



Office of the Chief Electoral Officer

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

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Office of the Chief Electoral Officer

Performance Report

**For the
period ending
March 31, 2000**

The Honourable Don Boudria, P.C., M.P.
Minister of State and Leader of the
Government in the House of Commons

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Section I: The Chief Electoral Officer's Message



In our democratic society, the power and importance of a single vote must not be underestimated, for the guarantees that protect one voter protect us all. The democratic system we have inherited from our ancestors must be won over again in each generation, through vigilance over our rights and diligence in exercising them.

Elections Canada's role in planning for, managing and administering elections is vital to the success of the federal democratic process. Candidates, political parties and Canadian voters rely on us for accurate, reliable and impartial information and guidance. Voters rely on us to provide clear, understandable information about voting, and to guarantee the secrecy and security of their ballots when they vote in general elections, by-elections and referendums.

The Canadian electoral system has evolved over the years into one that is modern, accessible, transparent, and efficient. I am personally committed to the continuing process of electoral reform that has earned Canada its reputation around the world as a model of electoral democracy.

Our *Report on Plans and Priorities* for 1999-2000 set out the results that we planned to achieve during the year. This report discusses how well we performed in achieving our planned results. For some result areas, our plans remain relatively constant from year to year; progress is incremental, and depends in part on legislative developments and the actual electoral events occurring during the year. Other developments were new, as new opportunities arose and new technology became available.

Our Web site on the Internet, for example, dramatically improved our abilities to publish timely reports, to post electoral results in real time, to keep voters inside and outside Canada informed on electoral matters, and to provide public information cost-effectively and promptly. The National Register of Electors prompted new forms of productive collaboration with federal, provincial, territorial and municipal departments and agencies. Our partnership with Statistics Canada to produce a digital road network for Canada yielded new possibilities in electoral mapping, and in making the National Register of Electors more accessible to jurisdictions that have different electoral boundaries.

As Parliament continued its work to improve our electoral legislation on behalf of all Canadians, and as technology advanced and society slowly changed, Elections Canada remained focused on our long-term goals of providing efficient and effective electoral services, fully training and developing staff members and electoral officials, and improving our ability to deliver our services imaginatively.

Our aim is to be the most modern and innovative electoral agency in the world. It is a privilege for me to serve Parliament and the Canadian people, and to lead a dynamic, multi-talented team whose dedication to strengthening and upholding Canada's democratic process is exceptional.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Section II: Agency Performance

Societal Context

Objectives

Elections Canada's objectives, as presented in Part II of the *Estimates*, are to enable the Canadian electorate to elect members to the House of Commons in accordance with the *Canada Elections Act*; to ensure compliance with and enforcement of all provisions of the *Canada Elections Act*; to calculate the number of members of the House of Commons to be assigned to each province under the *Electoral Boundaries Readjustment Act* and in accordance with the provisions of the Constitution Acts; and to provide the necessary technical, administrative and financial support to the 10 electoral boundaries commissions, one for each province, in accordance with the *Electoral Boundaries Readjustment Act*.

Strategic Priorities

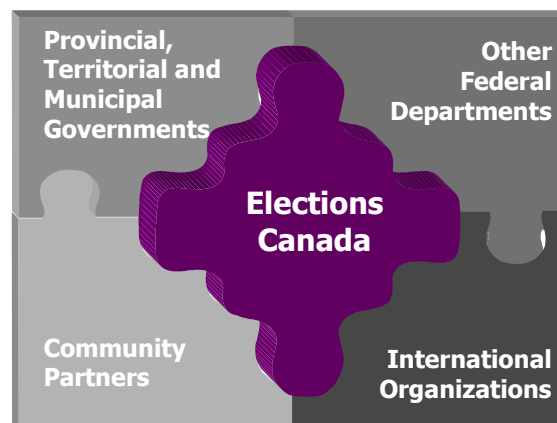
Elections Canada's three current strategic priorities are directly linked to our three key results commitments:

- ❑ to deliver federal elections and referendums that maintain the integrity of the electoral process
- ❑ 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
- ❑ to provide public education and information programs, and support on electoral matters to the public, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders

Key Co-delivery Partners

To carry out its programs, Elections Canada co-operates with several strategic partners in the following areas:

- ❑ *provincial, territorial and municipal governments and electoral agencies, and other public-sector organizations*: sharing data with the National Register of Electors and the National Geographic Database
- ❑ *other federal departments*: Statistics Canada, the National Geographic Database; Canada Customs and Revenue Agency and Citizenship and Immigration Canada: updating the National Register of Electors; Department of Foreign Affairs and International Trade and Canadian International Development Agency: technical and professional electoral assistance to other countries



- ❑ *community partners* (Canadian public schools, museums, First Nations Bands and local events): public education and information about the electoral process, and
- ❑ *international organizations* (United Nations Electoral Assistance Division, the International Foundation for Election Systems and the International Institute for Democracy and Electoral Assistance): resources for international electoral studies, conferences and research

Social and Economic Factors

Social, economic and political developments require Elections Canada to be flexible, aware of evolving demands and opportunities, and able to adapt its policies, programs and technologies rapidly and smoothly.

The agency's business cycle is defined by the time between federal electoral events. Because this is not a predetermined period, the length of the business cycle varies. This uncertainty makes planning a definite challenge because the agency must be ready at all times to deliver an electoral event, whether it be a by-election, general election or referendum. Elections Canada must continually monitor parliamentary and political events and trends so that it has as much advance warning as possible about contingencies that might affect electoral readiness and preparations for electoral events.

One of the agency's greatest administrative challenges is its variable size. As an electoral event approaches, headquarters staff may grow from 200 to beyond 600 people. Returning officers temporarily hire an additional 150,000 people to support the electoral process across the country, and all of these people require training, supervision and administrative support. To respond to these challenges, the agency's relatively few managers need to be multi-skilled and multi-talented.

Demographic factors affecting Elections Canada include the aging of the electorate, the number of Canadians with disabilities, increased social diversity, rising mobility rates and Canadians with limited literacy skills.

Performance Results Expectations and Chart of Key Results Commitments

In the following chart, specific indicators demonstrate the benefits of the federal electoral system to Canadians and other stakeholders. It includes the three key commitments that support the agency's mandate.

Elections Canada's Key Results Commitments

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
federal elections and referendums that maintain the integrity of the electoral process	<input type="checkbox"/> electoral events that are fair and transparent within the context of, and in accordance with, constitutional and legal requirements	<input type="checkbox"/> Departmental Performance Report (DPR), p. 6
	<input type="checkbox"/> effective compliance and enforcement programs	<input type="checkbox"/> DPR, p. 7
	<input type="checkbox"/> electoral events that remove barriers to participation and facilitate access to the electoral process	<input type="checkbox"/> DPR, p. 7
	<input type="checkbox"/> timely disclosure of comprehensive electoral information	<input type="checkbox"/> DPR, p. 7
a state of readiness to deliver electoral events whenever they may be called and with improvements in the delivery of electoral events	<input type="checkbox"/> trained staff and election officers, and up-to-date electoral processes, systems, databases and materials that are ready for any electoral event	<input type="checkbox"/> DPR, p. 7
	<input type="checkbox"/> processes developed that are cost-effective and respond to the concerns of stakeholders	<input type="checkbox"/> DPR, p. 9
timely and high-quality public education and information programs, and assurance that support on electoral matters is available to the public, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders	<input type="checkbox"/> electoral processes that are better known to the public, particularly those persons and groups most likely to experience difficulties in exercising their democratic rights	<input type="checkbox"/> DPR, p. 10
	<input type="checkbox"/> stakeholders' access to timely and high-quality information, advice, products and support in accordance with established standards	<input type="checkbox"/> DPR, p. 11

Performance Accomplishments

Elections Canada's *Report on Plans and Priorities* for 1999-2000 included five results expectations in its chart of key results commitments; the agency subsequently reintroduced the eight results expectations that it had used earlier in its 1998-1999 *Performance Report*.

In this report the agency has aligned its 1999-2000 performance accomplishments with the chart of key results commitments reintroduced in its 2000-2001 *Report on Plans and Priorities*.

1. Event Delivery

<i>Key Results Commitment</i>	To deliver federal elections and referendums that maintain the integrity of the electoral process	
<i>Financial Information</i> (\$ thousands)	Planned spending:	\$625
	Total authorities:	\$2,558
	Actuals:	\$2,556

This financial information – and information about each of the two following key results commitments – includes:

- the amount the agency planned to spend (*planned spending*)
- the additional spending required to reflect changing priorities and unforeseen events (*total authorities*), and
- the amount actually spent (*actuals*)

Fair and transparent electoral events

In 1999-2000, Elections Canada administered five by-elections: in Windsor—St. Clair, Ontario on April 12, 1999, and in Hull—Aylmer, Quebec, Mount Royal, Quebec, York West, Ontario and Saskatoon—Rosetown—Biggar, Saskatchewan on November 15, 1999. To ensure fairness and transparency in administering the by-elections, the agency:

- reviewed the financial returns of all 30 candidates who participated in the by-elections to monitor compliance with the financing provisions of the *Canada Elections Act*, and to determine the amount of reimbursement of election expenses owed to the candidates who obtained at least 15 percent of the valid votes, and
- provided returning officers and their staff, candidates and their official agents and auditors with training, informational material and a toll-free telephone support network to help them understand and comply with their responsibilities under the *Canada Elections Act*

Voter turnout is not a measure of the agency's effectiveness. It tends to be lower in by-elections than in general elections, as was the case for these by-elections. In the June 1997 general election, turnout was 67 percent of eligible voters; for these five by-elections, it averaged 32 percent.

Information on the agency's cost-effective administration of the by-elections appears in the financial performance overview in Section III.

Quick Facts

By-elections were held in four electoral districts on November 15, 1999.

- All four seats in the House of Commons were retained by the political parties that previously held them.
- It was the largest number of by-elections on the same day since six occurred simultaneously in March 1996.
- No enumeration was required for these by-elections, because of the creation of the National Register of Electors in 1997.

Compliance and enforcement

As of March 31, 2000, the Commissioner of Canada Elections had received one complaint alleging an offence under the *Canada Elections Act* relating to the April 1999 by-election, and four complaints relating to the November 1999 by-elections. There were no prosecutions as a result of these investigations.

By March 31, 2000, the Commissioner had investigated a total of 873 complaints about alleged infractions relating to the 36th general election of 1997. The Commissioner consented to 26 prosecutions for voting when not qualified, failure to submit a financial report and defacing campaign signs; 15 cases resulted in convictions, proceedings were stayed in nine cases, and two cases resulted in acquittals. Details of these convictions are published on Elections Canada's Web site.

Accessibility

To aid voters with physical challenges, Elections Canada provided level access to all 894 polling stations in the electoral districts during the by-elections. When polling sites are without level access, voters have the option of asking the returning officer for a transfer certificate authorizing them to vote at another nearby poll with level access, or to vote using a mail-in ballot.

Information disclosure

For the five by-elections held during the year, Elections Canada published the number of voters on the preliminary voters lists, the spending limits for candidates, the list of candidates, a map of the electoral districts, information on the local Elections Canada offices, news releases and general information on the electoral process, the summaries of candidates' election expenses, two statutory reports on the by-elections and the official voting results.

Elections Canada published on its Web site the contributions and expenses reported by candidates for the May 1999 Windsor—St. Clair by-election.

2. Event Readiness and Improvements

<i>Key Results Commitment</i>	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
<i>Financial Information</i> <i>(\$ thousands)</i>	Planned spending: \$30,205 Total authorities: \$30,449 Actuals: \$29,346

Staff and systems readiness

To make sure that Elections Canada is always ready for an election, by-election or referendum, the agency constantly monitors its mission-critical systems and functions and reports the results weekly to an Executive Committee chaired by the Assistant Chief Electoral Officer.

During the year the agency provided an eight-day training program to 20 of its newly appointed returning officers. To provide a basis for returning officers to recruit and train qualified staff, the agency also developed a revised organizational structure and established work descriptions and statements of qualifications for each position. These changes resulted from the recommendations of an evaluation of the 1997 general election, in consultation with returning officers and assistant returning officers.

In 1999-2000, planned activities for the agency's major computer systems yielded the following results:

- *National Register of Electors*: close to 83 percent of tax filers – for the 1998 tax year in calendar 1999 – consented to have their name, address and date-of-birth information forwarded to Elections Canada to update the Register, and 86 percent of new Canadians consented to adding their names to the Register. The updates were made possible by partnerships with the Canada Customs and Revenue Agency (formerly Revenue Canada) and Citizenship and Immigration Canada. The response from tax filers was significantly greater than the projected 70 percent in the Register feasibility study.

During the past year Elections Canada formalized several new data-sharing partnerships, including a five-year agreement with the Chief Electoral Officer of Newfoundland and Labrador, under which Elections Canada provided National Register data to establish and maintain the provincial register; an open-ended agreement with the city of Winnipeg, and an agreement with the Ontario Property Assessment Corporation, the agency responsible for establishing preliminary voters lists. The corporation received an extract from the Register to compare with its database, and as a result it was able to avoid the cost of a mail-out enumeration to over two million households in Ontario.

- *National Geographic Database*: the database was made available to the Department of National Defence for a Year 2000 readiness project carried out under the auspices of the National Contingency Planning Group, to Elections Ontario to support their mapping and electoral operations, and to Land Information Ontario to help create the province's spatial data infrastructure.
- *Year 2000 readiness*: Election Canada's planning for the Year 2000 computer problem began in 1997, and it paid off on the night of December 31, 1999 - January 1, 2000. Overall, the transition process went smoothly: only a few minor incidents were reported, and were dealt with immediately.

Quick Facts

For the National Register of Electors:

- 83% of tax filers consented to the transfer of their data to Elections Canada
- 392,000 letters were mailed to 18 year olds to obtain their consent to be added to the Register
- costs to maintain the Register are lower than anticipated by about 20%

Improved processes

In Spring 1999, Elections Canada carried out a survey of returning officers and political parties, the main users of electoral geography products, as the first step in designing new software for producing maps and reports from the National Geographic Database. In March 2000, prototype maps were presented to returning officers, the Advisory Committee of Registered Political Parties and the House of Commons Standing Committee on Procedure and House Affairs. The maps were very well received and will be available for the next electoral event.

Georeferencing of voters, the process of linking voter addresses from the National Register of Electors to the geographic database, was carried out during the year. Among other advantages, georeferencing will greatly enhance the agency's ability to apply changes in federal electoral geography to the Register, where there is a change in either polling division or electoral district boundaries.

The agency undertook the replacement of the Elections Canada Automated Production of Lists of Electors (ECAPLE) system with the REVISE registration system. The new system will improve the preparation of voters lists, using data from the National Register of Electors.

To support its readiness for any electoral event and improve its ability to deliver services efficiently and effectively, in 1999-2000 Elections Canada also:

- ❑ completed a major re-engineering study of the processes for paying electoral officials and suppliers, as the foundation for future improvements to the Returning Office Payment System, among others
- ❑ implemented 43 recommendations of its threat and risk assessment
- ❑ introduced an integrated Financial Information Management System that provides the foundation for the agency to meet the accounting and reporting requirements of the Treasury Board Secretariat's Financial Information Strategy by April 2001
- ❑ finished describing and evaluating its permanent positions according to the Universal Classification Standard, and
- ❑ continued implementing the employment equity undertakings resulting from an audit by the Canadian Human Rights Commission

3. Public Education, Information and Support

<i>Key Results Commitment</i>	To provide timely and high-quality public education and information programs, and support on electoral matters to the public, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders
<i>Financial Information</i> (\$ thousands)	Planned spending: \$4,011 Total authorities: \$4,146 Actuals: \$4,570

Public education and information

Elections Canada's Web site is a significant element in the agency's public education and information activities. Several new features were added in 1999-2000, including a sentencing digest reporting cases dating back to the 1992 referendum, the *Compendium of Election Administration in Canada*, a searchable election finances database incorporating information on candidates and on registered political parties, and sections on electoral reform and political-party name changes. Special sections were also added to the site as required for the by-elections, with information for voters before, during and after the events. The elections finances database – an important step in ensuring transparency in the electoral process – received much attention from the media and other observers.

The agency answers enquiries from the public, new Canadians, political parties, members of Parliament, researchers, libraries, provincial and municipal organizations, governmental and non-governmental organizations, and international and educational institutions. In 1999-2000, Elections Canada's Enquiries Unit responded to 41,241 calls on the public information toll-free line (1 800 INFO-VOTE). Another 2,969 enquiries were submitted through Elections Canada's Web site.

Other public information and education projects during the year included:

- *National Election for the Rights of Youth*: together with UNICEF Canada, in November 1999 Elections Canada organized the country's first National Election for the Rights of Youth. This took place nationwide in some 2,000 primary and secondary schools, where more than 187,000 students under the age of 18 voted for the right they felt was the most important to them: *family* was elected. Elections Canada's aim was to promote understanding of Canada's electoral process among youth, to help prepare them to vote in official elections when they reach 18 years of age.

Computers for Schools

Elections Canada received an Award of Excellence from Industry Canada for outstanding service in donating 3,600 personal computers, 5,600 monitors and 1,500 printers to schools across Canada. The equipment had served for two general elections, a federal referendum and many by-elections.

- *Serving Democracy – Behind the Ballot Box*: our popular travelling exhibit was displayed in Yorkton, Saskatchewan; Paipoonge, Ontario; Charlottetown, P.E.I.; Mount Pearl, Newfoundland; and Guelph, Ontario.
- *Explore a History of the Vote in Canada*: in October 1999, Elections Canada launched a Web site module called *Explore a History of the Vote in Canada* at the Canadian Museum of Civilization in Hull, Quebec. Developed for the museum's virtual social progress room, the module traces the evolution of Canada's electoral system over the last 250 years. It is based on the book *A History of the Vote in Canada*, published by Elections Canada in 1997.

- ❑ *Workshops at Educators' Conferences:* agency representatives attended several educators' conferences across Canada to deliver workshops where election simulations were introduced as learning strategies to teach a given curriculum subject, such as history or language, in conjunction with teaching the electoral process.
- ❑ *Exploring Canada's Electoral System:* Elections Canada continued to distribute this interactive CD-ROM for young Canadians; since its release in May 1998, by the end of the 1999-2000 fiscal year over 16,000 copies were requested and sent out. It was promoted through a mass distribution of flyers, Elections Canada's Web site and various youth conferences; user reply cards have confirmed its effectiveness for Canadians learning about voting in Canada.
- ❑ *New logo:* a variation of the previous bilingual logo, the new design reflects Elections Canada's attachment to constant progress. Because it is easier to read when used in a small size, it is more accessible to persons with vision impairments.



Support to stakeholders

In 1999-2000, the process of electoral reform continued to be a major preoccupation. A Bill intended to replace the existing *Canada Elections Act* (first tabled on June 7, 1999, as Bill C-83, and reintroduced as Bill C-2 on October 14, 1999) had not yet passed both Houses of Parliament by March 31, 2000. The new Act received royal assent on May 31, 2000.

The Advisory Committee of Registered Political Parties met four times. These meetings gave the registered political parties an overview of new technologies at Elections Canada; discussions also focused on event readiness planning, new electoral geography products, the organization of the returning office, the voter identification policy, the guidelines on the use of the voters list and the rules for the special mail-in ballot.

Electoral Reform

Bill C-2 proposed the following major changes to the *Canada Elections Act*:

- ❑ Election advertising by third parties is regulated.
- ❑ The publication or broadcasting of election advertising and new election opinion surveys is prohibited on election day.
- ❑ Disclosure of financial information by registered parties is subject to more rigorous reporting requirements.
- ❑ The Commissioner of Canada Elections is empowered to enter into compliance agreements and to seek injunctions during an election campaign to require compliance with the Act.
- ❑ The Act is reorganized and clarified to make it easier to apply.
- ❑ Outdated statutes such as the *Dominion Controverted Elections Act*, the *Corrupt Practices Act* and the *Disfranchising Act* are repealed.
- ❑ The Act provides for other administrative changes to improve the accessibility of our electoral system.

For complete information, see the Elections Canada Web site at www.elections.ca.

Elections Canada maintains contact with similar organizations in jurisdictions around the world, and works with the Department of Foreign Affairs and International Trade and the Canadian International Development Agency to provide technical and professional assistance to other countries. During 1999-2000, the agency hosted 14 visits from representatives of other countries, and assisted electoral administrations in East Timor, Guatemala, Kosovo, the West Bank, the Gaza Strip, Kyrgyzstan and Uzbekistan.

As part of its service to the international community, Elections Canada completed its undertaking to coordinate the French translation of the first-ever electronic encyclopedia of elections, a major compilation of analytical and comparative texts and good-practice examples for organizing, supporting and studying free and fair elections. The *Projet administration et coût des élections*, or Administration and Cost of Elections (ACE) Project, is an initiative of the International Institute for Democracy and Electoral Assistance, the International Foundation for Election Systems, and the United Nations Department of Economic and Social Affairs.

Section III: Financial Performance

Financial Performance Overview

Cost-effectiveness

Many factors influence the cost of electoral events and the related costs for each electoral district. Some of the main factors are the number of electoral districts involved; the characteristics of each electoral district, such as geographic location, population density, size of the electoral district, and the urban or rural makeup of the district; the use of different processes, systems and methodologies from one event to the next; the length of the electoral calendar; the fees and allowances set out in the *Tariff of Fees*; and the number of candidates and political parties eligible for reimbursement of election expenses.

The costs of the by-elections held after the 1997 general election were on average lower by about \$1.50 per elector than those of the by-elections held after the 1993 general election. The estimated cumulative net savings of \$685,000 are primarily related to the use of the data from the National Register of Electors in lieu of enumeration.

In the following table, adjustments and forecast expenditures for 2000-2001 are included in the total estimated cost.

Estimated Costs of the 1999-2000 By-elections (dollars)

	1998-1999 Actual	1999-2000 Actual	Total Estimated Cost	Cost per Elector
April 1999 By-election				
Windsor—St. Clair	80,602	196,888	277,490	3.90
November 1999 By-elections				
Hull—Aylmer	-	295,983	295,983	4.23
Mount Royal	-	246,476	246,476	3.92
Saskatoon—Rosetown—Biggar	-	289,874	289,874	6.21
York West	-	189,729	189,729	3.80
Electoral District Total	80,602	1,218,950	1,299,552	4.32
Ottawa Headquarters	89,952	514,427	604,379	-
Total	170,554	1,733,377	1,903,931	6.34

Funding authorities

Elections Canada operates under two funding authorities: the administrative vote (which essentially provides for the salaries of certain indeterminate staff) and the statutory authority (which provides for all other expenditures, including the costs of electoral events and continuing public education programs). Because the authorities are interdependent, this document reports on the agency's performance as a whole.

Financial Summary Tables

In these tables:

- *planned spending* means the amount the agency planned to spend
- *actuals* means the amount actually spent
- *total authorities* represent the total of the additional spending required to reflect changing priorities and unforeseen events – the total of the amounts authorized in the Main Estimates, in the Supplementary Estimates, and in any other authorities, and
- (S) means that an item is authorized by a statutory authority, rather than by a specific Vote passed by Parliament

Table 1: Financial Requirements by Authority (\$ thousands)

Vote No.	Authority	1999-2000 Planned Spending	1999-2000 Total Authorities	1999-2000 Actual
20	Program Expenditures	2,787	3,167	2,832
(S)	Salary of the Chief Electoral Officer	162	162	179
(S)	Expenses of Elections	31,800	34,200	33,386
(S)	Contributions to Employee Benefits Plan	551	551	635
	Total	35,300	38,080	37,032

Table 2: Agency Planned vs. Actual Spending by Funding Authority, 1999-2000 (\$ thousands)

Funding Authority	Full Time Equivalent	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Payments	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Administration									
<i>(Planned spending)</i>	54	3,500	-	-	3,500	-	3,500	-	3,500
<i>(Total authorities)</i>	54	3,880	-	-	3,880	-	3,880	-	3,880
(Actuals)	49	3,646	-	-	3,646	-	3,646	-	3,646
Elections / Referendums									
<i>(Planned spending)</i>	180	-	-	-	-	31,800	31,800	-	31,800
<i>(Total authorities)</i>	180	-	-	-	-	34,200	34,200	-	34,200
(Actuals)	179	-	-	-	-	33,386	33,386	-	33,386
Totals									
<i>(Planned spending)</i>	234	3,500	-	-	3,500	31,800	35,300	-	35,300
<i>(Total authorities)</i>	234	3,880	-	-	3,880	34,200	38,080	-	38,080
(Actuals)	228	3,646	-	-	3,646	33,386	37,032	-	37,032
Other Revenues and Expenditures:									
Non-respendable Revenues									-
<i>(Planned)</i>									-
<i>(Total authorities)</i>									-
(Actuals)									95
Cost of services provided by other departments									-
<i>(Planned)</i>									-
<i>(Total authorities)</i>									2,306
(Actuals)									2,440
Net Cost of the Program									
<i>(Planned)</i>									35,300
<i>(Total authorities)</i>									40,386
(Actuals)									39,377

In Table 2 above:

- ❑ numbers in *italics* are actual total authorities for 1999-2000 (Main and Supplementary Estimates and other authorities)
- ❑ numbers in **bold** type are actual expenditures and revenues in 1999-2000
- ❑ *respendable revenues* were formerly called *revenues credited to the Vote*
- ❑ *non-respendable revenues* were formerly called *revenues credited to the CRF* (the Consolidated Revenue Fund)
- ❑ *full-time equivalents* (FTEs) are a measure of staff requirements — the FTE is based on the length of time that an employee works during each week of the year, calculated from the number of assigned hours actually worked divided by the scheduled hours of work, and
- ❑ *operating* includes contributions to employee benefit plans and the salary of the Chief Electoral Officer

Table 3: Historical Comparison of Total Planned Spending to Actual Spending (\$ thousands)

Funding Authority	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Administration	3,089	3,344	3,500	3,880	3,646
Elections/Referendums	195,983	28,642	31,800	34,200	33,386
Total	199,072	31,986	35,300	38,080	37,032

Table 4: Non-Respendable Revenues by Funding Authority (\$ thousands)

Funding Authority	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned	Total Authorities	Actual
Unplanned	69	29	-	-	95
Total Non-Respendable Revenues	69	29	-	-	95

In Table 4 above, *unplanned* means the proceeds from the disposal of Crown assets and sales.

Table 5: Statutory Payments by Funding Authority (\$ thousands)

Funding Authority	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Administration	600	755	713	713	814
Elections/Referendums	195,983	28,642	31,800	34,200	33,386
Total Statutory Payments	196,583	29,397	32,513	34,913	34,200

Table 6: Transfer Payments (\$ thousands)

	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
OTHER TRANSFER PAYMENTS					
Candidates and Political Parties	24,661	(34)	-	236	274
Total Transfer Payments	24,661	(34)	-	236	274

Table 7: Contingent Liabilities (\$ thousands)

List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 1998	March 31, 1999	Current as of March 31, 2000
Pending Litigation	25	25	-

Section IV: Agency Overview

Mandate, Vision and Mission

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

The Office of the Chief Electoral Officer, known as Elections Canada, administers the federal electoral system in accordance with the *Canada Elections Act*, the *Referendum Act*, the *Electoral Boundaries Readjustment Act* and the Constitution Acts.

The vision of Elections Canada is to be an efficient, innovative and technologically advanced organization staffed by a professional and motivated workforce capable of managing federal general elections, by-elections and referendums whenever called upon to do so.

Voters will have accessible and secure options for casting their votes, for obtaining accurate information, and for registering to vote. Elections Canada will strive to be recognized nationally and internationally as a leader in electoral management. Elections Canada will promote the integrity of the electoral systems through the provision of electoral services to parliamentarians, political parties and candidates.

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.

Agency Organization

The Chief Electoral Officer (CEO), who heads Elections Canada, is appointed by a resolution of the House of Commons. By reporting directly to Parliament, the CEO is completely independent of the government and political parties. The CEO is supported by the Assistant Chief Electoral Officer, who is appointed by the Governor in Council and who exercises the powers and performs the duties delegated to the position by the CEO.

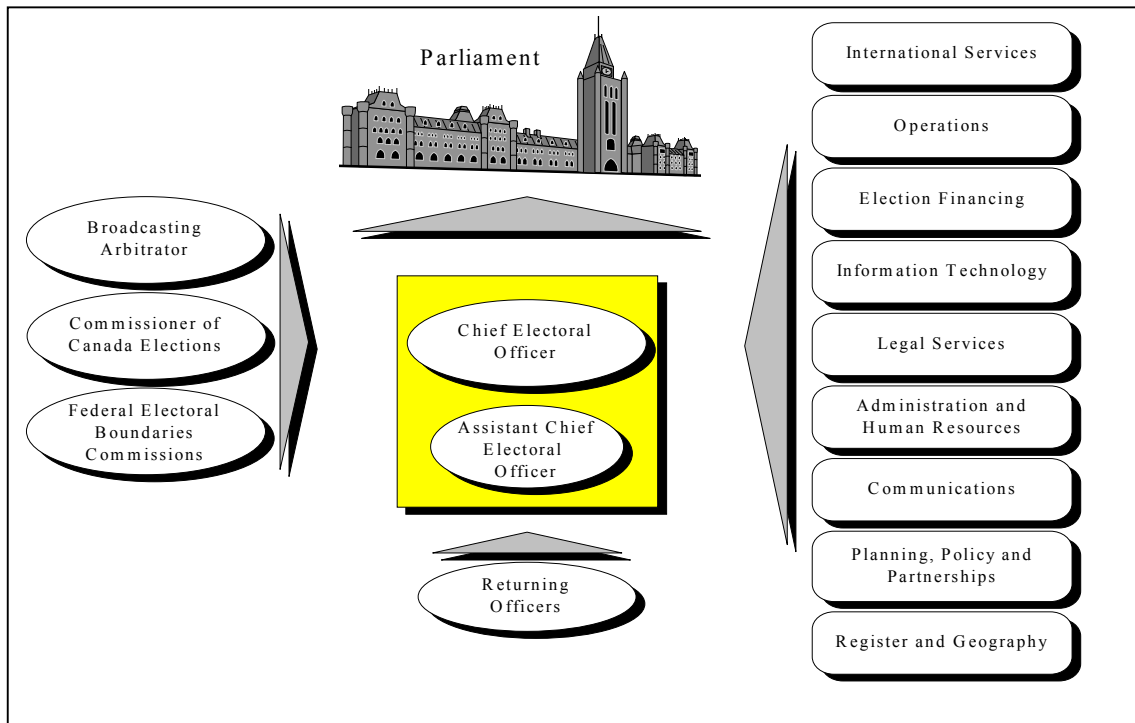
80

July 1, 2000 was the 80th anniversary of the founding of the Office of Chief Electoral Officer of Canada, a position which did not exist before the introduction of the *Dominion Elections Act* in 1920.

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

Elections Canada provides extensive technical expertise and services to the federal electoral boundaries commissions, and determines and pays the commissions' expenses. It also provides services to parliamentary committees reviewing legislation or the agency's activities and budgets.

The CEO is supported by nine directorates, which carry out the administrative tasks involved in preparing for and administering electoral events. Returning officers, appointed by the Governor in Council, administer the electoral process in each electoral district. The following figure illustrates the agency's organizational structure and reporting relationships.



Section V: Other Information

Electoral Statistical Information

In the following table, the term *revisions* means additions, corrections and deletions to the voters lists, and includes election day revisions.

Facts and Figures – 1999-2000 By-elections

Key Indicators	April 1999		November 1999		
	Windsor— St. Clair	Hull— Aylmer	Mount Royal	Saskatoon— Rosetown— Biggar	York West
Geography and Voters					
Population	106,108	97,240	95,616	72,921	104,957
Number of electors on preliminary lists	69,034	69,420	62,055	45,262	49,245
Number of voters who registered on election day	1,591	775	506	1,155	456
Number of revisions to the voters lists	4,215	3,904	2,727	3,088	1,240
Number of electors on final lists	71,152	69,893	62,841	46,656	49,959
Number of polling stations	211	202	184	145	152
Average number of electors per polling station	337	346	342	322	329
Return rate of special ballots issued to Canadian Forces, International, Incarcerated, National and Local voters	77%	33%	58%	41%	43%
Voting Results					
Number of valid votes cast	31,827	17,643	17,200	15,650	13,529
Percentage of rejected ballots	0.6%	0.8%	0.6%	0.4%	1.1%
Percentage of elector turnout	45%	26%	28%	34%	27%
Candidates					
Number of candidates	5	9	4	6	6
Number of candidates eligible for reimbursement of election expenses	2	2	1	3	1
Electoral Support					
Number of visits to Elections Canada Web site to by-election section during the 36 day campaign	2,014	1,252			
Percentage of accessible polling stations	100%	100%			
Number of calls answered from the public	72	373			

Federal Political Contributions and Tax Credits Claimed

The table below 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 calendar years. Tax credit amounts fluctuate between electoral events, although they tend to increase with the approach of an election (see the amounts for 1993 and 1997). Federal political contributions from corporations appear to follow the same trend as those from individuals.

The information on contributions for 1991 to 1993 is extracted from the Elections Canada publication *Contributions and Expenses of Registered Political Parties and Candidates for the general election of 1993*. Information for 1994 to 1999 is extracted from Elections Canada records. Information on contributions to candidates is provided only for the general elections of 1993 and 1997.

The source of estimated tax credits claimed by *individuals* is the yearly edition of *Income Statistics* (Canada Customs and Revenue Agency), and for *corporations* is information from the Corporations Statistics Section of the Canada Customs and Revenue Agency, as of August 3, 2000. N/A means that the estimated amounts were not available at the time this report was prepared.

Federal Political Contributions and Estimated Tax Credits Claimed

	Number of Contributions								
	1991	1992	1993	1994	1995	1996	1997	1998	1999
Registered Political Parties	210,347	206,665	222,376	176,823	184,369	203,533	217,792	173,304	167,581
Candidates	-	-	160,944	-	-	-	121,159	-	-
Total	210,347	206,665	383,320	176,823	184,369	203,533	338,951	173,304	167,581
	Value of Contributions (\$ thousands)								
	1991	1992	1993	1994	1995	1996	1997	1998	1999
Registered Political Parties	33,445	33,125	53,793	33,560	37,631	41,658	55,290	31,935	34,092
Candidates	-	-	42,210	-	-	-	38,213	-	-
Total	33,445	33,125	96,003	33,560	37,631	41,658	93,503	31,935	34,092
	Estimated Tax Credits Claimed (\$ thousands)								
	1991	1992	1993	1994	1995	1996	1997	1998	1999
Corporations	576	597	1,044	947	591	515	1,135	682	N/A
Individuals	10,920	10,241	19,590	9,192	9,945	10,320	15,396	N/A	N/A
Total	11,496	10,838	20,634	10,139	10,536	10,847	16,533	682	N/A

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Facsimile: (613) 954-8584

Web site: www.elections.ca

Media information

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Legislation and Associated Regulations Administered by the Office of the Chief Electoral Officer

The Chief Electoral Officer has sole responsibility to Parliament for the following Acts and associated regulations:

<i>Canada Elections Act</i>	S.C. 2000, c.9, as amended
<i>Canada Elections Act as Adapted for the Purposes of a Referendum</i>	SOR/92-430, as amended
<i>Electoral Boundaries Readjustment Act</i>	R.S.C. 1985, c. E-3, as amended
<i>Federal Elections Fees Tariff</i>	SOR/00-227
<i>Federal Referendum Fees Tariff</i>	SOR/92-433
<i>Referendum Act</i>	S.C. 1992, c.30

Reports and Publications, 1999-2000

By-elections 1999: Official Voting Results, February 2000.
www.elections.ca/gen_info/reports/reports_e.html

Candidates' Returns Respecting Election Expenses for the Windsor—St. Clair By-election, 1999. www.elections.ca/gen_info/finance_e.html

Compendium of Election Administration in Canada, January 2000.
www.elections.ca/news/research/compendium/compendium_e.html

Office of the Chief Electoral Officer: 2000-2001 Estimates, Part III – Report on Plans and Priorities, February 2000. www.elections.ca/gen_info/reports/estimates_e.html

Office of the Chief Electoral Officer: Performance Report for the period ending March 31, 1999, October 1999. www.elections.ca/gen_info/reports/estimates_e.html

Projet administration et coût des élections. Elections Canada and the International Institute for Democracy and Electoral Assistance, the International Foundation for Election Systems, and the United Nations Department of Economic and Social Affairs, 2000. French version 0.1. www.aceproject.org

Registered Political Parties' Fiscal Period Returns for 1998, July 1999.
www.elections.ca/gen_info/finance_e.html

Report of the Chief Electoral Officer of Canada following the November 15, 1999, By-elections Held in Hull—Aylmer, Mount Royal, Saskatoon—Rosetown—Biggar and York West, January 2000. www.elections.ca/gen_info/reports/reports_e.html

Report of the Chief Electoral Officer of Canada following the Windsor—St. Clair By-election, May 1999. www.elections.ca/gen_info/reports/reports_e.html