

Office of the Chief Electoral Officer

**1999–2000
Estimates**

A Report on Plans and Priorities

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



Our Mandate

Elections Canada is an independent, non-partisan agency that reports directly to Parliament. It must be prepared at all times to conduct federal general elections, by-elections and referendums. It must also carry out voter education and information programs, and provide support to the federal electoral boundaries commissions that are established to adjust the boundaries of federal electoral districts following each decennial census.

Our Vision

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

Electors will have universally accessible and secure options for casting their votes, for obtaining accurate information, and for registering to vote. Elections Canada will be recognized nationally and internationally as a leader in electoral management.

Our Mission

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.

Our Values

We are committed to:

- the integrity and openness of the electoral process*
- a fair and inclusive system, accessible to the entire Canadian electorate*
- the participation of all Canadian electors in the electoral process*
- staff training and development to provide our client groups with the highest possible level of service*

We strive for:

- high-quality, cost-effective and professional service to our clients*
- excellent relations and interaction among staff and with the public*
- leadership in performance and innovation among electoral organizations worldwide*
- efficiency and effectiveness in achieving our objectives*

We firmly believe in:

- maintaining the impartiality and independence of Elections Canada*
- teamwork and open lines of communication throughout the organization*
- building a sense of community among staff who care about the work they do, who share our goals, and who enjoy working together*
- encouraging innovation, creativity and openness among all staff members*



Table of Contents

SECTION I: MESSAGES	1
A. The Chief Electoral Officer’s Message	1
B. Management Representation Statement	3
SECTION II: AGENCY OVERVIEW	4
A. Mandate, Roles and Responsibilities	4
B. Strategic Objectives	5
C. Operating Environment	6
D. Financial Spending Plan	7
SECTION III: PLANS, PRIORITIES, STRATEGIES AND EXPECTED RESULTS	8
A. Plans, Priorities and Expected Results	8
B. Detailed Plan by Program and Business Line	9
External Factors Influencing the Program	9
Strategic Objectives and Priorities	10
Summary Plans and Expected Results	16
C. Other Planning Issues	19
SECTION IV: SUPPLEMENTARY INFORMATION	20
Table 1 – Spending Authorities – Agency Summary, Part II of the Estimates	20
Personnel Information	20
Table 2.1 – Agency Organization	20
Table 2.2 – Planned Full-time Equivalents (FTEs) by Funding Authority	21
Capital Projects Information	21
Additional Financial Information	22
Table 4 – Summary of Standard Objects of Expenditure	22
Table 5 – Program Resources by Funding Authority for 1999–2000	23
Table 8 – Net Cost of Program for 1999–2000	23
Other Information	24
Table 12 – Legislation Administered by the Office of the Chief Electoral Officer	24
Table 13 – Recent Statutory and Agency Reports	25
Table 13.1 – Contacts for Further Information	26

Section I: Messages

A. The Chief Electoral Officer's Message

Democratic systems are built on trust. Fundamental to the principle of trust is a fair and impartial electoral process. Canadians have bestowed upon Elections Canada the task of administering their electoral process and have made the agency the custodian of the electoral process which is essential to every democratic system.

Elections Canada is an independent agency of Parliament operating free of undue influence of any political party. It enables Canadians to cast their ballots, and preserves and enhances the democratic process itself. Elections Canada delivers its services with a program aimed at improving the quality, reach and efficiency of those services.

The mandate of the Chief Electoral Officer and the agency's strategic plan set the framework for the agency's strategic objectives, which Elections Canada pursues in accordance with legal and constitutional requirements. These objectives are as follows:

- 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 provide information, advice and support on electoral matters to Canadians, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders.

These objectives present a significant 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 has responded to mounting public expectations. Canadians insist on increased service from their public agencies and demand that those agencies be more productive. Elections Canada continues to respond to these expectations with concrete changes in the way it administers electoral events and manages its operations.

This plan describes Elections Canada's ongoing efforts to make the electoral process more efficient by streamlining processes and procedures. It plans to do so by applying improved systems and practices, proactive management techniques and new technological tools. The plan also describes the agency's continuing initiatives to make the electoral process more accessible to Canadians. They include assessing technological innovations that could make the voting process itself more accessible.

We will continue to assist parliamentarians to reform electoral legislation. The agency will forge new relationships with federal, provincial and municipal organizations and other stakeholders who wish to seek and share innovative solutions to common challenges.

At the same time, Elections Canada will continue to reach out to the rest of the world. Emerging democracies continue to seek the agency's expertise, which serves Canada's electoral system so well. Elections Canada will continue to work with other electoral organizations to promote professional development and to help developing democracies build and strengthen their electoral systems.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

B. Management Representation Statement

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 1999–2000

I submit, for tabling in Parliament, the 1999–2000 Report on Plans and Priorities (RPP) for the **Office of the Chief Electoral Officer**.

To the best of my knowledge the information

- accurately portrays the agency’s mandate, plans, priorities, strategies and expected key results;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying agency information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP’s production.

The Operational Planning Framework (OPF) on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____ Date: _____

Senior Financial Officer

Section II: Agency Overview

A. Mandate, Roles and Responsibilities

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

Three key results areas, as outlined in the agency's strategic plan, will help the agency prepare operational plans that will help it better carry out its mandate. Those areas are service, performance improvement and innovation, and organizational development.

Roles and Responsibilities

The Chief Electoral Officer (CEO), who heads the agency, 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 (ACEO), who is appointed by the Governor in Council. The ACEO exercises the powers and performs the duties delegated to him by the CEO, such as overseeing international services, helping Canada meet its commitment to provide professional and technical assistance in support of democratic development in countries around the world.

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 legislation.

Elections Canada provides extensive technical expertise and services to the federal electoral boundaries commissions and taxes their accounts. It also provides all necessary services to parliamentary committees reviewing legislation or the agency's activities and budgets.

The CEO is supported by eight directorates, which carry out the administrative tasks involved in preparing for and administering electoral events. Table 2.1 on page 20 illustrates the agency's organizational structure and reporting relationships.

B. Strategic Objectives

Elections Canada pursues three strategic objectives, in accordance with legal and constitutional requirements:

- 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 provide information, advice and support on electoral matters to Canadians, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders.

In the context of these objectives, the agency

- plans, organizes and administers federal elections and referendums by training, directing and supporting election officers;
- operates and maintains the National Register of Electors and the National Geographic Database;
- provides briefing, documentation and legal interpretations to candidates, political parties, referendum committees and other campaign officials regarding the campaign financing provisions of the relevant statutes;
- monitors compliance with and enforcement of the statutes;
- develops and implements communications and voter education programs and improves the accessibility of the electoral process;
- publishes various reports relating to the conduct of each electoral event, such as reports on voting results, election financing and enforcement issues;
- implements the results of the electoral boundaries commissions for each electoral boundaries adjustment exercise; and
- advises and supports parliamentary committees, electoral boundaries commissions and other stakeholders on electoral matters.

C. Operating Environment

The Business Cycle and its Challenges

The business cycle at Elections Canada is defined by the time between federal electoral events. Because this is not a pre-determined period, the length of the business cycle varies. This uncertainty makes planning a definite challenge and somewhat risky because Elections Canada must be ready at all times to deliver an electoral event, whether it be a by-election, general election or referendum.

Although it provides a national service, Elections Canada has no permanent presence across the country. Between electoral events, the agency consists of a core staff at its headquarters in Ottawa. Temporary staff, consultants and specialists assist this core staff as required. Returning officers (ROs), appointed by the Governor in Council, administer the electoral process in each electoral district. Their temporary offices cannot be established until the writs are issued. Because of the temporary nature of the work, ROs can have trouble finding adequate staff and ensuring that they are fully trained.

One of the agency's greatest administrative challenges is its variable size. As an electoral event approaches, headquarters staff may grow beyond 500 people. The agency hires 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.

D. Financial Spending Plan

Elections Canada operates under two budgetary 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). The financial information contained in this report reflects these two authorities, and the key priorities and strategies relate to the program in its entirety.

The summary financial information presented for each budgetary authority includes the following:

- the amount the agency predicts it will spend in the current fiscal year (*Forecast Spending*); and
- the amount the agency planned to spend, at the beginning of the fiscal year (*Planned Spending*).

Financial Spending Plan 1998–1999 to 2001–2002

(\$ Thousands)	Forecast Spending 1998–1999*	Planned Spending 1999–2000	Planned Spending 2000–2001**	Planned Spending 2001–2002**
Gross program spending				
Administration	3 319	3 500	3 505	3 505
Elections/Referendums	31 600	31 800	1 000	1 000
	34 919	35 300	4 505	4 505
<i>Less: Revenue credited to the vote</i>	0	0	0	0
Net program spending	34 919	35 300	4 505	4 505
<i>Less: Revenue credited to the Consolidated Revenue Fund</i>	0	0	0	0
<i>Plus: Non-budgetary</i>	0	0	0	0
<i>Plus: Cost of services provided by other departments</i>	2 361	2 306	2 305	2 305
Net cost of the agency	37 280	37 606	6 810	6 810

* Reflects best forecast of total spending to the end of the fiscal year, including expenditures for the 36th general election and the by-elections in Sherbrooke and Port Moody–Coquitlam.

** An amount of \$1 000 000 has been provided for each fiscal period beyond 1999–2000 as an indicator of statutory expenditures that the agency may incur during the year under the *Canada Elections Act*, the *Referendum Act* or the *Electoral Boundaries Readjustment Act*. These and additional funds needed to carry out the agency's statutory responsibilities will be drawn under the statutory authority, if necessary.

Section III: Plans, Priorities, Strategies and Expected Results

A. Plans, Priorities and Expected Results

The mandate of the Chief Electoral Officer and the agency’s strategic plan set the framework for all plans, priorities and strategies of the agency. The agency’s mission calls for excellence, leadership and innovation, and its values are based on openness and integrity, professionalism, teamwork and communication.

The context within which Elections Canada operates requires the agency to provide consultation and high-quality services more efficiently, while containing costs and remaining responsive to clients and stakeholders. These factors guide the agency as it establishes its annual plans and priorities.

As mentioned previously, three strategic objectives support the mandate of the agency. They are summarized in the following table.

Office of Chief Electoral Officer’s Chart of Key Results Commitments

To provide Canadians with	To be demonstrated by
federal elections and referendums that maintain the integrity of the electoral process	<ul style="list-style-type: none"> • electoral events that are fair and transparent within the context of, and in accordance with, constitutional and legal requirements • electoral events that remove barriers to participation • cost-effective electoral processes that respond to stakeholders’ concerns
a state of readiness to deliver electoral events whenever they may be called*	<ul style="list-style-type: none"> • trained staff and election officers, and up-to-date electoral processes, systems, information and materials that are ready for any electoral event
assurance that timely and high-quality information, advice, products and personnel are available to Canadians, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders in accordance with established standards	<ul style="list-style-type: none"> • stakeholders’ satisfaction with the quality of Elections Canada’s advice, information and support

* Improvements to the delivery of electoral events were previously reported under this key results commitment and are now reported under the first key results commitment.

B. Detailed Plan by Program and Business Line

Elections Canada must deliver high-quality services as efficiently as possible while meeting the electorate's changing expectations. Faced with these demands, the agency must find innovative ways to carry out its mandate. The agency will soon implement its second strategic plan, outlining its approach for the period from 1999 to 2002. The review that led to this second strategic plan examined the key trends affecting Elections Canada. These included external factors, such as changing demographics, an evolving legislative environment and the rapid development of technology, as well as internal factors, such as increasingly complex demands placed on staff and ROs, new business processes and changing management practices. The new strategic plan sets goals for three key results areas: service, performance improvement and innovation, and organizational development. The plans described in this report reflect these key results areas.

External Factors Influencing the Program

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

Changing Face of the Electorate

Demographic factors affecting Elections Canada include the aging of the electorate, the number of Canadians with disabilities, increased multiculturalism, rising mobility rates and low literacy levels.

The agency focuses on

- providing information to citizens whose first language is neither English nor French;
- helping first-time electors;
- serving seniors, persons who are less mobile and persons with disabilities;
- adapting its procedures for registering electors to reflect changing demographics; and
- developing enhanced tools to capture elector data in areas of high mobility, such as student neighbourhoods, and retirement and nursing homes.

Political Events

Elections Canada must continually monitor events and trends on the parliamentary and political fronts so that it has as much advance warning as possible about contingencies that might affect electoral readiness and preparations for electoral events.

Strategic Objectives and Priorities

This section provides further details of the agency's key plans within the context of its strategic objectives and priorities.

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

Objective and Context

Elections Canada administers federal electoral events as required, employing new systems and procedures to make the electoral process more efficient, cost effective and responsive to stakeholders' concerns. After each event, the agency prepares a detailed report to Parliament and the Commissioner of Canada Elections investigates any matters related to the enforcement of electoral laws. In addition, the agency surveys target groups and conducts post-electoral evaluations of the electoral process with election officers and staff.

Elections Canada undertakes specific measures during each electoral event to maintain the integrity of the electoral process in accordance with the legislative framework. These include initiatives to ensure that electors are aware of their rights and of the electoral process; to remove barriers to participation, especially for those who may find it hard to exercise their franchise; and to ensure fairness and transparency in the electoral process.

Key Plans and Strategies

Following are specific plans to promote equitable, transparent and barrier-free participation in electoral events. Here are the agency's key plans and strategies for this area in 1999–2000.

- It will continue to investigate and rule on complaints relating to contraventions of the legislation during the 36th general election and the 1998 by-elections. In some cases, legal action may be taken. The agency may identify potential infractions through complaints from external sources or through internal review processes, such as its review of the election financing returns submitted by candidates and registered political parties.
- It will publish annual fiscal returns of registered political parties. This will give stakeholders timely access to comprehensive information on financing activities.
- It will review electronic voting alternatives and expand Elections Canada's Web site to make the electoral process more accessible.
- It will review and improve voter education programs, including those designed to give voters with special needs improved access to the electoral process and to information concerning the rights and obligations of all participants.

After evaluating its recent experience in delivering a major event, the agency has added new and rejuvenated processes to its strategy for delivering future events. Elections Canada will continue to develop cost-effective processes that respond to stakeholders' concerns. During 1999–2000, the agency plans to

- complete the build phase of the National Geographic Database, a joint effort with Statistics Canada, which will provide a consistent base of national street maps that Elections Canada can use to maintain electoral polling divisions and to apply the National Register of Electors; and
- implement the returning office automation strategy, which includes replacing the current system for field revision of lists of electors and establishing the Returning Office Technology Centre, which will improve information management, ensure fast, accurate and consistent deployment of automated tools and technology to all 301 offices of returning officers, and allow efficient updating of all lists of electors during an electoral period.

2. To achieve and maintain a state of readiness to deliver electoral events whenever they may be called.

Objective and Context

The nature of Canada's electoral process presents Elections Canada with a unique business planning cycle. The length of the business cycle varies because there is no fixed period between electoral events. Typically, the planning cycle is based on a potential four-year period between general elections.

During the early part of the business cycle, Elections Canada concentrates its efforts on evaluating the preceding event. Towards the end of the cycle, it heightens its state of readiness. At all times, the agency maintains a constant state of readiness to deliver general elections, by-elections and referendums, as required.

To deliver electoral events successfully, Elections Canada has a strategy for maintaining fully trained staff and election officers, and up-to-date electoral processes, systems, information and materials. This strategy includes activities that maintain the infrastructure needed to operate the agency as it prepares for the next electoral event.

Key Plans and Strategies

Specific plans for maintaining a constant state of readiness throughout the course of 1999–2000 include

- training newly appointed ROs, and upgrading the skills and knowledge of experienced ROs;
- maintaining the Event Readiness Planning databases, a comprehensive system for planning, measuring and reporting on the state of Elections Canada’s event readiness;
- continuing to implement the recommendations for streamlining processes and procedures that arose from post-evaluations of the 1997 general election and 1998 by-elections;
- analyzing the impacts of electoral reform and implementing any changes that may result;
- preparing to produce the preliminary list of electors by maintaining a comprehensive, accurate and up-to-date National Register of Electors, by applying regular extracts received from supplier databases and by comparing elector data quality against established benchmarks;
- maintaining the National Geographic Database regularly, using data from internal and external sources;
- maintaining the required levels of material in stock to deliver an electoral event;
- revising and improving manuals, procedures and forms, including training material, to maintain a comprehensive, accurate curriculum;
- continuously monitoring the implementation of upgraded and new systems for year 2000 compliance, and preparing a contingency plan; and
- updating polling division documents and maps and revising potential polling locations for the next general election by maintaining and updating the National Sites Database.

3. To provide information, advice and support on electoral matters to Canadians, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders.

Objective and Context

Elections Canada provides legislators with analysis and advice to help them reform electoral laws and processes. The agency also fosters opportunities to share electoral expertise, technology and practices through partnerships with various groups. These groups include the agency's provincial and territorial counterparts, other levels of government, the private sector, national associations and groups with special needs – such as youth, members of ethnocultural and Aboriginal communities, and persons with disabilities – as well as electoral administrators in other countries.

Key Plans and Strategies

National Register of Electors

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

In 1999–2000, in addition to maintaining elector information in the National Register of Electors, the agency plans to assess the ability of new sources of data to improve the quality, coverage and currency of the Register. The agency will also continue to pursue opportunities to share Register data with electoral agencies in other jurisdictions to further reduce costs.

Legislative Reform

Elections Canada will continue to provide technical expertise and analysis to support the revision of electoral legislation. As an active participant in the process of reforming electoral laws and processes, Elections Canada will

- support parliamentary efforts to review and revise electoral legislation resulting from recommendations contained in the Chief Electoral Officer's statutory report on the 36th general election and the annex to the report on the 35th general election;
- continue to meet with registered political parties, within the context of the Advisory Committee, to share information, foster good working relationships and resolve administrative issues that do not require legislative change; and
- establish partnerships with academic communities and others researching electoral laws and processes, and develop research tools for sharing expertise.

Canadian Election Officials Conference

Elections Canada will host the 1999 Canadian Election Officials Conference in Ottawa from June 23 to June 25. This annual conference gives election officials the opportunity to share information, ideas, expertise, systems and products.

ACE Project

Elections Canada is also working with the International Institute for Democracy and Electoral Assistance, the International Foundation for Election Systems (IFES), and the United Nations Department of Economic and Social Affairs to produce the first-ever electronic encyclopedia of elections. The English edition of the *Administration and Cost of Elections* (ACE) encyclopedia is now available free on the World Wide Web. Elections Canada's participation takes the form of assisting with the French version of the project, which will be available in late 2000. The ACE encyclopedia will help election administrators, legislators, bilateral and multilateral assistance agencies, and academics to organize, support or study free and fair elections.

International Missions

Elections Canada will continue to provide technical and professional assistance through multilateral programs that help emerging democracies develop the institutional capacity to deliver democratic electoral events. The agency will also brief foreign delegations visiting Canada about the Canadian electoral system. By responding to requests from Foreign Affairs and International Trade Canada and the Canadian International Development Agency, Elections Canada will provide expertise to benefit emerging democracies.

Here are the agency's key plans and strategies for this area in 1999–2000.

- It will continue its five-year bilateral technical co-operation agreement with the Instituto Federal Electoral (IFE) of Mexico, which came into effect in June 1996. The purpose of the agreement is to identify and promote projects that will help both groups exchange information related to electoral administration, and that will promote consultation, co-operation and technical assistance in this field at the bilateral and international levels. The agreement is designed to consolidate institutional links between IFE and Elections Canada, and to help both organizations achieve their aims.
- It will host the Global Electoral Organization Network Conference (GEO). The objective of the conference is to prepare election authorities for elections in the 21st century. The organizers of this conference include the International Foundation for Election Systems (IFES), the International Institute for Democracy and Electoral Assistance (IDEA), and the United Nations.

- It will formalize a partnership agreement among IFE, IDEA, the United Nations Electoral Assistance Division (UNEAD) and IFES. This partnership is designed to take advantage of the comparative strengths of each partner. Combined, these strengths make a unique pool of resources for effectively addressing the emerging challenges of elections and democratic governance.
- It will continue to fulfil its responsibilities as the Chair of the Coordination and Follow-up Committee of the Inter-American Union of Electoral Organizations (UNIORE).
- It will continue to provide Canadian resources to support electoral activities at the request of numerous organizations.

Summary Plans and Expected Results

The following tables summarize the agency's plans, priorities and expected results for fiscal year 1999–2000.

1. To deliver federal elections and referendums that maintain the integrity of the electoral process	
1999–2000 Plans and Priorities	Expected Results
Electoral events that are equitable	
<ul style="list-style-type: none"> continue to investigate complaints relating to the 36th general election and 1998 by-elections 	<ul style="list-style-type: none"> an effective compliance, monitoring and enforcement program
Electoral events that are transparent	
<ul style="list-style-type: none"> publish annual fiscal returns of registered political parties 	<ul style="list-style-type: none"> timely disclosure of comprehensive information that stakeholders can obtain easily
Electoral events that remove barriers to participation	
<ul style="list-style-type: none"> review electronic voting alternatives and expand the agency's Web site 	<ul style="list-style-type: none"> greater accessibility to the electoral process
<ul style="list-style-type: none"> review and improve voter education programs, including those targeting groups with special needs 	<ul style="list-style-type: none"> improved access to the electoral process and to information concerning the rights and obligations of all participants increased public awareness of the electoral process
Cost-effective electoral processes that respond to stakeholders' concerns	
<ul style="list-style-type: none"> complete the build phase of the National Geographic Database, which includes linking it to the National Register of Electors through address geo-referencing 	<ul style="list-style-type: none"> improved quality, timeliness and accessibility of cartographic data for public disclosure, management support and event delivery commonality of spatial databases, which will reduce the costs improved ability to maintain the Register and an enhanced ability to share Register data with other jurisdictions that have dissimilar geography
<ul style="list-style-type: none"> implement the returning office automation strategy, which includes replacing the current system for field revision of lists of electors and establishing the Returning Office Technology Centre 	<ul style="list-style-type: none"> improved information management in the offices of returning officers and at headquarters efficient updating of all lists of electors during an electoral period greater integration of systems, reduced data capture, and fewer printed forms and faxes fast, accurate and consistent deployment of automated tools and technology to all 301 offices of returning officers during national events

2. To achieve and maintain a state of readiness to deliver electoral events whenever they may be called.

1999–2000 Plans and Priorities	Expected Results
Trained staff and election officers, and up-to-date electoral processes, systems and materials that are ready for any electoral event	
<ul style="list-style-type: none"> • train newly appointed ROs and update the skills and knowledge of experienced ROs • an up-to-date and comprehensive training curriculum 	<ul style="list-style-type: none"> • fully trained ROs who are ready to deliver an electoral event
<ul style="list-style-type: none"> • maintain the databases to monitor event readiness planning and report status regularly 	<ul style="list-style-type: none"> • continuous and systematic knowledge of Elections Canada's state of readiness to deliver an electoral event
<ul style="list-style-type: none"> • continue to implement recommendations for streamlining processes and procedures that arose from post-event evaluations of the 1997 general election and 1998 by-elections 	<ul style="list-style-type: none"> • improved efficiency and effectiveness of electoral processes, systems and procedures
<ul style="list-style-type: none"> • analyze the impacts of electoral reform, and implement any changes that may result 	<ul style="list-style-type: none"> • readiness to deliver events under new legislation
<ul style="list-style-type: none"> • maintain a comprehensive, accurate and up-to-date National Register of Electors and National Geographic Database 	<ul style="list-style-type: none"> • an up-to-date list of electors and National Geographic Database of acceptable quality • annual maintenance costs that respect projections in the feasibility study
<ul style="list-style-type: none"> • maintain an up-to-date and adequate level of electoral supplies and ready-to-use electoral systems 	<ul style="list-style-type: none"> • electoral supplies and systems that are ready to be deployed at the call of an electoral event • equipment, applications and systems that are fully year 2000 compliant
<ul style="list-style-type: none"> • revise polling divisions and associated documentation 	<ul style="list-style-type: none"> • updated polling divisions and related geographic products that are ready for use in an electoral event

3. To provide information, advice and support on electoral matters to Canadians, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders

1999–2000 Plans and Priorities	Expected Results
Stakeholders have access to timely and high-quality advice, information, products and personnel in accordance with established standards	
<ul style="list-style-type: none"> foster partnerships with electoral agencies to share the National Register of Electors and cartographic products and services 	<ul style="list-style-type: none"> increased number of administrative agreements, resulting in additional cost savings for taxpayers recuperation of incremental costs resulting from partnership agreements
<ul style="list-style-type: none"> continue to provide technical expertise and analysis to support the revision of electoral legislation 	<ul style="list-style-type: none"> updated electoral legislation that meets requirements of all participants
<ul style="list-style-type: none"> continue to meet with registered political parties within the context of the Advisory Committee 	<ul style="list-style-type: none"> information sharing, good working relationships and resolution of administrative issues that do not require legislative change
<ul style="list-style-type: none"> strengthen co-operation with foreign electoral organizations, such as IFE, IFES, IDEA, UNEAD, UNIORE and others, for the purpose of exchanging information concerning electoral matters 	<ul style="list-style-type: none"> increased Elections Canada's ties and partnerships with foreign electoral organizations and the private sector reinforced institutional capacity-building by sharing Elections Canada's technical and professional expertise support for Canada's participation and visibility abroad
<ul style="list-style-type: none"> provide technical and professional assistance to emerging democracies 	<ul style="list-style-type: none"> increased technical and professional assistance provided to emerging democracies successful administration of electoral events in emerging democracies

C. Other Planning Issues

Corporate Services and Resource Management

To improve its ability to deliver services efficiently, effectively and imaginatively in response to the needs of stakeholders, and to ensure all staff and election and referendum officials are operating in a fulfilling work environment, the agency is committed to implementing the following in 1999–2000.

- The agency will continue to adopt modern comptrollership principles by gathering relevant information from different sources, by assembling it to support a results-oriented approach and decision-making, and by supporting performance reporting responsibilities.
- In a related initiative – and as a result of the government-wide strategy to upgrade financial and management information, accounting and reporting – the agency will evaluate the impact of the Financial Information Strategy (FIS). It will identify the changes it needs to make to its financial management policies, practices and systems to accommodate FIS, and will implement changes to ensure that the agency is ready for FIS by April 1, 2001.
- The agency will continue to monitor and report savings related to implementing the National Register of Electors and other cost-saving initiatives.
- The agency will assess the recommendations that resulted from the threat and risk assessment that was undertaken during 1998–1999. Senior management will evaluate the risk factors and the agency will prepare a plan for implementing selected recommendations. The threat and risk assessment is also an important first step towards business resumption planning, which is a priority for Elections Canada.
- The agency recognizes the importance a trained and skilled workforce. To this end, it plans to train managers and other staff on key competencies.
- The agency has a proactive, three-year employment equity plan. In the coming months, Elections Canada will focus on meeting commitments it made as a result of a compliance review conducted by the Canadian Human Rights Commission.

Audit and Review

In 1999–2000, Elections Canada will continue to conduct audits and reviews in accordance with the priorities established in the five-year Internal Audit Plan.

Section IV: Supplementary Information

The summary financial information presented for each budgetary authority includes the following:

- the amount the agency planned to spend, at the beginning of the fiscal year (*Planned Spending or Main Estimates*); and,
- the amount the agency predicts it will spend in the current fiscal year (*Forecast Spending*).

Table 1 – Spending Authorities – Agency Summary, Part II of the Estimates

Vote	(\$ Thousands)	1999–2000 Main Estimates	1998–1999 Main Estimates
Chief Electoral Officer			
20	Program expenditures	2 787	2 614
(S)	Salary of the Chief Electoral Officer	162	159
(S)	Expenses of elections	31 800	29 000
(S)	Contributions to employee benefits plan	551	546
Total agency		35 300	32 319

Personnel Information

Table 2.1 – Agency Organization

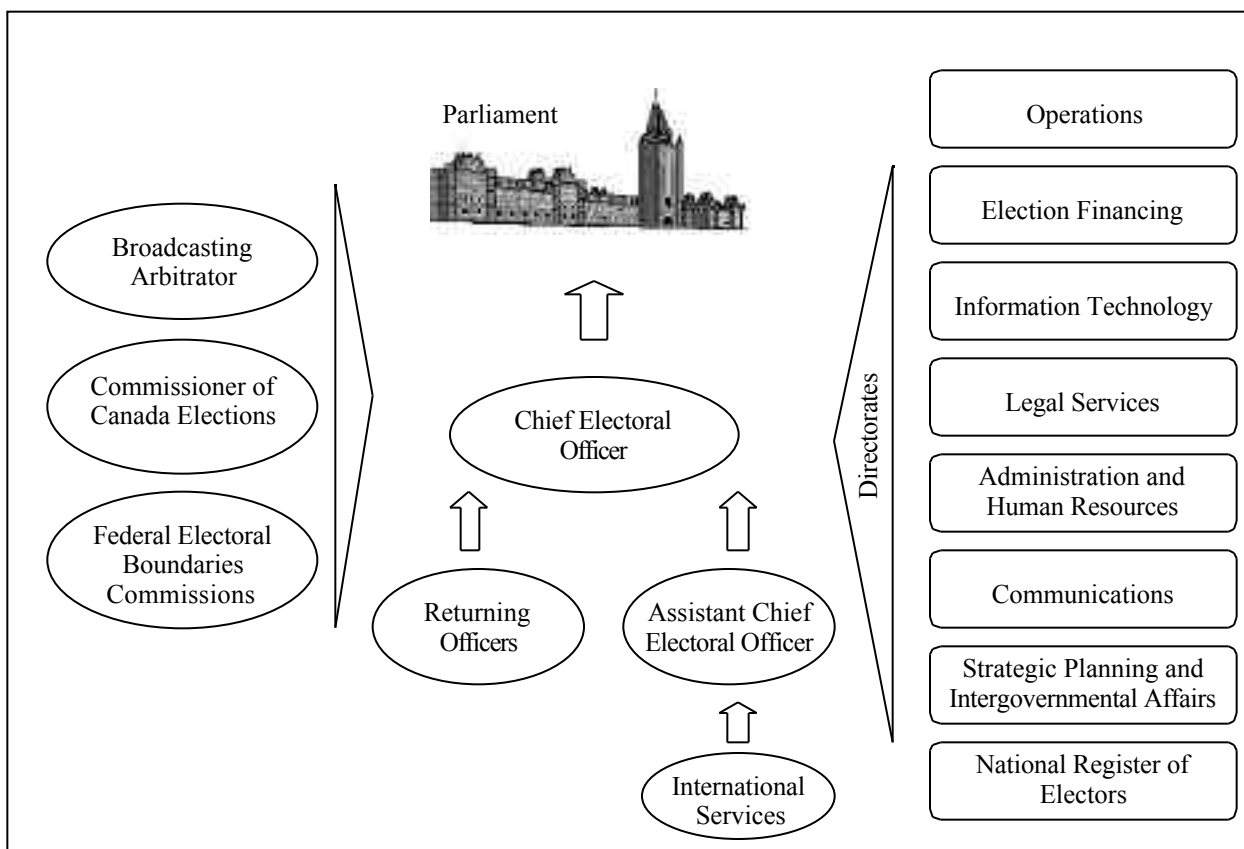


Table 2.2 – Planned Full-time Equivalents¹ (FTEs) by Funding Authority

	Planned 1998–1999	Planned 1999–2000	Planned 2000–2001	Planned 2001–2002
Administration	54	54	54	54
Elections/Referendums	180	180	0 ²	0 ²
Total agency	234	234	54	54

¹ Staff requirements reported are measured in terms of “full-time equivalents.” The FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

² No FTE requirements under the statutory authority have been indicated for the fiscal years beyond 1999–2000. Any FTE requirement needed to carry out the agency’s statutory responsibilities will be drawn under the statutory authority, should it become necessary.

Capital Projects Information

The following tables are not applicable to the Office of the Chief Electoral Officer.

Table 3.1	Capital Spending by Program(s) and Business Line(s)
Table 3.2	Capital Projects by Program(s) and Business Line(s)
Table 3.3	Status of Major Crown Projects

Additional Financial Information

Table 4 – Summary of Standard Objects of Expenditure

(\$ Thousands)	Forecast Spending 1998–1999*	Planned Spending 1999–2000	Planned Spending 2000–2001**	Planned Spending 2000–2001**
Personnel				
Salaries and wages	12 255	12 948	2 908	2 908
Contributions to employee benefit plans	546	551	582	582
	12 801	13 499	3 490	3 490
Goods and services				
Transportation and communications	1 386	1 860	0	0
Information	4 878	3 796	0	0
Professional and special services	10 800	11 476	0	0
Rentals	2 114	2 544	0	0
Purchased repair and maintenance	974	211	0	0
Utilities, materials and supplies	770	934	15	15
Other subsidies and payments	61	0	1 000	1 000
Postal subsidy	0	0	0	0
Minor capital	1 135	980	0	0
Total operating expenditures	34 919	35 300	4 505	4 505
Capital				
Controlled capital	0	0	0	0
Revolving Fund	0	0	0	0
	0	0	0	0
Transfer payments				
Voted	0	0	0	0
Statutory	0	0	0	0
	0	0	0	0
Gross budgetary expenditures	34 919	35 300	4 505	4 505
Less: Revenues credited to the vote	0	0	0	0
Revenues credited to the Revolving Fund	0	0	0	0
Net budgetary expenditures	34 919	35 300	4 505	4 505
Non-budgetary (loans, investments and advances)	0	0	0	0
Total	34 919	35 300	4 505	4 505

* Reflects best forecast of total spending to the end of the fiscal year, including expenditures for the 36th general election and the by elections in Sherbrooke and Port Moody–Coquitlam.

** An amount of \$1 000 000 has been provided for each fiscal period beyond 1999–2000 as an indicator of statutory expenditures that the agency may incur during the year under the *Canada Elections Act*, the *Referendum Act* or the *Electoral Boundaries Readjustment Act*. These and additional funds needed to carry out the agency's statutory responsibilities will be drawn under the statutory authority, when necessary.

Table 5 – Program Resources by Funding Authority for 1999–2000

(\$ Thousands)	Budgetary						
	FTEs	Operating	Gross Voted	Statutory Items*	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
Administration	54	3 500	3 500	0	3 500	0	3 500
Elections/Referendums	180	0	0	31 800	31 800	0	31 800
Total	234	3 500	3 500	31 800	35 300	0	35 300

* Does not include non-budgetary items or contributions to employee benefit plans that are allocated to operating expenditures.

The following tables are not applicable to the Office of the Chief Electoral Officer.

Table 6	Transfer Payments by Program(s) and Business Line(s)
Table 7	Revenue by Program(s)

Table 8 – Net Cost of Program for 1999–2000

(\$ Thousands)	Administration	Elections/Referendums	Total
Gross planned spending	3 500	31 800	35 300
<i>Plus: Services received without charge</i>			
Accommodation provided by Public Works and Government Services Canada (PWGSC)	2 134	0	2 134
Contributions covering employees' share of insurance premiums and costs paid by Treasury Board Secretariat	161	0	161
Employee compensation payments provided by Human Resources Development Canada	11	0	11
	2 306	0	2 306
Total cost of program	5 806	31 800	37 606
<i>Less:</i>			
Revenue credited to the vote	0	0	0
Revenue credited to the Consolidated Revenue Fund	0	0	0
	0	0	0
Net cost of program	5 806	31 800	37 606
1998–1999 Estimated net program cost*	5 680	31 600	37 280

*Reflects best forecast of total spending to the end of the fiscal year, including expenditures for the 36th general election and the by-elections in Sherbrooke and Port Moody–Coquitlam.

The following tables are not applicable to the Office of the Chief Electoral Officer.

Table 9.1	Revolving Fund – Statement of Operations
Table 9.2	Revolving Fund – Statement of Changes in Financial Position
Table 9.3	Revolving Fund – Projected Use of Authority
Table 10	Loans, Investments and Advances by Program(s) and Business Line(s)
Table 11	Tax Expenditures

Other Information

Table 12 – Legislation Administered by the Office of the Chief Electoral Officer

<i>Canada Elections Act</i>	R.S., 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., c. C-45 as amended
<i>Disfranchising Act</i>	R.S., c. D-3 as amended
<i>Dominion Controverted Elections Act</i>	R.S., c. C-39 as amended
<i>Electoral Boundaries Readjustment Act</i>	R.S., c. E-3 as amended
<i>Referendum Act</i>	R.S., c. R-4.7 as amended

Table 13 – Recent Statutory and Agency Reports

Elections Canada: Serving Democracy: A Strategic Plan 1999–2002. February 1999.

Report of the Chief Electoral Officer of Canada Following the Sherbrooke By-Election. November 1998.

Office of the Chief Electoral Officer: Performance Report for the Period Ending March 31, 1998. October 1998.

Candidates' Returns Respecting Election Expenses for the 36th general election. September 1998.

Canada's Electoral System. July 1998.

Registered Political Parties' Fiscal Period Returns for 1997. July 1998.

Report of the Chief Electoral Officer of Canada Following the Port Moody–Coquitlam By-Election. June 1998.

Exploring Canada's Electoral System. CD-ROM. May 1998.

Thirty-sixth General Election 1997 – Official Voting Results. December 1997.

A History of the Vote in Canada. December 1997.

Report of the Chief Electoral Officer of Canada on the 36th General Election. August 1997.

Street Index. April 1997.

Guide to Federal Electoral Districts. March 1997.

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

Table 13.1 – Contacts for Further Information

For more information:	Elections Canada 257 Slater Street Ottawa, Ontario K1A 0M6
Telephone	1 800 INFO-VOTE (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
Web site	http://www.elections.ca
Media information	
Telephone	1 800 267-7360 (613) 993-2224 TTY 1 800 361-8935
Facsimile	(613) 954-8584
