

Office of the Chief Electoral Officer

**1998-99
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



The Elections Canada Mission Statement

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



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Section I: Messages

A. The Chief Electoral Officer's Message

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

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

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

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

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

This plan describes Elections Canada's ongoing efforts to enhance the efficiency of the electoral process by streamlining processes and procedures through the application of improved systems and practices, management control techniques and new technological tools. The plan also describes the agency's initiatives to continue making the electoral process more accessible to Canadians. These will include an assessment of technological innovations which could serve to enhance the accessibility of the voting process itself.

We will continue to assist parliamentarians with reform of electoral legislation and regulations and to 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, the agency will continue to reach out to the rest of the world. Using the knowledge and expertise that serves Canada's electoral system so well, Elections Canada will continue to assist developing democracies build and strengthen their institutional capacities to deliver electoral events that are free and fair.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

B. Management Representation Statement

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 1998-99

I submit, for tabling in Parliament, the 1998-99 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;
- 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

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

- ***Canada Elections Act***: To exercise general direction and supervision over the administrative conduct of federal elections and by-elections including the registration of political parties, and to enforce on the part of all election officers fairness, impartiality and compliance with the provisions of the Act.

To exercise general direction and supervision over the election expenses provisions of the Act, including the receipt and audit of returns, the authorization of payments out of the Consolidated Revenue Fund and the retention of candidates' and parties' returns, which are made available to the public.

To implement public education and information programs to make the electoral process better known to the public, particularly for those persons and groups most likely to experience difficulties in exercising their democratic rights.

To ensure that all those involved in the electoral process comply with the Act and, where necessary, to enforce the Act.

To alert returning officers to the needs of persons with disabilities and provide them with the resources necessary to ensure access to voting by all electors.

- ***Referendum Act***: To exercise general direction and supervision over the administrative conduct of a federal referendum, and to enforce on the part of all referendum officers fairness, impartiality and compliance with the provisions of the Act.

To register referendum committees, to exercise general direction and supervision over the referendum expenses provisions of the Act, including the receipt and audit of returns which are made available to the public, and to allocate free broadcasting time to registered referendum committees.

- ***Electoral Boundaries Readjustment Act***: To calculate the number of members of the House of Commons to be assigned to each province, and to provide to the eleven electoral boundaries commissions (which are established under the Act) the necessary data, working maps and other documentation as well as financial, administrative and technical assistance to permit them to discharge their responsibilities.

B. Objective

The objectives of the agency as presented in Part II of the Main 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 pursuant to the *Electoral Boundaries Readjustment Act* and in accordance with the provisions of the Constitution Acts, for each electoral boundaries readjustment exercise; and to provide the necessary technical, administrative and financial support to the 11 electoral boundaries commissions (ten provincial and one territorial) in accordance with the *Electoral Boundaries Readjustment Act*.

In support of this, Elections Canada has three strategic objectives that are being pursued in accordance with legal and constitutional requirements:

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

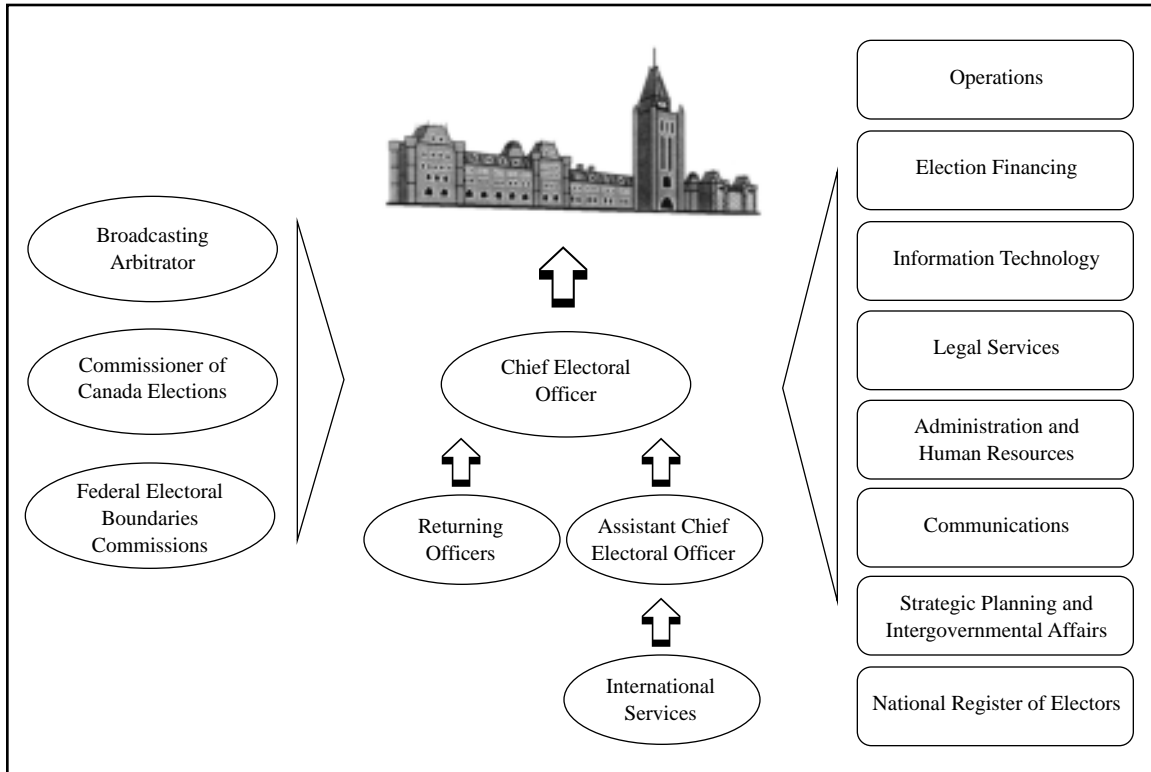
In the context of these objectives, the agency

- plans, organizes and administers federal elections and referendums by training, directing and supporting electoral officers;
- provides training, 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 accessibility of the process;
- publishes various reports relating to the conduct of each electoral event such as voting results, campaign financing information and enforcement issues;
- implements the results of the electoral boundaries commissions for each electoral boundaries adjustment exercise;
- provides technical advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.

Elections Canada delivers on its mandate with a program aimed at improving the quality, reach and efficiency of its services.

C. Organization Structure

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



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

The CEO oversees Elections Canada's eight directorates that carry out the administrative tasks involved in preparing for and administering electoral events. The chart shown above illustrates the agency's organizational structure and reporting relationships.

D. Financial Spending Plan

(\$ thousands)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00**	Planned Spending 2000-01**
Gross program spending:				
Administration	3 204	3 319	3 319	3 319
Elections/Referendums	200 650	29 000	1 000	1 000
	203 854	32 319	4 319	4 319
Less: Revenue credited to the vote	0	0	0	0
Net program spending	203 854	32 319	4 319	4 319
Less: Revenue credited to the Consolidated Revenue Fund	0	0	0	0
Plus: Non-budgetary	0	0	0	0
Plus: Cost of services provided by other departments	3 087	2 361	2 361	2 361
Net cost of the agency	206 941	34 680	6 680	6 680

* Reflects best forecast of total spending to the end of the fiscal year including spending for the April 1997 enumeration and 36th general election.

** An amount of \$1 000 000 has been provided for each fiscal period beyond 1998-99 as an indicator of possible statutory expenditures which may be incurred during the year under the *Canada Elections Act*, the *Referendum Act* or the *Electoral Boundaries Readjustment Act*. These and additional funds to carry out the agency's statutory responsibilities will be drawn under the statutory authority should it become necessary.

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

Section III: Plans, Priorities and Strategies

A. Summary of Key Plans, Priorities and Strategies

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 mission of the agency calls for excellence, leadership, and innovation, and our values are based on openness and integrity, professionalism, teamwork and communication.

The context within which the agency operates demands greater levels of efficiency, containment of costs, and responsiveness to our clients and stakeholders in terms of consultation and high quality services. These factors guide our approach to establishing annual plans and priorities for the agency.

As mentioned previously in this document, the mandate of the agency is supported by three strategic objectives which are summarized in the table that follows. The table also indicates the key results for each objective and summarizes the planned initiatives for 1998-99.

<i>The Office of the Chief Electoral Officer has the following strategic objectives that will be pursued within the context of, and in accordance with, constitutional and legal requirements:</i>		
Strategic Objectives	Key Results	Summary of Major Initiatives
To deliver federal elections and referendums that maintain the integrity of the electoral process. ¹	<ul style="list-style-type: none"> electoral events that are equitable 	<ul style="list-style-type: none"> investigate complaints relating to the 36th general election and prosecute as warranted
	<ul style="list-style-type: none"> electoral events that are transparent 	<ul style="list-style-type: none"> publish comprehensive information on campaign financing activities relating to the 36th general election publish information relating to compliance and enforcement activities
	<ul style="list-style-type: none"> electoral events that remove barriers to participation 	

¹ This strategic objective is related to the actual conduct of an electoral event, therefore the initiatives indicated relate solely to the wrap-up of the 36th general election.

The Office of the Chief Electoral Officer has the following strategic objectives that will be pursued within the context of, and in accordance with, constitutional and legal requirements:

Strategic Objectives	Key Results	Summary of Major Initiatives
<p>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.</p>	<ul style="list-style-type: none"> trained staff and election officers, and up-to-date electoral processes, systems and materials that are ready for any electoral event 	<ul style="list-style-type: none"> maintain the databases to monitor Event Readiness Planning and report status on a continuous basis maintain a comprehensive, accurate and up-to-date National Register of Electors revise polling divisions and associated documentation maintain the information technology infrastructure to support electoral events train newly appointed returning officers
	<ul style="list-style-type: none"> processes developed that are cost-effective and respond to the concerns of stakeholders 	<ul style="list-style-type: none"> complete evaluation of the 36th general election to identify improvements develop and execute plans to replace or repair year 2000 non-compliant technology review electronic voting alternatives to facilitate access expand Internet Web site review and improve voter education programs including those targeting special needs groups conduct a business process review of activities in returning offices establish a returning office technology centre to support the deployment of technology during an electoral event complete the “build” phase of the geo-cartographic database

<i>The Office of the Chief Electoral Officer has the following strategic objectives that will be pursued within the context of, and in accordance with, constitutional and legal requirements:</i>		
Strategic Objectives	Key Results	Summary of Major Initiatives
To provide advice and support on electoral matters to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders.	<ul style="list-style-type: none"> stakeholders have access to timely and high-quality advice, information, products and personnel in accordance with established standards 	<ul style="list-style-type: none"> establish new policies on sharing data and accessibility and privacy of information provide support to Parliament on electoral reform, including the review of recommendations contained in the CEO's statutory reports establish partnerships with research communities researching electoral laws and processes provide technical and professional assistance to emerging democracies

B. Details of the Program

External Factors Influencing the Program

Developments in the technological, social, economic and political arenas require Elections Canada to be flexible, aware of demands and opportunities in the environment and able to adapt policies, programs and technologies rapidly and smoothly.

A Unique Organization

The business cycle at Elections Canada is defined by the period of time between federal electoral events. Because this is not a fixed/pre-determined period of time, the length of the business cycle is variable. This uncertainty makes planning difficult because Elections Canada is required to be ready at all times to deliver electoral events, 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 who are assisted by temporary staff, consultants and specialists as required. Returning officers are the individuals responsible for administering the electoral process in each electoral district. They are appointed by the Governor in Council and

their temporary offices cannot be established until the writs are issued. Because of the temporary nature of the work, returning officers 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. Also 150 000 people are hired to support the electoral process across the country, all of whom require training, supervision, and administrative support. In order to respond to these challenges, the agency's managers, relatively few in number, need to be multi-skilled and multi-talented.

Changing Face of the Electorate

An aging electorate and increased multiculturalism and mobility are factors which are constantly considered by Elections Canada.

The agency is focused on

- information programs for citizens whose first language is neither English nor French;
- first-time electors;
- services for seniors, for persons who are less mobile and for persons with disabilities;
- adapting its procedures for registering electors in relation to changing demographics;
- developing enhanced tools to capture elector data in areas of high mobility, e.g., students and residents of retirement and nursing homes.

Political Events

Elections Canada must continually monitor developments on the political front so the agency has as much advance warning as possible about contingencies that might affect preparations for electoral events and maintenance of a state of electoral event readiness.

Key Plans and Strategies

Elections Canada must deliver high quality services with maximum efficiency while, at the same time, meeting the expectations of a changing electorate. Faced with these demands the agency must seek innovative ways to carry out its mandate. Elections Canada's strategic plan, implemented in 1994, captured the agency's vision of the future and has served us well. The renewal of the strategic plan in 1998-99 will help us to continue to capitalize on our experiences as we open up new avenues to better electoral management.

In addition, during 1998-99, the agency will continue to pursue two important strategies:

- **New Technology:** Changing technology impacts the everyday lives of Canadians. These new technologies provide opportunities to rethink the way that Elections Canada conducts business. For example, advanced communication systems, including the Internet, are changing how Elections Canada informs and interacts with the public and have already proven useful in the effective administration of electoral events.

- Partnerships: Creating partnerships with Elections Canada’s provincial counterparts or other levels of government in Canada, as well as other federal governments and the private sector, provides for new opportunities and sharing of expertise, technology and practices, and for reducing the cost of electoral processes.

The following sections provide further details of the agency’s key plans within the context of its strategic objectives.

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

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

Elections Canada undertakes specific measures at 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 experience difficulty in exercising their franchise, and to ensure fairness and transparency in administering the electoral process.

Significant effort will continue to be placed on the wrap-up and evaluation of the 36th general election.

Complaints relating to contraventions of the legislation for the 36th general election will continue to be investigated and ruled upon during 1998-99. In some cases legal action may be taken. Potential infractions may be identified based on the results of internal Elections Canada review processes such as the audit of candidate and party returns related to campaign financing, or may be based on complaints from external participants in the electoral process. Compliance and enforcement activities to be undertaken support the equitable treatment of all participants under the Act.

In addition, comprehensive public disclosure of information related to the delivery of the 36th general election will take place in order to ensure transparency.

To provide Canadians with:	To be demonstrated by:
<i>electoral events that are equitable.</i>	<ul style="list-style-type: none"> • an effective compliance monitoring and enforcement program.
<i>electoral events that are transparent.</i>	<ul style="list-style-type: none"> • timely disclosure of comprehensive information, widely accessible by stakeholders, concerning compliance and enforcement, and campaign financing activities.

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

The nature of Canada's electoral process presents Elections Canada with a unique business planning cycle. The length of the business cycle varies due to the fact that there is no fixed period of time 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 efforts on evaluating the preceding event while, nearer the latter part, it heightens its state of readiness. This fiscal year, which follows the delivery of the 36th general election, will see Elections Canada continue to evaluate the effectiveness of its delivery processes and integrate key recommendations arising from this evaluation. It should be noted that a systematic framework has been developed to ensure an integrated review and evaluation of activities, and that a corporate database will be developed to ensure recommendations are integrated into future plans. Concurrent with this, Elections Canada will maintain a constant state of readiness to deliver general elections, by-elections and referendums as required.

In addition, the agency will continue to pursue partnership arrangements with provincial electoral administrators to identify areas where joint initiatives would result in savings to Canadian taxpayers.

a) Maintaining Electoral Event Readiness

A key element in the successful delivery of the electoral process is the strategy to continually maintain **fully trained staff and election officers, and up-to-date electoral processes, systems and materials**. Included in the plans which support this strategy are all activities which maintain the operational and administrative infrastructure required to operate the agency as it prepares for the next electoral event, in addition to readiness activities associated directly with the delivery of an event. The process to track project status is called Event Readiness Planning and consists of interdisciplinary projects which encompass hundreds of activities representing the major processes that have been identified as critical to ensuring event readiness. Based on this process, the agency will be able to estimate time frames and resource requirements to achieve the required state of readiness throughout the course of 1998-99. Specific plans to maintain a constant state of readiness are

- to prepare for production of the preliminary list of electors by maintaining a comprehensive, accurate and up-to-date National Register of Electors by receiving regular extracts from partner databases and comparing elector data quality against established benchmarks;
- to revise polling division distribution by maintaining up-to-date polling division documents and maps;
- to maintain Elections Canada's information technology infrastructure through network telecommunications support, maintenance of application inventories and database management;

- to maintain the required levels of material in stock to deliver an electoral event;
- to train newly appointed returning officers;
- to maintain the Event Readiness Planning database, a comprehensive system for planning, measuring and reporting on the status of Elections Canada’s event readiness activities.

To provide Canadians with:	To be demonstrated by:
<p><i>electoral events delivered as required whenever they may be called.</i></p>	<ul style="list-style-type: none"> • knowledgeable election officers, trained and ready to deliver an electoral event; • management support and delivery systems in a state of readiness; • an up-to-date National Register of Electors at an acceptable level of quality; • policies and procedures in accordance with legislation and regulation; and • up-to-date polling division distribution, documents and maps.

b) Improving the Delivery of Electoral Events

In these times of fiscal restraint, Elections Canada will continue its strategy to **develop processes that are cost-effective and that respond to the concerns of stakeholders**. In addition the agency will continue the implementation of the National Register of Electors and the Geographic Information System and will pursue the potential to expand the use of technology to enhance access to the voting process itself.

Evaluation is a necessary step in the improved delivery of services and in this context the agency will complete the comprehensive review of the 36th general election to identify areas for improvement for the next electoral event; continue to monitor and report savings related to the implementation of the National Register of Electors and other cost-saving initiatives; and continue the five-year audit plan to review all major business processes.

The experience gained from the recent delivery of a major event and the agency’s post-event evaluation influence our existing plans and add new priorities to our future event delivery strategy. New and rejuvenated processes will be at the forefront of this plan.

Improved Processes, Material and Training Programs

The agency will

- review and revise training material to maintain a comprehensive accurate curriculum and train newly appointed election officers and re-train all election officers when significant changes have been made;

- conduct a comprehensive business review of the returning office with a focus on streamlining processes and elimination of duplication and non-essential processes. The review will culminate in the development of a corporate strategy and identification of the long-term objectives for automation in returning offices;
- revise and improve manuals, videos, procedures, forms and supplies and the restocking of these materials where warranted.

Geographic Information System

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

In the coming year, the agency will complete the build phase of the Geo-cartographic Database, a joint effort with Statistics Canada, which will provide a consistent base of national street maps for electoral polling division maintenance and application of the National Register of Electors.

Other Electoral Event Systems

As demonstrated by the National Register of Electors and GIS projects, information technology continues to play a major role in reshaping federal electoral processes. In 1998-99, the agency will move towards improving the delivery of electoral events in a number of areas through the enhancement and development of automated systems. During 1998-99, the agency will

- develop an automated system to maintain and produce lists of electors in the returning offices during an electoral event in order to integrate this activity within the environment of the National Register of Electors;
- review electronic voting alternatives to facilitate access;
- design and implement a corporate call tracking system to enhance the existing Elections Canada Support Network, which provides advice and support to election officials before, during and after an electoral event, and the Enquiries Centre;
- establish a returning office technology centre that will plan, develop, implement and support the fundamental technology environment (e.g., data network, hardware and software) that will be used in the returning offices to conduct all events;
- develop and execute a prioritized action plan to replace or repair year 2000 non-compliant technology;
- implement the new Supplies Management System (SMS) designed to efficiently monitor and track inventories of election materiel.

New Developments in Voter Education

Elections Canada undertakes programs to educate and inform Canadians about the electoral process and their democratic heritage. Between electoral events, initiatives are undertaken to review and improve voter education programs. An aging electorate, and increased multiculturalism and mobility are factors that influence the agency's approach to improving the delivery of the electoral process. In the coming year the agency will

- expand and revise the Elections Canada Internet Web site in order to use the medium to the best effect including sections for sub-markets, such as youth and international users, and the archiving of material of interest to researchers;
- consult with national associations representing special interest groups to ensure effective public information campaigns;
- continue to conduct public education programs for special groups (ethnocultural, Aboriginal, persons who are disabled) such as election simulations in schools and at special events and election simulation kits in various languages;
- continue to implement a public education program for youth and to promote election simulation kits, the interactive CD-ROM on the electoral process and education products to stakeholders;
- evaluate the need to further adapt education/information materials to special needs groups;
- publish brochures to inform the public about electoral rights and the electoral process.

To provide Canadians with:	To be demonstrated by:
<p><i>electoral processes that are cost-effective and respond to the concerns of stakeholders.</i></p>	<ul style="list-style-type: none"> • improved operations in returning offices and at EC head office; • reduced cost for electoral events; • improved electoral cartographic databases and related products; • improved quality, timeliness and accessibility of data for the purposes of public disclosure, management support and event delivery processes; • improved access to the electoral process and to information concerning rights and obligations of all participants; and • increased public awareness of the electoral process.

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

The realities of modern-day Canada require Elections Canada to actively participate in the process of reforming electoral laws and processes by providing legislators with analysis and advice to assist in reconciling electoral law and its administration. Through partnerships with its provincial counterparts or other levels of government in Canada, the private sector, national associations and special needs groups (youth, ethnocultural, Aboriginal, persons who are disabled) as well as the electoral administrators of other countries, Elections Canada provides for new opportunities and the sharing of electoral expertise, technology and practices.

Legislative Reform

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

- provide support to Parliament on electoral reform;
- support parliamentary efforts to review and revise electoral legislation resulting from recommendations contained in the CEO's statutory report on the 36th general election and the Annex to the report on the 35th general election;
- establish partnerships with research communities researching electoral laws and processes;
- provide an analysis of the Canadian Election Study 1997 survey;
- finalize the initial phase of a project for the establishment of an electoral precedent bank.

National Register of Electors

In this, the first year following the creation of the National Register of Electors, the agency will be prepared to advise and inform parliamentarians of the progress made with the maintenance of this cost-saving initiative.

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

In 1998-99 the agency plans to establish new policies on sharing data, and on the accessibility and privacy of information used in the application of the National Register of Electors, and to ensure that policies comply with relevant legislation.

International Missions

Elections Canada will continue to provide technical and professional assistance through a variety of multilateral programs which help emerging democracies develop the institutional capacity to deliver democratic electoral events, and will also offer briefings to foreign delegations visiting Canada so they may learn more about the Canadian electoral system. By responding to requests and funding support from the Department of Foreign Affairs and International Trade and the Canadian International Development Agency, Elections Canada will provide expertise to benefit emerging democracies.

In the coming year, the agency will

- continue a project, funded by CIDA, which builds on the partnership between Elections Canada and the Russian Central Electoral Commission (CEC) designed to strengthen the CEC’s managerial and technical capacity to manage electoral events. The focus will be to improve the CEC’s legislation pertaining to the participation of Russian citizens travelling or living abroad and the registration of voters;
- continue the five-year bilateral technical co-operation agreement between the Instituto Federal Electoral (IFE) and Elections Canada which came into effect in June 1996. The purpose of the agreement is to identify and promote projects and programs in the fields of exchange, consultation, co-operation and technical assistance at the bilateral and international levels, relating to the subject matter of electoral administration, so as to consolidate institutional links between IFE and Elections Canada, and assist both in achieving their respective aims;
- continue a project, funded by CIDA which, as part of the peace-building process within the Balkan region, will provide technical assistance through the work of Canadian electoral experts with the Organization for Security and Co-operation in Europe (OSCE) in holding free and fair elections in the Republic of Bosnia and Herzegovina.

To provide Canadians with:	To be demonstrated by:
<p><i>agency participation in research and technical support initiatives in support of legislative reform, and in strengthening and improving democratic processes and electoral administration practices.</i></p>	<ul style="list-style-type: none"> • timely, high quality documentation, presentations and advice to support Parliament in electoral reform initiatives; • increased number of administrative agreements signed with other agencies, both electoral and non-electoral, for co-operative endeavours to enhance the electoral process; and • improved effectiveness of research methodologies concerning electoral laws and administration.

Section IV: Supplementary Information

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

Vote	(\$ thousands)	1998-99 Main Estimates	1997-98 Main Estimates
	Chief Electoral Officer		
20	Program expenditures	2 614	2 608
(S)	Salary of the Chief Electoral Officer	159	155
(S)	Expenses of elections	29 000	20 650
(S)	Contributions to employee benefits plan	546	441
	Total agency	32 319	23 854

Personnel Information

Table 2.1: Planned Full-Time Equivalents (FTEs) by Program and Activity

	Planned 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Administration	54	54	54	54
Elections/Referendums	127	180	0*	0*
Total agency	181	234	54	54

* No FTE requirements have been indicated for the fiscal years beyond 1998-99. Any FTE requirement to carry out the agency's statutory responsibilities will be drawn under the statutory authority should it become necessary.

Table 2.2: Details of FTE Requirements

	Planned 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Salary Ranges				
<30 000	11	15	7	7
30 000 – 40 000	63	81	17	17
40 000 – 50 000	50	74	10	9
50 000 – 60 000	16	18	4	5
60 000 – 70 000	21	26	6	6
70 000 – 80 000	7	9	2	2
>80 000	13	11	8	8
Total	181	234	54	54

Additional Financial Information

Table 3: Agency Summary of Standard Objects of Expenditure

(\$ thousands)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00**	Planned Spending 2000-01**
Personnel				
Salaries and wages	2 748	2 758	2 758	2 758
Contributions to employee benefit plans	441	546	546	546
	3 189	3 304	3 304	3 304
Goods and services				
Transportation and communications	0	0	0	0
Information	0	0	0	0
Professional and special services	0	0	0	0
Rentals	0	0	0	0
Purchased repair and maintenance	0	0	0	0
Utilities, materials and supplies	15	15	15	15
Other subsidies and payments	200 650	29 000	1 000	1 000
Postal subsidy	0	0	0	0
Minor capital	0	0	0	0
	200 665	29 015	1 015	1 015
Total operating	203 854	32 319	4 319	4 319
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	203 854	32 319	4 319	4 319
Less: Revenues credited to the vote	0	0	0	0
Revenues credited to the Revolving Fund	0	0	0	0
Net budgetary expenditures	203 854	32 319	4 319	4 319
Non-budgetary (Loans, investments and advances)	0	0	0	0
Total	203 854	32 319	4 319	4 319

* Reflects best forecast of total spending to the end of the fiscal year including spending for the April 1997 enumeration and 36th general election.

** An amount of \$1 000 000 has been provided for each fiscal period beyond 1998-99 as an indicator of possible statutory expenditures which may be incurred during the year under the *Canada Elections Act*, the *Referendum Act* or the *Electoral Boundaries Readjustment Act*. These and additional funds to carry out the agency's statutory responsibilities will be drawn under the statutory authority should it become necessary.

Table 4: Program Resources by Program and Activity for the Estimates Year

(\$ thousands)	FTEs	Budgetary			Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending
		Operating	Gross Voted	Statutory Items*			
Administration	54	3 319	3 319	0	3 319	0	3 319
Elections/ Referendums	180	0	0	29 000	29 000	0	29 000
Total	234	3 319	3 319	29 000	32 319	0	32 319

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

Table 5: Net Cost of Program for 1998-99

(\$ thousands)	Administration	Elections/ Referendums	Total
Gross planned spending	3 319	29 000	32 319
<i>Plus: Services Received Without Charge</i>			
Accommodation provided by Public Works and Government Services Canada (PWGSC)	2 167	0	2 167
Contributions covering employees' share of insurance premiums and costs paid by TBS	182	0	182
Employee compensation payments provided by Human Resources Development Canada	12	0	12
	2 361	0	2 361
Total cost of program	5 680	29 000	34 680
<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	5 680	29 000	34 680
1997-98 Estimated net program cost*	6 291	200 650	206 941

* Reflects best forecast of total spending to the end of the fiscal year including spending for the April 1997 enumeration and 36th general election.

Table 6: Legislation Administered by the Office of the Chief Electoral Officer

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

Table 7: Statutory and Agency Reports

Office of the Chief Electoral Officer: Performance Report for the period ending March 31, 1997. November 1997.

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

Registered Political Parties' Fiscal Period Returns for 1996. July 1997.

Street Index. March 1997.

Guide to Federal Electoral Districts. March 1997.

Transposition of Votes: 1996 Representation Order. December 1996.

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

Serving Democracy: A Strategic Plan for Elections Canada. October 1994.

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

Table 8: References

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