



Office of the Chief Electoral Officer

1997-98
Estimates

Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Available in Canada through

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or by mail from

Canada Communication Group – Publishing
Ottawa, Canada K1A 0S9

Catalogue No. BT31-2/1998-III-33
ISBN 0-660-60088-9



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Approved

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.



Preface

The Office of the Chief Electoral Officer, known as Elections Canada, publishes this annual Expenditure Plan so Members of Parliament and their constituents can understand how the agency carries out its mandate and the human and financial resources it requires to do so.

The Part III for 1997-98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level plans and performance of the agency.

This document is structured to provide information to readers whose need for details may vary. The document is divided into four sections:

- Executive Summary
- Elections Canada's Plan
- Report On Performance – 1995-96, and
- Supplementary Information.

This expenditure plan is required in support of the expenses Elections Canada incurs under the Administrative Vote. Most of the activities described in this document, however, occur under the Statutory Authority. They are included to give parliamentarians a complete picture of the work planned, in progress and completed at Elections Canada.

It should be noted that, in accordance with Operating Budget principles, human resource consumption reported in this document will be measured in terms of employee full-time equivalents (FTEs).

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Section I

Executive Summary

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

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

Canadians insist on better service from their public agencies and, in a climate of fiscal restraint, demand that they be more productive. Elections Canada has and continues to respond to these expectations with concrete changes in the way it administers electoral events and manages its own operations. The agency focus is to:

- make improvements in service delivery,
- implement strategic planning,
- aid the process of electoral reform,
- continue making major advances in electoral geography,
- improve management systems and procedures,
- focus on professionalism throughout the organization,
- establish a register of electors which will reduce the costs of future electoral events.

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 and continued pressure to do a better job with fewer resources. These same pressures continue to drive the agenda at Elections Canada as the agency responds to new opportunities, expectations and needs. An important priority in the immediate future is to help the people of Canada maximize benefits from the advances that have already occurred. In this respect, the agency will continue to share knowledge, expertise and resources with provincial counterparts to advance the material goal of providing efficient, cost-effective and responsive electoral services to all Canadians.

At the same time, the agency will continue reaching 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

Section II Elections Canada's Plan

A. Introduction

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 and information about it more accessible to Canadians, and to assist parliamentarians with reform of electoral legislation and regulations.

Internationally, the agency will continue its work to help strengthen democratic institutions around the world.

Electoral Events

The agency has assigned priority to several initiatives that will enhance the cost-effectiveness of the electoral process through wider use of automated business systems and information technology tools. It will also improve the distribution of information aimed at improving compliance with electoral legislation.

A significant initiative related to improving the efficiency and cost-effectiveness of the electoral process is the Register of Electors Project. This initiative forms the basis of Bill C-63 which received Royal Assent on December 18, 1996. This bill will have a significant impact on the electoral process in Canada. Due to the timing of the passage of this bill, the plan as described herein does not include resources and impacts related to the legislation.

General Administration and Parliamentary Support

Priority has been given to efforts aimed at improving Elections Canada's internal operations to make them more cost-effective and efficient and to implement ongoing monitoring and assessment mechanisms to measure the results of these efforts. Several initiatives such as improvements to the management control framework are designed to serve this purpose and are part of the plan.

The agency will also continue to assist legislators in reforming electoral laws and processes. Recently passed legislation as well as recommended changes to the *Canada Elections Act* will have an impact on the way that Elections Canada conducts business in the future.

Objective of the Plan

To articulate the projects and work effort that Elections Canada will undertake in Fiscal Year 1997/98 to support the mandate and mission of the Agency.

Public Education and Information

Informing and educating Canadians about their electoral process and their democratic heritage is an important function of Elections Canada as prescribed in legislation. Initiatives in this plan continue this work and employ new technologies to enhance the delivery of information and improve how the agency interacts with the public.

International Missions

Elections Canada will continue working with the Department of Foreign Affairs and International Trade and the Canadian International Development Agency and other capacity building international organizations to help emerging democracies develop the institutional capacity to deliver democratic electoral events.

B. An Overview of Elections Canada

Elections Canada is an independent, non-partisan agency of Parliament serving the Canadian public, legislators, political parties and candidates. For more than a decade, the agency has also offered technical assistance and advice on electoral matters to other countries.

Figure 1
Authorities for 1997-98 – Part II of the Estimates
Financial Requirements by Authority

Vote (thousands of dollars)		1997-98 Main Estimates	1996-97 Main Estimates
20	Chief Electoral Officer		
(S)	Program expenditures	2,608	2,637
(S)	Salary of the Chief Electoral Officer	155	155
(S)	Expenses of Elections	20,650	20,650
(S)	Contributions to employee benefit plans	441	380
Total Agency		23,854	23,822

Figure 2
Agency Overview

(thousands of dollars)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Office of the Chief Electoral Officer	23,822	23,854	4,211	4,211
Initiatives to be approved	0	0	0	0
Revenue Credited to the Vote	0	0	0	0
Total Main Estimates	23,822	23,854	4,211	4,211
Revenue credited to the Consolidated Revenue Fund	0	0	0	0
Estimated Cost of Services provided by other Departments	2,640	3,087	3,087	3,087
Net Cost of the Agency	26,462	26,941	7,298	7,298

1. The Mandate of Elections Canada

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

This work is carried out in accordance with pertinent legislation, specifically the *Constitution Act*, the *Canadian Charter of Rights and Freedoms*, the *Canada Elections Act*, the *Referendum Act*, the *Northwest Territories Elections Act*, the *Electoral Boundaries Readjustment Act* and the *Dominion Controverted Elections Act*. The Office is also subject to other statutes of general application such as the *Financial Administration Act*, the *Public Service Employment Act*, the *Privacy Act*, the *Human Rights Act* and the *Official Languages Act*, among others.

Elections Canada carries out its mandate through the following activities:

- planning, organizing and administering federal elections and referendums and Northwest Territories elections by training, directing and supporting electoral officers in the discharge of their duties;
- ensuring compliance with and enforcement of the statutes;
- developing and implementing communications and voter education programs; and
- supporting the work of the federal electoral boundaries commissions.

Elections Canada has one of the largest client bases in the country, with close to 20 million electors on the electoral lists for the last general election in 1993. As well as serving the general public, we interact with federal political parties, members of Parliament and candidates throughout the electoral process. We appear frequently before Parliamentary and Senate committees to advise on issues of electoral legislation and procedure.

Our work, like that of other public agencies, is influenced by the decisions and policies of, among others, Treasury Board, the Auditor General, the Office of the Commissioner of Official Languages, the Privacy Commissioner and the Human Rights Commission.

Between elections, our many ongoing duties include maintaining the organization in a state of readiness for elections, micro-mapping all electoral districts into polling divisions, providing public education and information programs, liaising with provincial counterparts to explore ways to streamline electoral operations and effect economies, and providing advisors to electoral agencies in countries around the world that are developing democratic processes. The latter activity is undertaken in response to requests from and funded by Foreign Affairs and International Trade, the Canadian International Development Agency and various international organizations.

In the course of our activities, we continually seek improvements to the legislation governing our work, which may mean assisting the Privy Council Office, on behalf of the Minister designated under the statute, and committees of the House of Commons and the Senate. We also enlist the aid of government departments at all levels and a variety of non-government organizations to ensure that Canadians have full access to their electoral system.

2. Elections Canada's Values

An organization's values are constantly present and influence the decisions its executive makes. The following values are those that Elections Canada's employees defined when developing the Agency's Strategic Plan.

We are committed to...

- ensuring the integrity and openness of the electoral process
- fostering a fair and inclusive system which is accessible to the entire Canadian electorate
- encouraging and facilitating the participation of all Canadians in the electoral process
- providing our staff with training and development so that we can provide the agency's 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 world-wide
- efficiency and effectiveness in achieving objectives.

We firmly believe in...

- the impartiality and independence of the Office of the Chief Electoral Officer
- teamwork and open lines of communication throughout the organization
- a sense of community among staff who share, care and enjoy working together.

We encourage...

- innovation, creativity, initiative, and openness among all staff members.

3. Agency Objectives

The objectives of Elections Canada 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* and the *Referendum Act*;
- 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*; and
- to enable the electorate of the Northwest Territories to elect member to the Legislative Assembly in accordance with Northwest Territories *Election Act*.

The Elections Canada legislative framework is very prescriptive as to how the Agency carries out its mandate. The elements in 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.

- ***Northwest Territories Elections Act***: To administer, pursuant to an agreement with the Commissioner of the Northwest Territories, the conduct of elections to the Council of the Northwest Territories in accordance with the Northwest Territories *Elections Act*. (The agreement was made under Section 333 of the *Canada Elections Act* and Section 208 of the Northwest Territories *Elections Act*.)
- ***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.

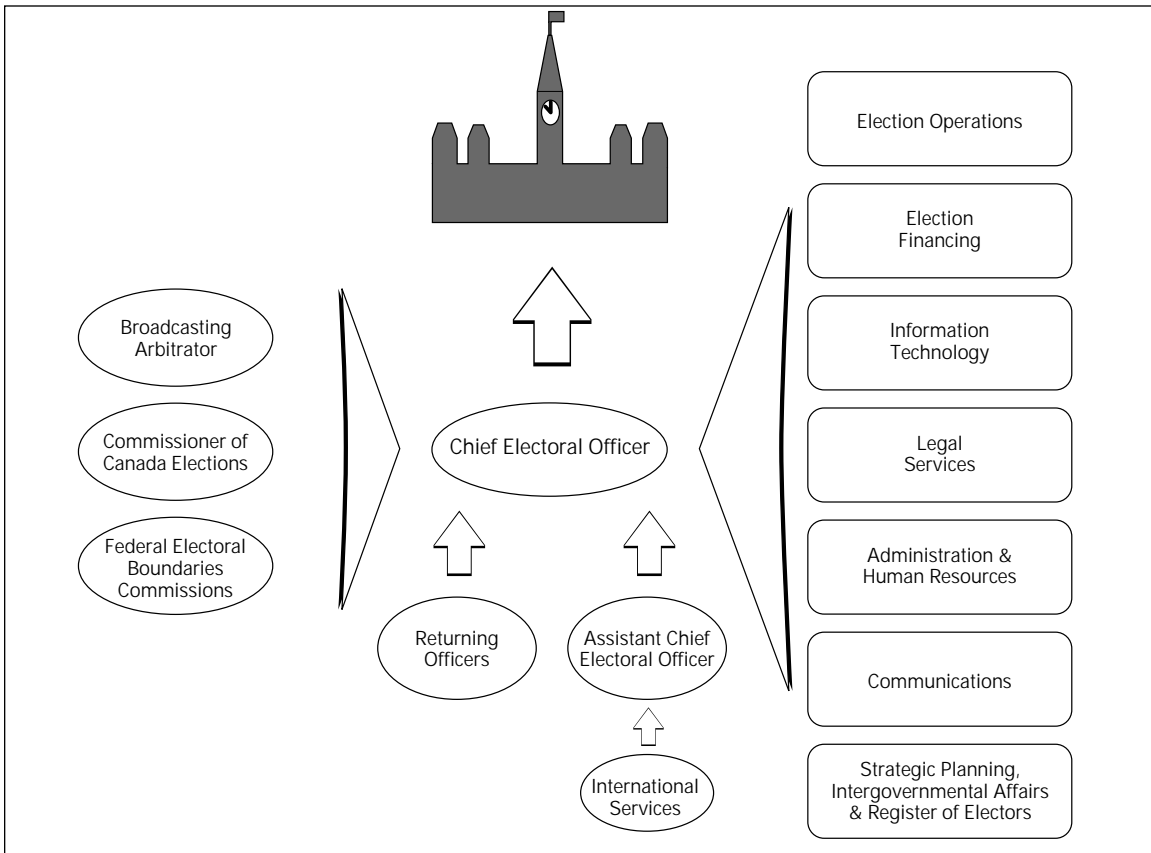
To register referendum committees, to exercise general direction and supervision over the referendum expenses provisions of the Act, including the receipt and audit of returns which are made available to the public; and to allocate free broadcasting time to registered referendum committees.

- ***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.

4. Organization for Program Delivery

Between electoral events, Elections Canada consists of a core group of staff at its Ottawa headquarters. When an electoral event is held, the agency requires the services of more than 250 000 people in electoral districts across the country.

The Chief Electoral Officer (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 Chief Electoral Officer is supported by the Assistant Chief Electoral Officer (ACEO), who is appointed by the Governor in Council. In addition to statutory responsibilities, the ACEO oversees international services, helping meet Canada's commitment to provide professional and technical assistance in support of democratic development in countries around the world.



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

The CEO oversees Elections Canada's seven directorates that carry out the administrative tasks involved in preparing for and running electoral events. The chart on the previous page illustrates the agency's organizational structure and reporting relationships.

5. Key Results Areas

Elections Canada's mandate defines its sphere of activity as the administration of the Canadian federal electoral system. Our mission calls for excellence, leadership and innovation. Our values are based on openness and integrity, professionalism, teamwork and communication. Our environment requires constantly greater levels of efficiency, containment of costs, and responsiveness to our clients and stakeholders in terms of consultation, and high quality service.

Based on these factors, the agency has identified six key areas in which it needs to achieve results. Each key area has been defined by one major goal. They are not listed in order of priority – each key result area is equally important.

Our purpose is to promote constructive change in our organization, change that reflects our values and enables us to respond to the needs and expectations of the Canadian public. In achieving results in these areas, we hope to improve the services and products covered by our mandate.

- **Quality Service Delivery** – To meet client expectations of excellence while maximizing efficiency, effectiveness and responsiveness in election delivery and administration.
- **Professionalism** – To provide leadership that promotes a work environment conducive to professional growth.
- **Parliamentary Support** – To promote the integrity of the electoral system in our support of parliamentarians in the development and ongoing review of electoral legislation and the establishment of compliance programs.
- **Community Awareness** – To promote and enhance public understanding and awareness of the electoral process and of our role in delivering it.
- **Innovation and Improvement** – To build capacity for change and comfort with new ideas in the organization with a view to improving our ability to deliver electoral events.
- **International Services** – To continue to support democratic development around the world by providing expert advisory, professional and technical services.

6. Operating Context and Environment

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 250 000 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 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.

Drive for Efficiency: 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. To do this we will use:

- **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 its 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.

7. Key Influencing Factors for Fiscal Year 1997/98

Legislation: A major factor influencing the work we do at Elections Canada is the impact of legislative change. Noted below are three bills that were recently passed that will have a significant impact on the work we will do in 1997/98.

Bill C-63 – related to a permanent register of electors and a shorter election calendar;

Bill C-243 – related to the reimbursements to political parties; and

Bill C-347 – related to the names of Electoral Districts.

Electoral Boundaries Readjustment Act: Based on the Representation Order of 1996, Elections Canada must be prepared to operate under 301 electoral districts at the next general election. However, since this Representation Order will only become effective following the dissolution of Parliament, Elections Canada must continue to be ready to manage by-elections and referendums under the 295 electoral districts established by the Representation Order of 1987.

Latter Part of the Business Cycle: As of November 1996, the agency is in the fourth year of the business cycle. As such, there is an increased possibility of an electoral event and therefore a heightened state of readiness will be pursued in fiscal year 1997-98.

C. Details of the Plan by Business Line

Elections Canada carries out its mandate under two distinct types of spending authorities – the Administrative Vote and Statutory Authorities. Administrative Vote funds are used primarily to pay salaries for certain indeterminate staff. Under the Statutory Authorities, the agency administers the funds required to prepare for and conduct electoral events, as well as other activities required by statute.

Essentially, therefore, the agency has two lines of business – Administration and Electoral Events.

Figure 3
 Net Cost of the Program by Business Line/Activity
 1997-98 Main Estimates

(thousands of dollars)	Operating	Statutory Payments	Gross Expenditures	Less: Revenue Credited to the Vote	Total Main Estimates
Business Lines/Activities					
Administration	3,204	0	3,204	0	3,204
Elections/Referendums	0	20,650	20,650	0	20,650
	3,204*	20,650	23,854	0	23,854
Other Revenues and Expenditures					
Revenue credited to the Consolidated Revenue Fund					0
Estimated Cost of Services provided by other Departments					3,087
Net Cost of the Program					26,941

*Includes contributions to employee benefit plans and the salary of the Chief Electoral Officer.

Figure 4
 Planned Spending

(thousands of dollars)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Business Lines/Activities				
Administration	3,172	3,204	3,211	3,211
Elections/Referendums	20,650	20,650	1,000*	1,000*
Total	23,822	23,854	4,211	4,211

* An amount of \$1,000,000 has been provided for each fiscal period beyond 1997-1998 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.

1. Business Lines

a) Administration

The Administration business line includes the management of headquarters operations and of the statutory functions assigned to the Chief Electoral Officer outside of the electoral period. These management activities include: the review and study of electoral procedures and election expenses provisions of the Act; the compilation and preparation of statutory and statistical reports and books of instructions for election officers; candidates and political parties; and the payment of all administrative and statutory accounts.

b) Electoral Events

The agency's purpose is to plan for and deliver electoral events in accordance with the provisions of the *Canada Elections Act*, the *Referendum Act*, the *Electoral Boundaries Readjustment Act* and the Northwest Territories *Elections Act*.

2. Activity areas and expected results

In its day-to-day operations, the work performed by Elections Canada falls into four areas of activity

- a) Event
- b) General Administration and Parliamentary Support
- c) Public Education and Information
- d) International Missions

These are described below in terms of plans and expectations of ongoing activities and specific corporate initiatives for planning year 1997-98.

a) Event

The event activity has been subdivided into Event Delivery and Event Readiness, and "corporate strategies" related to this activity.

Event Delivery

Strategy: To conduct electoral events that are efficient, cost-effective and respond to the needs of Canadians.

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.

When an event occurs, the administrative and statutory activities are prescribed by legislation. The planning for an event is included in the “Event Readiness” activity below.

Results Expectations

To provide Canadians with:	To be demonstrated by:
<p>an electoral process that is accessible and efficient; enhances participation; ensures transparency and fairness.</p>	<ul style="list-style-type: none"> • electoral process accessible to all electors; • electorate, including those with special needs, aware of their right to vote and the electoral process; • electoral events delivered in accordance with legislation; • enhancements to electoral processes tested and implemented; • effective compliance monitoring and enforcement program; • timely audit of financial returns and public disclosure of campaign finance information; • statutory reports submitted to Parliament in accordance with legislation; • cost per elector decreased; • post-event evaluation conducted.

Event Readiness

Strategy: To achieve and maintain a state of readiness to conduct electoral events in a manner that is efficient, cost-effective and responsive to the needs of Canadians.

Elections Canada employs life-cycle planning to ensure it is ready to deliver an electoral event at all times. This strategy involves a continuous approach to planning, organizing, conducting, monitoring and evaluating electoral events. The process of achieving and maintaining readiness encompasses a number of distinct, ongoing initiatives that include the review and revision of:

- forms, guides and instruction manuals used to manage the electoral process;
- materials used to train returning officers and their staff as well as for political parties, candidates and referendum committees and their agents and auditors;
- the data in the information bank used to identify electoral geography;
- the automated systems and databases that support the delivery of electoral events;
- the information programs and materials used to reach electors.

In preparation for the delivery of the next electoral event, Elections Canada will:

- continue to manage the voter registration system known as Elections Canada Automated Production of Lists of Electors (ECAPLE) system and update the related database.
- continue to provide refresher courses to re-appointed returning officers.
- continue to provide comprehensive training courses to newly appointed returning officers.
- continue to upgrade existing systems that support the delivery of electoral events design and implement new systems as required.
- continue with the next phase of the project to create a register of electors.

Results Expectations

To provide Canadians with:	To be demonstrated by:
<p>an electoral process that is accessible and efficient; enhances participation; ensures transparency and fairness.</p>	<ul style="list-style-type: none"> • management support systems in a state of readiness; • forms, manuals and training material in a state of readiness; • systems and databases in a state of readiness; • information programs in a state of readiness; • returning officers trained and ready to act; • electoral events delivered as required by legislation whenever they may be called.

Electoral Process Enhancement

Strategy: To make electoral processes more cost-effective and responsive to participants.

Register of Electors: A significant initiative for fiscal year 1997/98 will be the Register of Electors Project. This project is based on recently passed legislation (Bill C-63).

The Register of Electors is an automated database of qualified electors. It contains each elector's name, address, gender and date of birth, and will be updated between events using existing federal and provincial data sources.

The register is used to produce the preliminary list of electors for a general election, a referendum, or a by-election, eliminating the need for door-to-door enumeration. It offers the potential for sharing of register information with any bodies responsible under provincial law for establishing a list of electors. These are mainly provincial, territorial, and municipal governments and school boards.

The “build” phase of the Register of Electors will be completed during fiscal year 1997/98 with all data elements operational while the system development of the “build” phase is scheduled for completion in the Fall of 1997. Any information provided by electors or data suppliers prior to system completion will be phased in as received. Due to the recent passage of Bill-63 on December 18, 1996, resource requirements for this initiative are not included in this document.

Results Expectations

To provide Canadians with:	To be demonstrated by:
a more cost-effective registration process and higher quality electoral lists.	<ul style="list-style-type: none"> • reduced costs for registration; • more accurate final lists of electors.

Other Initiatives: In addition to the Register Project, Elections Canada will undertake several initiatives to improve the cost-effectiveness of other electoral processes. These include:

- redesign of the system to process financial returns from candidates, political parties and referendum committees and development of an automated process for electronic filing of these financial returns.
- continued automation of the business systems in the offices of returning officers and the integration of these systems with head office functions.

Results Expectations

To provide Canadians with:	To be demonstrated by:
a more efficient electoral process through enhancements in electoral administration.	<ul style="list-style-type: none"> • reduced paper burden in returning officers’ offices; • improved information flow between returning officers’ offices and head office; • simplified process and filing of financial returns for parties and candidates, and referendum committees; • reduced transaction processing times; • improved compliance with statutory requirements; • improved data quality; • more timely data for the purposes of publication of such information as election or referendum results, campaign finance information and statutory reports.

Explore opportunities to develop alliances

Strategy: Explore opportunities to develop alliances which will allow Elections Canada to capitalize on its distinctive expertise and capabilities and those of other organizations.

Elections Canada will explore opportunities to:

- establish agreements to share elements of common cartographic and address databases with federal and provincial agencies, both electoral and non-electoral;
- establish strategic alliances with other organizations for co-development projects and joint investments in electoral administration development.

Results Expectations

To provide Canadians with:	To be demonstrated by:
intergovernmental alliances that share electoral expertise and capabilities.	<ul style="list-style-type: none"> • agreements signed with other agencies, both electoral and non-electoral; • reduced cost for electoral administration.

b) General Administration and Parliamentary Support

General Administration

Strategy: To provide efficient and cost-effective administrative support to Elections Canada.

Like so many public sector agencies, Elections Canada is called upon to provide more and improved services with fewer resources. The agency responds to this challenge by:

- mobilizing the tools of information technology to achieve greater efficiency in its internal operations;
- using an integrated planning process to ensure priority action goes to initiatives that are critical to accomplishing agency objectives, and which are statutory responsibilities;
- developing and implementing training programs to ensure staff have the skills an evolving organization requires.

Elections Canada will also investigate opportunities to renew and integrate the agency's administrative systems.

Results Expectations

To provide Canadians with:	To be demonstrated by:
efficient and effective administrative support within Elections Canada.	<ul style="list-style-type: none"> • improved administrative efficiency and effectiveness; • training programs developed and implemented; • integrated planning process improved and implemented.

Parliamentary Support

Strategy: To provide technical expertise and analysis to promote and support the ongoing revision of electoral legislation.

Elections Canada continues to be an active participant in the process of reforming electoral laws and processes. It provides legislators with analysis, advice and assistance in reconciling electoral law and its administration with the realities of modern-day Canada.

Activities will be to:

- support parliamentary efforts to review and revise electoral legislation resulting from recommendations contained in the Annex to the CEO's statutory report on the 35th General Election.
- adapt and print the Referendum Regulations to take into account the amendments to the *Canada Elections Act* to implement the Register of Electors.

Results Expectations

To provide Parliamentarians with:	To be demonstrated by:
technical expertise in electoral matters.	<ul style="list-style-type: none">• timely, high quality documentation, presentations and advice.

Management Control Framework

Strategy: To implement ongoing monitoring and appraisal mechanisms in order to:

- assess the quality, reach, and cost-effectiveness of the agency's service delivery;
- assess the cost-effectiveness and compliance of the agency's processes and procedures, and the management and use of resources;
- provide relevant timely information for management decision-making.

Elections Canada will complete the implementation of new and revised management reporting systems. These systems will use software tools to provide the data and analysis required for more effective administration of both electoral events and the agency's day-to-day operations. The agency will also carry out phase 2 of its five-year audit program to review and assess its administrative and electoral operations.

The performance measurement framework and the costing framework will be enhanced to support the measurement of results.

Results Expectations

To provide Canadians with:	To be demonstrated by:
assurance that the agency's management control framework is in place and operating efficiently and effectively.	<ul style="list-style-type: none"> • improved management reporting for decision making; • audits and reviews conducted according to plan and the results acted upon; • agency results measured and reported.

Improved understanding of electoral legislation

<p>Strategy: To improve understanding of electoral legislation in order to improve compliance through provision of high quality information to clients within and outside Elections Canada.</p>

To improve the understanding of electoral legislation in order to increase compliance through the provision of high quality information to Elections Canada's clients and staff, Elections Canada will:

- prepare and distribute Interpretation Bulletins on the provisions of the *Canada Elections Act* to Elections Canada staff, returning officers, candidates and political parties.
- maintain an electoral precedent bank.
- provide library and research services.
- conduct briefings and presentations to political parties and candidates.

Results Expectations

To provide Canadians with:	To be demonstrated by:
clear and concise interpretation and information on electoral legislation.	<ul style="list-style-type: none"> • better understanding of legislation; • reduced errors on financial returns; • reduced occurrence of non-compliance; • reduced cost and improved efficiency; • reduced number of prosecutions.

c) Public Education and Information

General Program

<p>Strategy: To undertake programs that educate and inform Canadians about the electoral process and their democratic heritage.</p>

Both during and between electoral events Elections Canada conducts programs to educate and inform Canadians about the electoral process and their democratic heritage. In recent years the agency has undertaken information initiatives aimed at targeted publics who may experience difficulty exercising their franchise. Persons with special needs include electors with disabilities, new citizens, members of ethnic minorities, aboriginal peoples, youths, first-time electors, Canadians residing temporarily outside Canada and other electors eligible to vote by special ballot.

The agency uses modern print and electronic communications tools to reach the public and is exploring new media including the expanded use of Internet CD-ROM technology as interactive media to reach the public in Canada and around the world.

Results Expectations

To provide Canadians with:	To be demonstrated by:
an understanding of the electoral process.	<ul style="list-style-type: none"> change in public awareness and knowledge.

Corporate Communications Plan

Strategy: To implement a Corporate Communications Plan for all of Elections Canada for the development of responsive information and voter education programs to the public through technology enhancements in the public enquiries centre, the development of interactive media tools and electronic publishing innovations.

Elections Canada will undertake a number of initiatives to implement its newly-adopted Corporate Communications Plan. These include:

- responsive information and voter education programs to increase awareness among groups with special needs – youths, aboriginal voters, new Canadians and people with learning disabilities or low literacy skills – of their right to vote and how to exercise that right.
- the use of advanced technology to upgrade the agency’s public enquiries centre.
- production of a CD-ROM on the electoral process.
- an electronic interactive component for the “Canada at the Polls” election simulation kit.
- enhancement of Internet Web site through new design and additional information service offerings.

The agency will also continue initiatives that enhance public knowledge of the electoral system and Canada’s democratic heritage. The popular exhibit, *Serving Democracy – Behind The Ballot Box* will embark on a cross-Canada tour. The agency will also continue its educational work among Canada’s youth by participating in the annual Salon International Pepsi Jeunesse in Montreal and the annual Forum for Young Canadians in Ottawa.

Results Expectations

To provide Canadians with:	To be demonstrated by:
greater access to and awareness of the electoral process.	<ul style="list-style-type: none">• enhanced information and voter education programs implemented;• documents published and information made available electronically;• enhanced public awareness and knowledge of the organization and the electoral process;• implementation of new interactive communications tools.

Corporate Image

Strategy: To develop and project the corporate image and to explore and create new avenues for enhancing public knowledge of the organization.

Elections Canada will:

- use the Internet and other technology tools as a medium for electronic publishing, and for interactive communication with the public.

Results Expectations

To provide Canadians with:	To be demonstrated by:
Internet access to information on the electoral process and to Elections Canada's publications and to provide Canadians abroad with the possibility to register with Elections Canada using the Internet.	<ul style="list-style-type: none">• expanded use of the Internet as a communication tool;• user satisfaction with the information;• development of a prototype interactive kiosk.

d) International Missions

General Activities

Strategy: To help emerging democracies around the world develop the institutional capacity to deliver democratic electoral events.

As an ardent supporter of democracy and democratic elections throughout the world, Canada has helped establish a variety of multilateral programs to help emerging democracies develop the institutional capacity to deliver democratic electoral events. Elections Canada supports this effort by providing technical and professional assistance through a variety of missions to other countries

and regularly briefs foreign delegations visiting Canada to learn more about this country's electoral system. International activities are undertaken in response to requests from Foreign Affairs and International Trade and from the Canadian International Development Agency (CIDA). Funding also comes from these sources.

Results Expectations

To provide Canadians with:	To be demonstrated by:
increased involvement in the emergence of democracy around the world.	<ul style="list-style-type: none"> increase in number of missions.

Support For Democratic Development

Strategy: Support democratic electoral processes around the world.
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In the coming year, the agency will:

- continue a project, started in late 1995, aimed at providing Russia's electoral agency with proficiency in producing lists of electors, electoral cartography and electoral legislation.
- undertake activities with Mexico's Federal Electoral Institute to help strengthen electoral systems and democratic institutions.

Results Expectations

To provide Canadians with:	To be demonstrated by:
increased involvement in the support of democracy around the world.	<ul style="list-style-type: none"> training and technical support to Russian electoral officials; joint activities with Mexico.

Section III

Report On Performance – 1995-96

A. Overview of Elections Canada's Performance

When Canadians step behind screens in polling stations to mark electoral ballots, they are probably unaware of the enormous endeavour that made that moment possible. That's as it should be. Elections Canada devotes most of its time and energy to ensuring the country's electoral process functions smoothly and with such apparent ease that Canadians can take it for granted.

Electoral Events: In the 1995-96 fiscal year, the agency had ample opportunity to measure its performance and test new procedures and processes under operational conditions. It ran by-elections in a total of six federal ridings and a general election in the Northwest Territories. At the same time, Elections Canada positioned itself to deliver the next Canada-wide electoral event by ensuring the tons of supplies needed were ready to be shipped, the management and financial support systems were ready and tested, polling station locations were identified and electoral officials were properly trained.

Electoral Boundaries: The agency also provided vital support to help the electoral boundaries commissions complete their redrawing of Canada's electoral districts. This activity gave Elections Canada the opportunity to put its sophisticated electoral cartographic system to work generating computer-drawn maps and detailed profiles of each federal riding.

Mapping: Electoral cartography had been a top priority with Elections Canada for three years and the Geographic Information System (GIS) database that resulted is now an important Canadian resource. Reaping additional dividends from the project is a new priority and individual projects designed to capitalize on this asset are part of the agency's plan.

These advancements in electoral cartography open the door to greater efficiencies in electoral administration. Quickly and with minimal effort, it will be possible to produce up-to-date versions of electoral lists and a range of maps and other documents that will make planning and conducting the vote more efficient. It is also possible for Elections Canada to share lists of electors with other jurisdictions.

Figure 5
Agency Planned and Actual Spending

(thousands of dollars)	Actuals 1993-94	Actuals 1994-95	Main Estimates 1995-96	Actuals 1995-96
Business Lines/Activities				
Administration	3,228	3,175	3,184	3,129
Elections/Referendums	153,387	32,683	19,500	22,732
Total	156,615	35,858	22,684	25,861

Other Achievements: The agency completed several measures to improve internal operations and provide better service to the public. These included:

- initiatives to improve operational efficiency and staff professionalism;
- a planning process that keeps staff focused on mission-critical objectives;
- first phase work to establish a data bank of electoral jurisprudence;
- adoption of a new Corporate Communications Plan;
- improved access to Elections Canada via the Internet.

Work planned but not completed: Due to readiness activities, the general election in the Northwest Territories, and federal by-elections in March 1996, some activities planned for 1995-96 were deferred to early 1996-97. These were mainly related to initial phases of systems development projects.

Performance Measurement

The past fiscal year also saw Elections Canada start to put in place a framework for the measurement of results. This work must take account of the unique conditions under which Elections Canada operates. The agency's true business cycle is determined by electoral events and can be as long as five years. The agency exists to deliver these events and how well they are delivered is the true measure of the agency's effectiveness. After each event, Elections Canada reports to Parliament and describes the impact of its initiatives aimed at making electoral event delivery more efficient, cost-effective and accessible, as well as maintaining fairness and transparency in the electoral process.

As a concrete measure, Elections Canada conducts its own surveys as well as contracting external organizations for surveys of the electorate. In addition, post-event evaluations are held with returning officers and Elections Canada staff, to evaluate the conduct of the electoral event and identify areas for improvement.

Elections Canada is preparing a study on voter opinion, attitudes and behaviour during the next general election. The study will examine such issues as how voters get information on the electoral process, why some people vote and others don't, the kinds of information voters find persuasive and credible and whether Canadians find their electoral process fair. In the study, Elections Canada plans to include research on issues such as public attitudes towards the impact of technology on electoral processes. Conclusions drawn from the research will provide Elections Canada with valuable data for assessing its performance and for determining future action. The study is proposed as a joint venture with a group of political science researchers, a factor that would enhance the cost effectiveness of this undertaking.

Between events, Elections Canada reports to Parliament annually, describing projects undertaken and planned and monies spent and budgeted according to the federal fiscal cycle. The agency recognizes and supports the desire of parliamentarians to receive information each year that allows them to measure how well federal departments and agencies are doing their jobs. In this respect, Elections Canada is striving to build performance measurement into its operations so actual results can be measured against corporate goals and the objectives set out for various initiatives. In this way, both the agency and parliamentarians will be able to judge performance.

Elections Canada publishes a number of detailed reports. The appendix provides a listing of publications that provide financial, statistical, narrative, and other performance-related information on the agency's statutory activities and accomplishments.

Highlights of Elections Canada's performance in years prior to 1995-96 have been reported to Parliament in previous years' Expenditure Plans as well as through various statutory reports and publications.

B. Performance Report By Business Line/Activity Areas For 1995-96

The results expectations attached to activity areas described in this document are the first attempt by the agency to report on results. It should be noted that the results expectations contained in this performance report were developed at the same time as the writing of the report due to the timing of the requirement to report on results introduced with the revised Expenditure Management System. This is very much a work in progress and performance measurement reporting will evolve as the process matures.

1. Event

a) Event Delivery

Results Expectations

- electoral process accessible to all electors;
- electorate, including those with special needs, aware of their right to vote and the electoral process;
- electoral events delivered in accordance with legislation;
- enhancements to electoral processes tested and implemented;
- effective compliance monitoring and enforcement program;
- timely audit of financial returns and public disclosure of campaign finance information;
- statutory reports submitted to Parliament in accordance with legislation;
- cost per elector decreased;
- post-event evaluation conducted.

In 1995-96 Elections Canada delivered by-elections in six federal electoral districts and a by-election and a general election in the Northwest Territories. These events served as a check on the agency's electoral preparedness and provided an opportunity to test new systems and procedures. In addition to this, in 1995-96 Elections Canada concluded activities from the 1993 General Election and from the February 1995 by-elections.

March 1996 By-Elections

On February 7, 1996, the Prime Minister announced that by-elections were to be held on March 25 in six vacant federal ridings – Humber–St. Barbe–Baie Verte (NF), Labrador (NF), Lac-Saint-Jean (QC), Papineau–Saint-Michel (QC), Saint-Laurent–Cartierville (QC) and Etobicoke North (ON). In the two Newfoundland ridings a provincial general election that was already in progress complicated recruitment of election workers as most of the people who could have been suggested by the political parties were already engaged.

Delivering the six federal by-elections of March 25, 1996 required Elections Canada to go through all the steps needed to stage a general election; the difference was only in scale. For the by-elections Elections Canada:

- reviewed and updated public information materials;
- briefed returning officers on new and revised procedures;
- activated event-related computer programs, financial and administrative processes;
- organized and distributed manuals, forms and training material for officials to use;
- answered public enquiries;
- adapted the Special Voting Rules for the purposes of a by-election;
- amended the Tariff of Fees;
- processed payments to approximately 6 000 election officers and suppliers; and
- posted polling night results on the Internet.

Figure 6
Estimated Costs for the March 1996 Federal By-Elections

Electoral District	Total Cost (dollars)	Cost per Elector (dollars)
Humber–St. Barbe–Baie Verte, NF	357,198	6.45
Labrador, NF	228,726	12.08
Papineau–Saint-Michel, QC	315,312	6.30
Saint-Laurent–Cartierville, QC	358,912	6.01
Lac-Saint-Jean, QC	340,981	6.86
Etobicoke North, ON	357,339	5.86
Electoral Districts Cost	1,958,468	6.64
Ottawa Headquarters	691,788 ¹	
Total Estimated Cost	2,650,256	

¹Includes forecast expenditures of \$130,971 for the 1996-97 fiscal year.

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

The by-elections afforded Elections Canada an opportunity to test the address-assisted enumeration process.

Enumerators received enumeration records for use in their polling divisions. Each record contained pre-printed information from the 1993 final list of electors identifying electors' addresses. Each enumerator also had a supply of blank enumeration records to collect and record information not already pre-printed on the forms, e.g., new addresses and their eligible new occupants.

This procedure reduced the amount of data collection performed by enumerators. Rather than having to write down all the information at each address, enumerators added names of qualified electors and indicated changes to existing address information.

When Elections Canada personnel evaluated the procedure afterwards, they found that generally it was more efficient than traditional methods.

The mail-in ballot process, introduced for the general election of 1993, was adapted for the by-elections, allowing electors living abroad to vote. Eligible electors already on the nearly 14 000-name international register of electors automatically received voting kits. Others were urged to pick up applications for registration and send or fax them back to Canada. Because it is essential that electors using the Special Voting Rules act without delay, Elections Canada sent voter information to Canadian diplomatic missions and consular posts around the world as soon as the by-elections were called.

Steps were also taken to ensure that military personnel, hospitalized electors and eligible electors in correctional centres had the opportunity to vote.

- Canadian Forces personnel eligible to vote received a special ballot voting kit by mail when the writs were issued.
- Returning officers took special measures to ensure acute care patients hospitalized during the election period had the opportunity to vote.
- Procedures were modified to allow incarcerated electors to register and vote by mail.

Following a court judgement on inmate voting, the March by-elections expanded the number of incarcerated electors who could vote. Since the adoption of Bill C-114 by Parliament in 1993, that right applied only to people serving terms of two years less a day. In December 1995, Mr. Justice Howard Wetston of the Federal Court of Canada ruled that this restriction violated the *Canadian Charter of Rights and Freedoms*. In response, Elections Canada updated the guides and registration forms prepared for incarcerated electors to remove any reference to length of sentence.

Northwest Territories Election

Figure 7
Estimated Costs of the Election of the Thirteenth Legislative Assembly
of the Northwest Territories 1995

	Total Cost (dollars)	Cost per Elector (dollars)
Electoral Districts Cost	429,177	12.63
Elections NWT Headquarters Cost	433,213	12.75
Subtotal	862,390	25.38
Elections Canada Cost ¹	204,661	
Total Estimated Cost	1,067,051	

¹Includes forecast expenditures of \$30,436 for the 1996-97 fiscal year.

On May 8, 1995, a by-election was held in the riding of Aivilik. The by-election ran smoothly. Overall direction and supervision were in the hands of the clerk of the Legislative Assembly. The Co-ordinator of Operations at Elections NWT handled day-to-day administration, in close liaison with Elections Canada.

Elections Canada is responsible for administering elections in the Northwest Territories until 1999 when the area divides into the territories of Nunavut and the western territory. The agency fulfilled its role by overseeing and providing support for the Northwest Territories General Election of October 16, 1995. The support included the training of election officials, the provision of supplies and the review and recommendation that the NWT tariff of fees be amended to accommodate changes in the Northwest Territories *Elections Act* and logistical support. The agency also published two reports on this event in three languages – English, French and Inuktitut. One report set out the official voting results and the other was a narrative of the event. The narrative report was described as the “Best report as to content and format that has been presented to the Legislative Assembly” (David Hamilton, Clerk of the Legislative Assembly).

This election was marked by increased participation both among voters and candidates.

To facilitate timely and efficient management of the event, the Chief Electoral Officer delegated specific powers to the Clerk of the Legislative Assembly and Chief Plebiscite Officer. This process was most successful. NWT electoral officials have demonstrated such professionalism managing two general elections and two by-elections in the last five years, that the CEO recommends that Elections Canada’s role as an overseer of NWT electoral events come to an end and that a Chief Electoral Officer for the territory be appointed.

NWT Election At A Glance	
Electoral Districts	24
Polling Divisions	123
No. of Electors on lists	32 577
Voter Turnout	75.43%
Total Votes	24 568
Spoiled Ballots	133

This election chalked up a first in federal electoral history – the posting of voting results on the Internet, a communications tool that links residents of this vast, sparsely populated land. This pilot project provided information in English and French and allowed access to results by riding. Users could also make comments and ask questions that were later answered by Elections Canada.

To conclude work from the 1993 general election and the February 1995 by-elections

Fiscal year 1995-96 saw the completion of final tasks to close the books on the 35th federal general election. One of these tasks was production of the report on the *Contributions and Expenses of Registered Political Parties and Candidates*. It provides information on the contributions received and the election expenses incurred by the registered political parties and the candidates during the election. It also records the summaries of the returns submitted by registered political parties for the fiscal periods 1989 to 1993.

The Commissioner of Canada Elections was still dealing with enforcement matters from the election. They involved complaints about advertising irregularities, election finances, employer failures to allow enough time for voting and fraudulent use of ballot papers. Of the 1 075 complaints that flowed from that event, 4 were still active at the end of 1995-96. A total of 28 complaints resulted in prosecutions. The low number of prosecutions reflects the first priority of the Commissioner which is to encourage compliance. The Commissioner consents to prosecution only when the evidence presents a realistic prospect of conviction and the public interest would be served.

For the February 1995 by-elections, the following activities were completed in 1995-96:

- conducted audits of candidates' election expenses returns.
- published *The February 1995 By-Elections: Another Step Forward*.
- published the *Official Voting Results and Candidates' Contributions and Expenses Report*.
- investigated enforcement matters.

Innovations

Elections Canada constantly seeks ways to make the delivery of electoral events more cost-effective. Small-scale events, such as by-elections and the NWT election, present opportunities to test new procedures and technologies and assess their potential for use at national electoral events.

- **May 1995:** The ECAPLE system was adapted for use in the NWT spring enumeration and used to produce computerized lists of electors.
- **October 1995:** The NWT general election inaugurated Elections Canada's use of the Internet to inform electors and to post voting results.
- **March 1996:** Address-based enumeration was used for the first time.

- **March 1996:** Elections Canada tested the effectiveness of the Internet as a tool for communicating with the Canadian electorate. All news releases issued during the election period were posted on the Internet as were lists of official candidates, addresses of their campaign offices, the names, office addresses, phone and fax numbers of returning officers and profiles of the six ridings. All information on voting by Canadian electors living abroad or absent from their ridings was formatted for direct on-screen access, including the special ballot registration form, which could be downloaded from the web site.

On election night, as votes were counted, each returning officer posted the minute-by-minute results locally on a computer and sent them by modem to the Elections Canada server, which were then posted on the Internet.

- **March 1996:** The agency used a variety of advertising campaigns that were tailored to specific riding characteristics. Of the six electoral districts, three were urban and three were rural. In the urban ridings, a series of flyers was distributed to each household by Canada Post. In the rural ridings, a single flyer was distributed by Canada Post during enumeration week but the main publicity effort consisted of advertisements in local dailies and weeklies and on radio stations.

b) Event Readiness

Results Expectations
<ul style="list-style-type: none"> • management support systems in a state of readiness; • forms, manuals and training material in a state of readiness; • systems and databases in a state of readiness; • information programs in a state of readiness; • returning officers trained and ready to act; • electoral events delivered as required by legislation whenever they may be called.

Elections Canada must be prepared at all times to administer federal general elections, by-elections, federal referendums and elections and by-elections in the Northwest Territories. In the fiscal year 1995-96, the agency undertook several initiatives aimed at achieving and improving its ability to fulfill this important mandate.

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

Electoral event supplies: Elections Canada reviewed, revised and reordered material required for the next electoral event. About 800 tonnes of material has been delivered and it has been sorted and reorganized into kits that are ready to be shipped to returning officers.

Electoral Supplies Ready	
All supplies (tonnes)	800
All items	38 266 228
Total kits assembled	
for enumerators	59 500
for revising agents	3 600
for candidates	2 500
for advance polls	4 000
for ordinary polls	60 000
for polling day registration	6 400
Sheets of ballot paper	4 706 000
Voting compartments	65 295
Ballot boxes	65 295

Fees tariffs: The tariffs set out the fees, and allowances allowed to returning officers and other persons who provide services during electoral events. The Federal Election Fees Tariff and the Referendum Tariff were reviewed and amendments have been drafted to harmonize the two.

Training for election officials: Elections Canada produced new training videos for returning officers, deputy returning officers, central poll supervisors and for coordinators who handle ballots under the Special Voting Rules. Included in this output was a video presentation of the returning officer code of conduct, which serves as a companion piece to the written code, and another instructing them how to manage the supplies they receive for electoral events.

Other initiatives that brought the agency to a heightened state of event readiness include:

- production of instructional material to train workers who are hired for an event;
- modification of procedures to hire staff for electoral events;
- modification and testing of the various automated systems Elections Canada uses to administer electoral events;
- recruitment of advertising agencies to handle national and regional advertising;
- introduction of an address-based enumeration system, built around the ECAPLE (Elections Canada Automated Production of Lists of Electors) system database, to reduce costs, cut down on errors and reduce the workload of enumerators;
- use of the agency's Geographic Information System (GIS) to produce digitized maps of all electoral districts, including those created or changed through the recent redistribution. Computerized mapping will greatly simplify establishment of future polling division boundaries. Once appropriate data are entered, Elections Canada staff can create new polling divisions right on screen and instantly see how many electors live there;
- improvements made to reporting systems.

c) Electoral Boundaries

Results Expectations
<ul style="list-style-type: none"> • provide administrative and technical support to Electoral Boundaries Commissions; • implement results of commissions work.

To support electoral boundaries redistribution

In fiscal year 1995-96, Elections Canada resumed activities in support of electoral boundaries redistribution. The redistribution process, suspended by Bill C-18 in June 1994, resumed on June 22, 1995.

Upon resumption, the Chief Electoral Officer submitted the reports of the boundaries commissions to the Speaker of the House. These reports increase the number of electoral districts from 295 to 301. This revision will be in force for any general election called one year after a new representation order is promulgated, i.e. January 9, 1997.

During the waiting period for the new boundaries to become effective, and with the appointment of returning officers for the 301 districts, Elections Canada will keep two sets of returning officers available for electoral events; one set for the 295 districts and one for the 301 districts. (In some cases, the same person may act as returning officer under both sets of boundary configurations.) For the 301 districts, training for new returning officers and refresher courses for experienced returning officers began after proclamation of the representation order.

The 301 new electoral districts will be in effect for a general election called after January 8, 1997. However, a federal referendum or by-election held before the next dissolution of Parliament, would be conducted according to the 295 electoral districts. In order to maintain a continuous state of event readiness during this transitional period, multiple scenarios have to be prepared, and staff must be trained and available to implement any or all of these scenarios as events unfold.

To computerize electoral mapping

In fiscal year 1995-96, Elections Canada entered the final phase of a major, multi-year initiative aimed at producing digitally generated maps of all electoral districts. The actual production of these maps began towards the end of the fiscal year 1995-96. In early 1996, Elections Canada delivered computer-generated maps for all electoral districts, including all those newly created or reorganized as a result of redistribution.

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. This advancement also creates opportunities to share lists of electors with other jurisdictions in the future by organizing them to fit particular polling division boundaries. The GIS is a key component of the Register of Electors, which is described below. Electoral mapping is also critical to the success of the electoral boundaries redistribution process, also described in this document.

The Redistribution of Seats (previous number of seats in brackets)		
Newfoundland	7	(7)
PEI	4	(4)
Nova Scotia	11	(11)
New Brunswick	10	(10)
Quebec	75	(75)
Ontario	103	(99)
Manitoba	14	(14)
Saskatchewan	14	(14)
Alberta	26	(26)
British Columbia	34	(32)
NWT	2	(2)
Yukon	1	(1)
Canada Total	301	(295)

A core feature of the GIS is a database that links polling division maps to a range of textual information from polling division descriptions to lists of electors. To create the GIS, Elections Canada is building upon work already done by other organizations, such as Statistics Canada, Natural Resources Canada and Canada Post.

d) The Register of Electors

Results Expectations

To establish a steering committee and to study the feasibility of a register of electors.

In January 1995, a Register of Electors project team was formally established by Elections Canada. Its mandate was to assess the feasibility of eliminating door-to-door enumeration by creating a Register of Electors that is updated by existing data sources and has the capability of being shared among jurisdictions.

During 1995-96, work began in earnest for the Register of Electors project. A steering committee was established and a report on a feasibility study was commissioned. The outline of this Research and Feasibility study was presented to the Standing Committee on Procedure and House Affairs in April, 1995 and received their approval.

The scope of the study encompassed four principal components:

- *the business case component*: comparing the cost of a register with the cost of door-to-door enumeration, the investment required, and the time required to recoup the initial investment;
- *the new business process component*: investigating how the new processes needed to establish and use a register and its impact on parties, candidates, and election administration;
- *the data renewal component*: investigating existing public and private sector data sources and determining their suitability to maintain a register of electors;
- *the alliances and partnership component*: exploring support for a register in other electoral jurisdictions and among potential suppliers of update information.

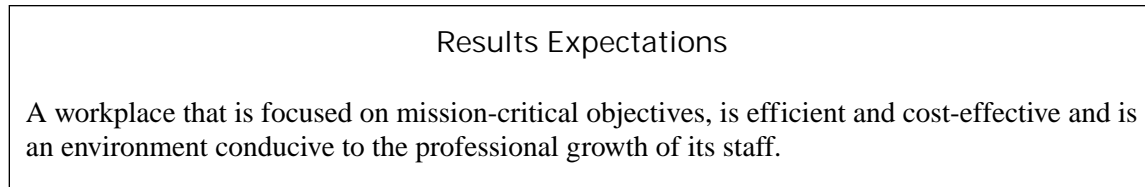
The study also included the preparation of an implementation plan for the proposed solution if the concept proved feasible and cost-beneficial.

On December 14, 1995, the Chief Electoral Officer presented the initial findings of the study to the Standing Committee which concurred with the value of moving to a register system. A final report, entitled "A Report on Research and Feasibility", was prepared in March 1996 and forwarded to the Committee members. A report in the form of draft legislation was also forwarded to the members at the same time reflecting the procedures proposed in the project report.

The main conclusion of the report was that a register of electors is both feasible and cost effective. In addition, with a register, the electoral calendar could be reduced from the current 47 to 36 days and the system could be implemented by the fall, 1997. It was further identified that the best sources of data to maintain the register include Revenue Canada, provincial drivers' licences, provincial and territorial vital statistics agencies, and Citizenship and Immigration Canada for new Canadians.

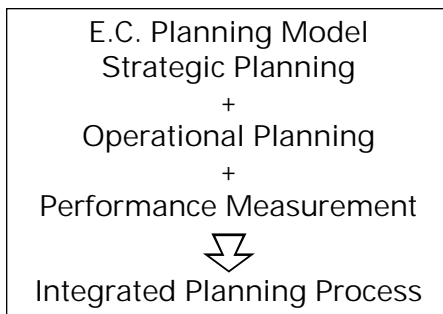
2. General Administration and Parliamentary Support

a) General Administration



Elections Canada constantly strives to improve the efficiency of its operations and to enhance the professionalism of its staff. In 1995-96 the agency undertook several projects to help achieve those objectives, including the following:

To focus work on mission-critical objectives



Integrated planning: In fiscal year 1995-96, Elections Canada introduced an integrated planning process that helps ensure priority is given to work and projects that are critical to carrying out the agency's mission. All of the various planning processes fit into this three-component planning model. The event readiness planning (ERP) process, described earlier, is a key component of the integrated process.

To improve operating systems and procedures

Elections Canada was engaged in several initiatives during fiscal year 1995-96, all aimed at helping the agency and its staff work more efficiently and effectively. These activities include:

- an initiation of a risk and threat assessment of all security aspects in order to develop a business resumption plan;
- continuation of the project to integrate all the agency's applications into a corporate-wide computing system centred around networks of desktop micro-computers;
- development of standards to govern which office automation software the agency chooses and supports with training and technical assistance;
- continuation of work to meet the agency's obligations under the *National Archives Act* to review retention and disposal schedules for its operational records.

Supplies management: Elections Canada began to redesign its supplies management system for both day-to-day activities and electoral events. The new system will improve inventory control and ordering and delivery based on better needs forecasting, labelling and packaging methods. For example, the time routinely required to resupply is expected to drop considerably from the present period of 30 to 34 weeks. The enhanced system will also provide better control.

Event payment system: The computerized system which handles rental payments and payments to election officers was reviewed and enhanced based on comments received after the general election of 1993. The user manual was also updated and simplified.

Event expenses system: The agency began a project to redesign the computer application supporting the processing, audit and publication of candidate, political party and referendum committee financial returns. In addition, a project was launched to determine the feasibility of the electronic filing of data related to candidate, party and referendum committee returns.

To enhance professionalism

Staff training: The agency carried out several initiatives aimed at encouraging professional growth among its staff and improving the work environment. They include:

- an update of the employee orientation package to ease the integration of new staff;
- establishment of an in-house employee training program that focuses on specific work requirements at Elections Canada;
- adding training tapes to the agency's video library so employees can train on their own.

Elections Canada will continue training and professional development for both management and staff in all parts of the agency.

To share knowledge and expertise

The agency's Research and Advisory Services acts as a clearing house for electoral knowledge. This service allows organizations interested in electoral matters, including other electoral agencies to learn from each other. It is another measure that could contain electoral costs by helping everyone work more efficiently.

b) Parliamentary Support

Results Expectations

A report to Parliament recommending improvements to the *Canada Elections Act*.

In February 1996 the Chief Electoral Officer tabled in Parliament an Annex to the report of the Chief Electoral Officer on the General Election of 1993. This report provides parliamentarians with a review of the *Canada Elections Act*, highlighting those areas in which modernization is required. Titled "Canada's Electoral System: Strengthening the Foundation", the report contains 122 recommendations for amendments to the *Canada Elections Act*.

Issues analyzed in this in-depth assessment include the accessibility and efficiency of the electoral process, candidate and political party participation, the transparency of financial operations, mechanisms to ensure fair competition in election financing and improvements to electoral process management.

Elections Canada continues to lend active support to Parliament's efforts to bring about electoral reform. The agency assists with amendments to modernize Canadian electoral legislation and to improve administration of those acts for example:

Referendum Act: Elections Canada reviewed the regulation to the *Referendum Act* to bring it into line with the amendments brought by Bill C-114.

When the *Referendum Act* was enacted in 1992, it gave the Chief Electoral Officer authority to adapt the *Canada Elections Act* for the purposes of a referendum and to make regulations respecting the conduct of a referendum. Since then, the *Canada Elections Act* has been amended by means of Bill C-114. It significantly changed the enumeration and revision processes as well as the Special Voting Rules. It also refined many of the administrative provisions for the conduct of elections. These changes were incorporated into the *Referendum Act* through regulation in 1995.

Bill C-319: The agency conducted an analysis of the provisions of Bill C-319, which proposed to amend the *Canada Elections Act* with respect to the reimbursement of election expenses to registered political parties. (Bill C-319 was subsequently passed as Bill C-243.) This analysis was provided to the Procedure and House Affairs Committee during the consideration of the bill.

3. Public Education and Information

a) Communications Plans

Results Expectations

A corporate communications plan that sets out strategies to harness new technology for the delivery of information and educational material about Canada's electoral system.

Elections Canada adopted a new corporate communications plan that commits the agency to use technological tools to develop responsive information and voter education services that enhance the delivery of information to the public, political parties and elected officials. The plan proposes technological enhancements in the public enquiries centre, the development of interactive media tools and electronic publication of statutory documents. The plan also addresses the growing importance of the Internet as a two-way communication tool that can convey information to the public and the media and obtain feedback.

b) Public Awareness

Results Expectations

Activities that increase public awareness and understanding of Canada's electoral system and democratic heritage.

Each year Elections Canada undertakes information and educational activities to inform and educate Canadians about the country's electoral system. These include:

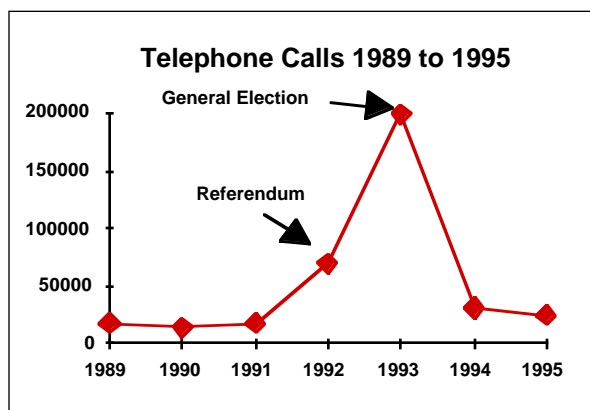
- voter education programs specifically designed to address the specific needs of groups such as youth, aboriginal peoples, new Canadian electors, electors who use the Special Voting Rules, and persons with disabilities;
- production of the "Canada Votes" video that presents a general overview of the federal electoral system;
- participation in Montreal's annual Salon International Pepsi Jeunesse where Elections Canada runs the country's largest simulated election for young people;
- participation in the annual Forum for Young Canadians that introduces high school students to the dynamics of federal government;
- use of Internet.

Canada's democratic heritage and its evolving electoral system was the focus of activities commemorating the 75th anniversary of the Office of the Chief Electoral Officer of Canada. This milestone was an occasion to review the past and to recognize the technological breakthroughs that are profoundly changing the administration of electoral events in Canada. The centrepiece of the celebration was an exhibit called "Serving Democracy — Behind the Ballot Box" that was opened in Ottawa on July 1, 1995 by the Right Honourable Jean Chrétien, Prime Minister of Canada.

The agency also continued work during 1995 on a book, with the working title "History of the Vote In Canada", that tells the story of how the country's democratic system evolved.

To enhance public access to Elections Canada

Elections Canada introduced a new telephone number that is unique to the agency and is easily recognizable. By calling **1-800-INFO-VOTE** (1-800-463-6868), people anywhere in Canada and the United States can obtain toll-free information about Canada's electoral process. The toll-free TTY/TDD number for persons who are deaf or hard of hearing remained unchanged: **1-800-361-8935**. When there is no electoral event under way, the agency handles about 2 500 public enquiries a month.



c) Public access through Internet

Results Expectations

Improved public access to Elections Canada information.

To enhance public access to Elections Canada, the agency inaugurated an Internet home page. The Internet web site – <http://www.elections.ca> – has general information about Elections Canada and the electoral system and some specific information about ridings in recent by-elections including summary election results reports. During electoral events, the agency posts information there to help electors exercise their franchise.

4. International

Results Expectations

Professional assistance and activities that support the development of democratic electoral systems around the world.

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

International Activities

Elections Canada maintains a presence on the world stage through a variety of activities. These include:

- participation in international forums established to exchange information about electoral matters;
- missions abroad to help developing democracies generate the institutional capacity to administer their own electoral events in a competent and impartial manner. To date, the agency has participated in over 240 missions in 76 countries.

In recent years, the agency aided international electoral missions in Armenia, Azerbaijan, Benin, Bosnia and Herzegovina, the Ivory Coast, Georgia, Guatemala, Haiti, Palestine, Sierra Leone and Tanzania.

In the fall of 1995, Elections Canada launched a major co-operative project with the Central Electoral Commission CEC of the Russian Federation. Under the agreement, Elections Canada will share its expertise in assisting the CEC to improve their capacity to produce a voters' list, to enhance their legislative framework, and in establishing a system of electoral geocartography.

The agency has also participated in a Trilateral Conference that brought together representatives of the electoral agencies of Canada, the United States and Mexico to discuss and share experiences in the electoral field. In May 1995 Elections Canada was the host for the second conference when it was held in Ottawa. The first conference was held in 1994 in Mexico City and the third conference was held in May 1996 in Washington to complete the cycle of trilateral conferences of electoral experts. The format has been successful and our three countries have achieved the original objectives we established for the conferences.

Our relations with Mexico have evolved since 1994. We have formalized the process by signing a technical co-operation agreement with the Federal Electoral Institute (IFE) of the United States of Mexico in June 1996. Forging an institutional link between the IFE and Elections Canada, the agreement will help strengthen electoral systems and democratic institutions, through professional and technical co-operation projects.

Section IV Supplementary Information

This section includes supplementary information for the agency.

Figure 8
Resource Requirements by Directorate and Business Line/Activity

(thousands of dollars)	1997-98 Main Estimates		
	Business Lines/Activities		
	Administration	Elections/ Referendums	Total
Directorates			
Executive Secretariat	198	191	389
Assistant Chief Electoral Officer	141	125	266
Election Operations	663	4,947	5,610
Election Financing	513	2,683	3,196
Information Technology	66	6,242	6,308
Legal Services	305	765	1,070
Administration & Human Resources	556	2,521	3,077
Communications	321	2,707	3,028
Strategic Planning, Intergovernmental Affairs & Register of Electors	0	469	469
Employee Benefit Plan	441	0	441
Total	3,204	20,650	23,854

Figure 9
Details of Personnel Requirements by Business Line/Activity (FTE)

	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Business Lines/Activities						
Administration	58	54	54	54	54	54
Elections/Referendums	165	146	119	127	0*	0*
Total	223	200	173	181	54	54

*No FTE requirements have been indicated for the fiscal years beyond 1997-98. Any FTE requirement to carry out the agency's statutory responsibilities will be drawn under the statutory authority should it become necessary.

Figure 10
Summary by Professional Category (FTE) – Administrative Vote

	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Order-in-Council						
Appointments	2	2	2	2	2	2
Executive Group	4	4	4	4	4	4
Scientific and Professional	4	3	3	3	3	3
Administrative and Foreign						
Service	24	22	22	22	22	22
Technical	0	1	1	1	1	1
Administrative Support	20	18	18	18	18	18
Operational	4	4	4	4	4	4
Total	58	54	54	54	54	54

Figure 11
Net Agency Expenditures by Business Line/Activity

Business Lines/Activities	Financial Requirements 1997-98 (thousands of dollars)				
	Gross Expenditures Total	Revenue to the Vote	Total Agency Main Estimates	Spending Authorities	
				Statutory Expenditures	(Voted Appropriation) Non Statutory Expenditures
Administration	3,204	0	3,204	596	2,608
Elections/Referendums	20,650	0	20,650	20,650	0
Total Program	23,854	0	23,854	21,246	2,608
Revenue credited to the Vote	0				
Other Revenues and Expenditures					
Revenue credited to the Consolidated Revenue Fund	0		0		
Estimated Cost of services provided by other Departments	3,087		3,087		
Net Agency Expenditures	26,941		26,941		

Figure 12
1995-96 Actual Expenditures – Statutory Authority by Standard Object

	1995-96 General Election 1993	1995-96 By- Elections	1995-96 EBRA *	1995-96 NWT	1995-96 Other Statutory Activities**	1995-96 Proceeds***	Total
(thousands of dollars)							
01-Salaries and wages	116	1,335	192	272	4,985	0	6,900
02-Transportation and communication	14	125	7	110	553	10	819
03-Information	46	419	31	195	4,821	0	5,512
04-Professional and special services	195	115	59	236	5,393	0	5,998
05-Rentals	5	224	2	78	846	0	1,155
06-Purchased, repairs and maintenance	0	2	0	4	200	0	206
07-Utilities, materials and supplies	1	7	1	33	1,038	0	1,080
08-Construction and/or acquisition of lands, buildings	0	0	0	0	58	0	58
09-Construction and/or acquisition of machinery and equipment	0	24	0	0	873	0	897
10-Transfer payments	(110)	219	0	0	0	0	109
12-Miscellaneous	3	0	0	0	(5)	0	(2)
Total	270	2,470	292	928	18,762	10	22,732

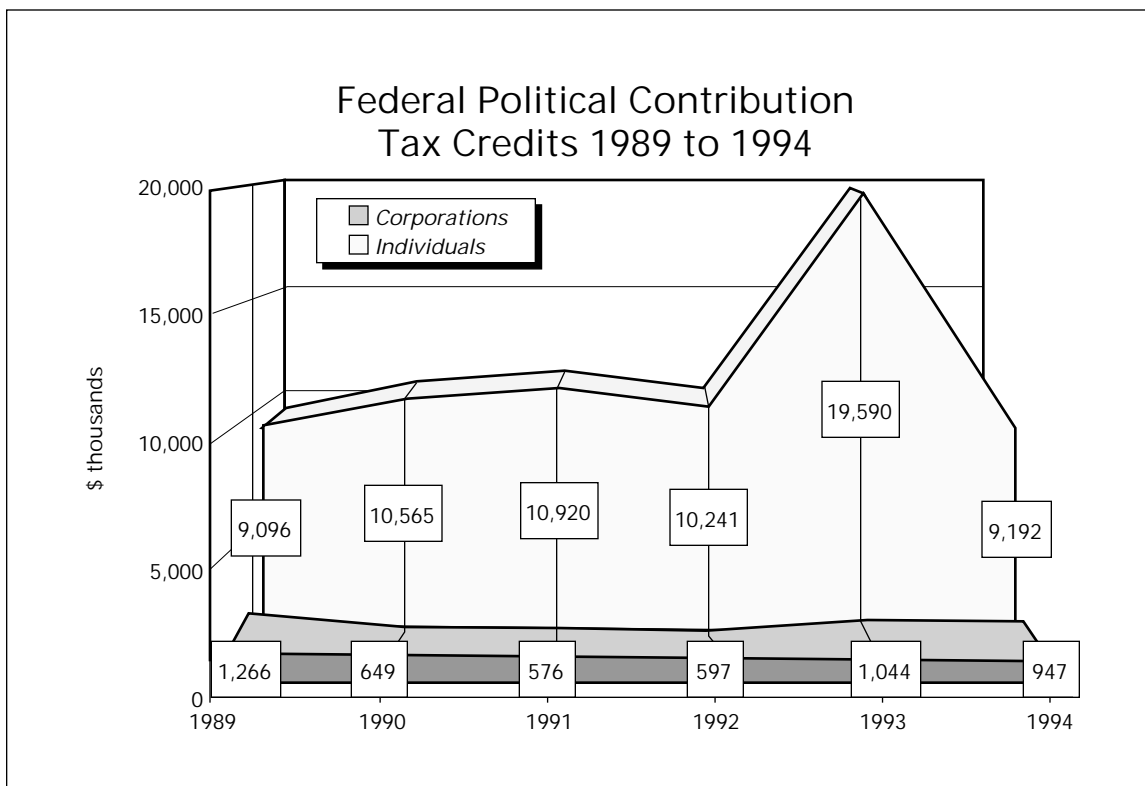
* *Electoral Boundaries Readjustment Act*

** Includes event readiness, general administration and parliamentary support, and corporate initiatives to improve efficiency and accessibility of the electoral process

*** Spending of Proceeds – Disposal of Surplus Crown Assets

This figure shows the total tax credits provided to individuals or corporations with respect to contributions made to registered federal political parties or candidates for election to the House of Commons, as supported by official receipts. Tax credit amounts fluctuate between electoral events, although they tend to increase with the approach of an election (see 1993 amounts). Federal political contributions from corporations seem to follow the same trend as those from individuals.

Figure 13
Federal Political Contribution Tax Credits



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

Corporations – CORPAC Summary Statistics, Revenue Canada as of December 20, 1996.

Federal Political Contributions and Tax Credits Claimed

This figure shows the number of contributions received by registered political parties and candidates, the total value of the contributions and the estimated tax credits (from Fig. 13) for the corresponding years. The information on contributions for years prior to 1994 is extracted from the publication *Contributions and Expenses of Registered Political Parties and Candidates* for the general election of 1993. Information for 1994 is extracted from Elections Canada records. Information on contributions to candidates is provided only for the general election of 1993.

Figure 14

	Number of Contributions					
	1989	1990	1991	1992	1993	1994
Registered political parties	181 712	281 433	210 347	206 665	222 376	176 762
Candidates	n/a	n/a	n/a	n/a	160 944	n/a
Total	181 712	281 433	210 347	206 665	383 320	176 762
	Value of Contributions (\$ thousands)					
	1989	1990	1991	1992	1993	1994
Registered political parties	30,186	34,306	33,445	33,125	53,793	28,422
Candidates	n/a	n/a	n/a	n/a	42,210	n/a
Total	30,186	34,306	33,445	33,125	96,003	28,422
Estimated tax credits claimed	10,362	11,214	11,496	10,838	20,634	10,139

Appendix

Recent Publications

The Register of Electors Project: A Report on Research and Feasibility was tabled with the House of Commons Standing Committee on Procedure and House Affairs.

Federal Electoral Districts: Representation Order of 1996: Elections Canada is offering electoral district maps in book form for the first time. The 11 atlases show the new electoral district boundaries resulting from the representation order of January 8, 1996, one for each province and the Northwest Territories. (The Yukon Territory, which is an electoral district in its entirety, is represented on a single map.) Each booklet contains a brief explanation of redistribution, the legal description of each riding in the province accompanied by the riding map and its 1991 population, a map of the province, maps of any cities which are divided into two or more districts, and a list of Elections Canada publications.

Wall maps of each riding showing the polling division boundaries will be produced once the polling divisions are established.

Technological Innovation: Reaping the Rewards: Report of the Chief Electoral Officer of Canada on the conduct of the six by-elections of March 25, 1996, in Humber–St. Barbe–Baie Verte (Nfld), Labrador (Nfld), Lac-Saint-Jean (Qué), Papineau–Saint-Michel (Qué), Saint-Laurent–Cartierville (Qué), Etobicoke North (Ont).

The June 1996 By-Election: An Evolving System: Report of the Chief Electoral Officer of Canada on the conduct of the June 17, 1996, by-election in the electoral district of Hamilton East, Ontario.

By-Elections 1996: Official Voting Results and Candidates' Contributions and Expenses: This two-part report of the Chief Electoral Officer presents the official poll-by-poll voting results of the by-elections held in March and June of 1996 and the financial returns of the candidates that participated in those by-elections.

Registered Political Parties Fiscal Period Returns, 1995: Photocopies of the 1995 fiscal period returns submitted to Elections Canada by the 14 registered political parties, with details of the contributions received and the operating expenses incurred during the 1995 fiscal year. Binders are available for examination at public libraries and at Elections Canada and may be purchased from Elections Canada for \$55.00 plus GST (set of two binders).

Transposition of Votes: 1996 Representation Order (available as national set or by province): After a redistribution of electoral boundaries, the *Canada Elections Act* requires the Chief Electoral Officer to determine which registered parties have the right to suggest the names of persons to act as election officers in each riding during the first general election held using the new electoral map. This long-standing right at each election belongs to the two political parties that obtained the highest number of votes in the preceding general election. When riding boundaries change, a process called the transposition of votes must take place to determine which parties would have obtained the highest number of votes in the preceding general election if it had been held within the

redrawn boundaries. The calculations are carried out by Elections Canada staff with the assistance of a customized computer application developed on the Geographic Information System. This report presents the findings of the exercise for the 1996 representation order.

Guide to Federal Electoral Districts: The *Guide to Federal Electoral Districts* is published to enable absentee electors to determine the riding in which they may vote. The Guide consists of an introduction and eight sections, each containing an alphabetical list and their corresponding electoral districts. Over 35 000 localities in Canada are listed in the Localities section. The remaining sections, covering Indian reserves, Canadian Forces bases, educational and correctional institutions, hospitals, special care institutions, and airports, will be published soon.

Videos

Voting Is Accessible (approx. 10 min.): This public information video is about the many steps taken by Elections Canada to ensure the electoral system and information about it are accessible to all electors, including those with disabilities. The available assistance described in the video includes level access, TTY/TDD, voting templates, Braille, large print, video captioning. This is a 1995 update of the *Voting Is Accessible* video used at the 1993 general election. It is also available with open captioning.

Three new training videos have also been completed. These are not generally available, but will be viewed by returning officers at their training sessions in Ottawa. Copies will be sent to them in their ridings, once an election has been called, to assist them in training their staff. The titles are: *Managing a Central Poll*; *The Deputy Returning Officer Connection*; and *Electoral Geography: Drawing the Line*.

All the above are available at 1-800-INFO-VOTE (1-800-463-6868). Persons who are deaf or hard of hearing can call TTY/TDD: 1-800-361-8935.