaign which included a general information campaign for the public and special information campaigns for Aboriginal voters, ethnocultural communities and for voters outside the country. Also, information kits were distributed to special publics that included associations for persons with physical or mental disabilities.

All items were completed in time to conduct the enumeration in April 1997.

b) Improving the Delivery of Electoral Events

National Register of Electors

Amendments to the *Canada Elections Act* that were made as a result of the passage of Bill C-63 on December 18, 1996 enabled Elections Canada to create the National Register of Electors, eliminating the need for continued door-to-door enumeration. The legislation provided for one final enumeration as the basis to build the new database. In February 1997, Public Works and Government Services Canada awarded a contract to Science Applications International Corporation Canada, to develop the systems required to update the Register database using administrative databases.

The register is a clear example of the agency's success in implementing strategic objectives to create new processes that are cost-effective, and which improve services and the quality of the delivery of electoral events. It has been determined that a Register of Electors will save some \$30 million at each subsequent electoral event at the federal level alone.

The Bill also allowed the CEO to consider using provincial voters lists compiled through an enumeration within the preceding 12 months where he deemed this feasible. Recent enumerations in Alberta and Prince Edward Island fell within this time frame. Therefore, financial partnership agreements were negotiated with Prince Edward Island and Alberta to use their voters lists. As a result, Elections Canada avoided costs of approximately \$5 million, and the two provinces realized combined savings of approximately \$1.7 million – an excellent example of the potential for additional cost savings from the Register of Electors through strategic alliances that benefit all stakeholders, including Canadian taxpayers.

To support and complement the national implementation of the Register of Electors, and to position Elections Canada to share the list of electors with provincial and municipal governments, Elections Canada signed a number of agreements in 1996-97. At the time of writing, Elections Canada has concluded agreements with:

Agreements Signed	
Federal Data Suppliers	Revenue Canada Citizenship and Immigration Canada
Motor Vehicle Registrars	Six Provinces / One Territory
Vital Statistics Registrars	Seven Provinces / One Territory

Agreements with the remaining provincial and territorial registrars are expected to be signed by late fall of 1997.

On February 6, 1997, the CEO signed an agreement with New Brunswick, covering two-way information exchange. While Elections Canada will have access to provincial data for updating the Register, New Brunswick would have access to Register data for developing and updating its own proposed provincial registry and to electoral geography data to update and refine its cartographic information.

The long-term development and success of this important project are dependent on continuing federal and provincial co-operation and partnerships, managed through administrative agreements. Work continues on expanding these alliances and improving the benefits available to multiple jurisdictional levels.

Geographic Information System

Using its specially developed Geographic Information System (GIS), the agency can produce computer-drawn maps of electoral districts at scales convenient to various users such as returning officers, candidates and political parties. During 1996, Elections Canada enhanced the content of the Digital Street Network that will enable the agency to automatically reference elector addresses to the corresponding electoral district and polling division. Elections Canada's street network is among the most advanced street network database in the country. Since elector lists are established on a geographic basis, the geography database is fundamental to the realization of additional cost savings in sharing electoral lists with other electoral organizations. It allows them to automatically reorganize elector addresses to match their specific electoral districts and polling divisions.

In addition, production of maps through automated processes for electoral or other purposes is faster, more efficient and ultimately less costly than traditional cartographic techniques.

Other Electoral Event Systems

As demonstrated by the Register of Electors and GIS projects, information technology continues to play a major role in reshaping federal electoral processes. In 1996-97, the agency took steps toward improving the delivery of electoral events in a number of areas through the enhancement and development of automated systems. During 1996-97, the agency:

- improved communications and process efficiency through the development of dial-up computer links between 301 returning offices and Elections Canada headquarters. This includes e-mail and direct data transmission facilities for payment, election results and election management data;
- enhanced its ability to manage the electoral process by redeveloping the event management system. This application provides the CEO and senior management with decision support information to monitor progress of key processes and indicators during an electoral event, both at headquarters and in the returning offices, and to react quickly to correct any problems identified;
- improved service to clientele and managed resources more efficiently during an electoral event by purchasing and adapting software packages to support the public enquiries unit and other telephone support networks for returning officers, parties and candidates; and
- enhanced public access to information on the electoral process by expanding the use of the Internet.

Testing New Processes in By-Elections

As noted previously, Elections Canada takes the opportunity provided by by-elections to test new processes and practices. Specifically, in preparation for the June 17 by-election in Hamilton East, Elections Canada prepared, implemented and tested an e-mail link between the returning officer and headquarters in Ottawa, electronic reporting of candidates' campaign expenses and contributions, the use of corporate credit cards for purchases made by returning officers, and based the advertising strategy in part on favourable survey responses to a test in the March 1996 by-elections. The testing of these innovations during the by-election allowed for the successful implementation of these initiatives at the enumeration and the 36th general election. These innovations resulted in improvements to the electoral process in the areas of public information, transparency of the electoral process, improved service, and more efficient and cost-effective processes.

New Developments in Voter Education

To improve the awareness of Canadians about the electoral process and their democratic heritage, Elections Canada provides information to Canadians not only during electoral events, but also between electoral events.

In 1996-97, the agency:

- developed or updated three products for the youth program: *Election off the Shelf*, to assist post-secondary students in administering their elections; *Choosing Our Mascot*, a junior election simulation kit for kindergarten to Grade four, which was developed in partnership with the Northwest Territories; and *Canada at the Polls*, a senior election simulation kit, which is available at various levels of sophistication and contains an electronic game component;
- revised the travelling exhibit, *Serving Democracy/Behind the Ballot Box*, which is once more on tour, to reflect current legislation;
- participated in a number of youth-oriented events to create awareness about the importance of voting and the federal electoral process; and
- expanded the use of the Internet as a public information tool.

3. Providing advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.

New Legislation

Bill C-63: The passage and proclamation of *An Act to amend the Canada Elections Act, the Parliament of Canada Act and the Referendum Act* in December 1996 was preceded by several months of extensive consultations among Elections Canada officials and parliamentarians. Arising from Elections Canada's conclusion that creating a National Register of Electors was feasible, the final legislation included provisions with wider effects.

As well as creating a register to replace enumeration, the amending Act shortened the electoral calendar to a minimum of 36 days, introduced staggered voting hours corresponding to time zones across the country, and amended the process for revising voters lists. After the amendments came into effect, the agency was in close touch with parliamentarians, political parties and other stakeholders to inform them about the practical implications of the changes.

Parliamentarians' confidence in the quality of Elections Canada's advice and support in preparing the draft Act may best be gauged by the fact that the CEO and agency staff were asked to appear before both Houses of Parliament on numerous occasions during their consideration of the bill prior to it being proclaimed into law.

Bill C-243: On October 22, 1996, Bill C-243 received Royal Assent to amend the *Canada Elections Act* with respect to reimbursement of election expenses to registered political parties. The purpose of this bill is to allow only those registered parties that have received 2 percent or more of the total number of votes cast nationally, or 5 percent of the votes cast in those districts where the party sponsored candidates in an election, to be eligible for a 22.5 percent reimbursement of those expenses as provided for in the Act.

Elections Canada provided in-depth information and analysis on the financial and other aspects of the bill to both the House and Senate committees during their consideration of the proposed legislation.

International Missions

On the international scene, Elections Canada's expertise continues to be sought by emerging democracies. Responding to requests from the Department of Foreign Affairs and International Trade and the Canadian International Development Agency, the agency has provided technical and professional assistance through a variety of multilateral programs to help emerging democracies develop the institutional capacity to deliver electoral events. Results in 1996-97 included:

- participating in eight technical assistance missions in five countries (Algeria, Yemen, Mali, Cambodia and Burkina Faso);
- providing briefing sessions on the Canadian electoral system to visiting delegations from five countries (South Africa, Ukraine, Vietnam, Tchèque and Benin);
- continuing technical assistance to the Central Electoral Commission of the Russian Federation to improve its capacity to enhance its legislative framework, as part of the long-term co-operative project launched in 1995;
- strengthening the democratic institutions of Elections Canada and the Federal Electoral Institute of the United States of Mexico through the signing of a technical co-operation agreement;
- administering the registration and absentee voting by qualified Bosnian citizens living in Canada; and
- providing technical expert teams to Bosnia and Herzegovina to assist in planning and managing the September 1996 national and regional elections and in preparation for the municipal elections.

Planned Initiatives Deferred to 1997-98

Three planned activities of note that were identified in the 1996-97 Expenditure Plan were deferred (in large part because of the demands on staff time created by Bill C-63 and its implications): the 1996-97 component of the five-year internal audit plan, the client and stakeholder survey for an update of the agency's strategic plan and the information technology strategic plan which was deferred because of the relocation of Elections Canada's headquarters.

C. Key Reviews

Elections Canada did not conduct or take part in any program evaluation studies, internal audits or other key reviews in this 1996-97 reporting period, though much effort was expended in reviewing internal processes and systems with a view to improving them.

The five-year internal audit plan will be updated in 1997-98 and work will proceed according to the revised plan.

Section IV: Supplementary Information

A. Listing of Statutory and Agency Reports

Looking to the Future: Election of the Thirteenth Legislative Assembly of the Northwest Territories, 1995. April 1996.

The March 1996 By-Elections. Technological Innovation: Reaping the Rewards. Report of the Chief Electoral Officer of Canada. June 1996.

Federal Electoral Districts: 1996 Representation Order. June 1996. A series of 11 publications containing texts and maps describing each of the 301 federal ridings defined in the Representation Order of January 8, 1996.

The June 1996 By-Election. An Evolving System. Report of the Chief Electoral Officer of Canada. August 1996.

Registered Political Parties' Fiscal Period Returns for 1995. August 1996.

By-Elections 1996 – Official Voting Results and Candidates' Contributions and Expenses. December 1996. For the March 25, 1996 by-elections in six federal ridings and the June 17, 1996 by-election in the federal riding of Hamilton East.

Transposition of Votes – 1996 Representation Order. December 1996.

Office of the Chief Electoral Officer: 1997-98 Estimates.

Street Index. March 1997.

Guide to Federal Electoral Districts. March 1997.

Federal Electoral Legislation, reprinted, with amendments introduced by Bill C-63 and Bill C-243. March 1997.

Most of the above may be accessed through the Elections Canada Web site at the following address: <http://www.elections.ca>

B. Contacts for Further Information

The Chief Electoral Officer
Elections Canada
257 Slater Street
Ottawa, Ontario K1A 0M6

Telephone: 1 800 INFO-VOTE (1 800 463-6868)
toll-free from Canada and the United States
(613) 993-2975

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

Facsimile: (613) 993-5380

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information: Telephone: 1 800 267-7360
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C. Financial Summary Tables

Summary of Voted Appropriations

Authorities for 1996-97 – Part II of the Estimates – Financial Requirements by Authority

Vote	(\$ millions)	1996-97 Main Estimates	1996-97 Actual
Chief Electoral Officer			
20	Program expenditures	2.637	2.615
(S)	Salary of the Chief Electoral Officer	.155	.155
(S)	Expenses of Elections	20.650	40.245
(S)	Contributions to employee benefits plan	.380	.380
Total Agency		23.822	43.395

Explanation of variances:

In 1996-97, Supplementary Estimates of \$20.7M were required due to the following factors: post-event activities related to the six by-elections held on March 25, 1996; delivery of the Hamilton East by-election held on June 17, 1996; the September 1996 relocation of the Elections Canada's headquarters; Geographic Information System development; readiness activities for the April 1997 enumeration as a result of the December 1996 passage of Bill C-63; and the Register of Electors project.

Statutory Payments by Funding Authority

(\$ millions)

Activities	Actual 1993-94	Actual 1994-95	Actual 1995-96	Estimates 1996-97	Actual 1996-97
Funding Authority					
Administration	.490	.520	.482	.535	.535
Elections / Referendums	153.387	32.683	22.732	20.650	40.245
Total Statutory Payments	153.877	33.203	23.214	21.185	40.780

Contingent Liabilities

(\$ millions)

List of Contingent Liabilities	Current Amount of Contingent Liability
Candidates' Deposit	.011

Federal Political Contributions and Tax Credits Claimed

This table shows the number of contributions received by registered political parties and candidates, the total value of the contributions and the estimated tax credits provided to individuals and corporations as supported by official tax receipts for the corresponding years. Tax credit amounts fluctuate between electoral events, although they tend to increase with the approach of an election (see 1993 amounts). Federal political contributions from corporations seem to follow the same trend as those from individuals. The information on contributions for years prior to 1995 is extracted from the publication *Contributions and Expenses of Registered Political Parties and Candidates* for the general election of 1993. Information for 1995 and 1996 is extracted from Elections Canada records. Information on contributions to candidates is provided only for the general election of 1993.

	Number of Contributions							
	1989	1990	1991	1992	1993	1994	1995	1996
Registered political parties	181,712	281,433	210,347	206,665	222,376	176,762	164,661	202,424
Candidates					160,944			
Total	181,712	281,433	210,347	206,665	383,320	176,762	164,661	202,424
	Value of Contributions (\$ thousands)							
	1989	1990	1991	1992	1993	1994	1995	1996
Registered political parties	30,186	34,306	33,445	33,125	53,793	28,422	31,928	35,104
Candidates					42,210			
Total	30,186	34,306	33,445	33,125	96,003	28,422	31,928	35,104
	Estimated tax credits claimed (\$ thousands)							
	1989	1990	1991	1992	1993	1994	1995	1996
Corporations	1,266	649	576	597	1,044	947	596	N/A
Individuals	9,096	10,565	10,920	10,241	19,590	9,192	N/A	N/A
Total	10,362	11,214	11,496	10,838	20,634	10,139	N/A	N/A

Sources: Individuals – based on a two percent sample. Details of the sampling methodology are available in the 1996 edition of *Tax Statistics on Individuals*, published by Revenue Canada Taxation.

Corporations – Corporations Statistics Section, Revenue Canada as of September 26, 1997.

N/A: At the time of printing, the estimated amount of tax credits claimed for individuals was not available.

Legislation Administered by the Office of the Chief Electoral Officer

<i>Canada Elections Act</i>	R.S. 1985, c. E-2 as amended
<i>Canada Elections Act as Adapted for the Purposes of a Referendum</i>	SOR/92-430 as amended
<i>Corrupt Practices Inquiries Act</i>	R.S. 1985, c. C-45 as amended
<i>Disfranchise Act</i>	R.S. 1985, c. D-3 as amended
<i>Dominion Controverted Elections Act</i>	R.S. 1985, c. C-39 as amended
<i>Electoral Boundaries Readjustment Act</i>	R.S. 1985, c. E-3 as amended
<i>Northwest Territories Elections Act</i>	R.S. N.W.T. 1988, c. E-2 as amended
<i>Referendum Act</i>	R.S. 1985, c. R-4.7
