



# Office of the Chief Electoral Officer

## Performance Report

For the period ending  
March 31, 2001

Canada

## **Improved Reporting to Parliament Pilot Document**

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

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

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

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

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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## Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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# **Office of the Chief Electoral Officer**

## **Performance Report**

**For the  
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March 31, 2001**

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Jean-Pierre Kingsley  
Chief Electoral Officer of Canada

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



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## Section I: The Chief Electoral Officer's Message



Our *Report on Plans and Priorities* for 2000–2001 described the outcomes that we planned to achieve during the past year. This *Performance Report* to Parliament and Canadians discusses key achievements in reaching those outcomes, and in responding to new developments during 2000–2001.

First, we are committed to delivering federal elections that maintain the integrity of the electoral process. The Agency generally met this strategic outcome for the 37th general election held on November 27, 2000. However, we acknowledge that there is a need for improvements, especially concerning the lists of electors and the voter information cards, in our communications with electors and in responding to enquiries from the public.

Second, we must always be ready to deliver electoral events whenever they may be called, and to improve their delivery. We made sure that two key components of our state of readiness were both in place before the general election: changes flowing from the new *Canada Elections Act*, and an up-to-date National Register of Electors. Building the Register cost less than half of what we estimated, and we have recovered the initial investment in the Register (and its corresponding maintenance costs) earlier than we had forecasted.

And finally, we are responsible for providing public education and information programs, and support on electoral matters to the public, parliamentarians, Cabinet, electoral boundaries commissions, our partners and other stakeholders. Our Web site has become an increasingly important means of making our information accessible, and many of our services were available on-line for the 2000 general election.

These highlights – and other outcomes described in the report – demonstrate that the Canadian electoral system has evolved over the years into one that is modern, accessible, and efficient.

It is a privilege for me to serve Parliament and the Canadian people, and to lead an energetic, multi-talented team dedicated to strengthening and upholding Canada's democratic process.

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Jean-Pierre Kingsley  
Chief Electoral Officer of Canada



## Section II: The Context for Our Performance

Elections Canada is committed to providing three strategic outcomes for Canadians:

- to deliver federal elections and referendums that maintain the integrity of the electoral process
- to achieve and maintain a state of readiness to deliver electoral events whenever they may be called and to improve their delivery
- to provide public education and information programs, and support on electoral matters to the public, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders

Several external and internal factors can influence our performance in achieving these outcomes, mainly because of Canada's system of government and our widely dispersed and diverse electorate.

### Factors influencing our performance

Under our parliamentary system of representative democracy, the length of time between federal electoral events is not a set period. This means that the length of our business cycle varies – uncertainty that makes planning a challenge, since we must be ready at all times to deliver an electoral event, whether it be a by-election, general election or referendum. Consequently, we must continually monitor parliamentary and political events and trends, so that we have as much advance warning as possible about contingencies that might affect our electoral readiness and preparations for electoral events.

The sheer size of the country, and our responsibility to provide more than 20 million registered electors with timely information and an opportunity to vote conveniently, can dramatically affect the size of the agency from time to time. As an electoral event approaches, the staff at Elections Canada may grow from 200 to more than 800 people. Returning officers hire an additional 160 000 temporary workers to support the electoral process in over 17 000 polling places across the country, and all of these people require training, supervision, supplies and administrative support. To respond to these issues, our team must be multi-skilled and multi-talented.

Other factors that can influence our performance include high mobility rates (about half of all Canadians change their addresses every five years), increased social diversity (nearly 500 000 Canadians speak neither English nor French, for example), and judicial decisions that change the interpretation or application of the *Canada Elections Act*.

We measure our performance through post-election evaluations. Following the 2000 general election, we undertook wide-ranging evaluations involving an in-house examination of the strengths and weaknesses of every service provided by each of our directorates; comments from all returning officers and members of their staff at


post-election meetings and workshops; and a broad array of public surveys and consultations with electors, political parties, candidates, third parties, the Advisory Committee of Political Parties, the academic community and other organizations and individuals interested in the electoral process. Through these post-mortem surveys, respondents suggested numerous administrative and legislative changes.


This was the agency's first attempt at measuring its performance so comprehensively, particularly with all its external clients and stakeholders. As a result, the performance information in this report may be difficult to compare with that in previous reports, where the information came from mainly internal evaluations. Although much remains to be accomplished with performance measurement, our new approach will permit benchmarking and further improvements for future electoral events.

## **Our partners**

The co-operation of many partners is important to our successful performance:

- *provincial, territorial and municipal governments and electoral agencies, and other public sector organizations:* sharing data with the National Register of Electors and the National Geographic Database
- *federal departments and agencies:* Statistics Canada, in updating the National Geographic Database; the Canada Customs and Revenue Agency and Citizenship and Immigration Canada, in updating the National Register of Electors; the Department of Foreign Affairs and International Trade, in helping overseas electors; the Canadian International Development Agency, in furnishing technical and professional electoral assistance to other countries; the Department of National Defence, in aiding Canadian Forces electors; the Correctional Service of Canada, in assisting incarcerated electors; and Canada Post, in delivering election material
- *community partners:* Inuit and Métis communities, ethnocultural and special-needs associations, First Nations, public schools and museums, in helping to provide public education and information about the electoral process
- *international organizations:* the United Nations, the International Foundation for Election Systems, and the International Institute for Democracy and Electoral Assistance, in providing resources for international electoral studies, conferences and research

 This symbol of a computer mouse indicates that more detailed information is available on our Web site ([www.elections.ca](http://www.elections.ca)) or in one of our printed publications.

 For more information on our mandate, roles and responsibilities, see *Office of the Chief Electoral Officer: 2000–2001 Estimates, Part III – Report on Plans and Priorities* on our Web site (CLICK: General Information → Official Reports → Estimates Documents). The report is also available in print form.

## Section III: Elections Canada's Strategic Outcomes

### 1. Event Delivery


*To provide Canadians with federal elections and referendums that maintain the integrity of the electoral process*

#### Context and background

In 2000–2001, Elections Canada delivered:

- a by-election in St. John's West, Newfoundland, on May 15, 2000
- a by-election in Okanagan–Coquihalla, British Columbia, on September 11, 2000
- a by-election in Kings–Hants, Nova Scotia, on September 11, 2000
- the 37th general election on November 27, 2000

A new *Canada Elections Act*, which came into force on September 1, 2000, applied to the general election but not to the by-elections, because the by-election writs were issued before the Act's effective date. New provisions in the Act had an influence on the fairness and transparency of the general election in two ways: we had to make sure that everyone involved in the election was thoroughly familiar with their responsibilities under the changes, and after the election was called, court decisions in a legal challenge to some of the new provisions affected the application of third-party spending limits.

 For the text of the new *Canada Elections Act*, see our Web site (CLICK: Electoral Law and Policy → Federal Electoral and Referendum Legislation → Federal Electoral Legislation). For the effects of the court decisions during the general election campaign, CLICK: Media → Press Releases → November 10, 2000 – Chief Electoral Officer Announces His Position on the Application of the Supreme Court Decision on Third Parties. The text of the *Canada Elections Act* is also available in a print version.

#### Resources used

Financial information (\$ thousands)	Planned spending:	\$375
	Total authorities:	\$151 623
	Actuals:	\$148 079

- ◆ *Planned spending*: the amount the agency planned to spend at the beginning of the fiscal year
- ◆ *Total authorities*: the additional spending required to reflect changing priorities and unforeseen events
- ◆ *Actuals*: the amount actually spent

Annex A includes a discussion of the cost-effectiveness of recent by-elections and the general election.

## **Outcomes achieved**

We measure our performance in delivering the by-elections and the general election by the extent to which we provide:

- electoral events that are fair and transparent within the context of, and in accordance with, constitutional and legal requirements
- effective compliance and enforcement programs
- electoral events that remove barriers to participation and facilitate access to the electoral process
- timely disclosure of comprehensive electoral information

A large proportion of candidates found the nomination process to be easy and were generally satisfied with the rules for candidate nomination. Returning officers agreed that the verification process went well, and expressed satisfaction with the clear and easy-to-understand information in the returning officer's manual about the nomination of candidates, information that was consistent with information sent to candidates.

Despite their generally positive responses to our administration of the 2000 general election, our clients cited the need for improvements in our communications with electors, the accuracy of the lists of electors, the voter information card, and responding to enquiries from the public. We have begun to take corrective action to meet our clients' expectations, and to review the investment of resources necessary to sustain the continuing integrity of the electoral process.

### *Fairness and transparency*

To ensure fairness in administering the by-elections and the general election and to foster compliance with the Act, we provided returning officers, their staff, candidates and their official agents and auditors – and in the case of the general election, political parties and third parties (groups or people other than candidates, registered parties, and party riding associations) – with training, informational material and a toll-free telephone support network.

The agency monitored compliance with the Act by reviewing the financial returns of candidates and the registered political parties and third parties and determined the reimbursement owed to the candidates and registered parties that qualified. Candidates agreed that the reimbursement scheme for political parties and for candidates is fair. A large proportion of candidates also agreed that the reimbursement formula for political parties and candidates should be the same, and agreed that contributions from a private individual or a corporation to a candidate or political party should be limited. Academics indicated that they thought the rules limiting contributions and election expenses of candidates and political parties are fair.

### *Compliance and enforcement*

By March 31, 2001, the Commissioner of Canada Elections had received and investigated 415 complaints alleging violations of the *Canada Elections Act* concerning the by-elections and general election.

☞ Details of convictions and summaries of the terms of compliance agreements appear on our Web site (CLICK: Electoral Law and Policy → Commissioner of Canada Elections' Initiatives).

### *Participation and accessibility*

Turnout tends to be lower in by-elections than in general elections, as was the case for the three by-elections. In the June 1997 general election, turnout was 67% of registered electors; for the by-elections, it averaged 41%. Voter turnout for the 2000 general election was 61.2%, the lowest since the general election of 1925. Recent research studies point to a value shift in many democracies that is causing citizens to reduce their participation in all forms of political activity. Nevertheless, Elections Canada is responsible for making sure that electors are aware of the voting process, and that there are no administrative barriers to the exercise of the franchise.

Our post-election evaluations identified the accuracy of the lists of electors – the source for the mail-out of voter information cards – as important to improving electoral participation as well as to reducing the work load of election officers, candidates and political parties. Although the lists met our requirements, returning officers and a large proportion of candidates and political parties indicated that they were not satisfied with the accuracy of the preliminary lists of electors. They also indicated low satisfaction with the revised lists of electors used for the advanced polls, and with those used on election day.

The preliminary lists of electors were produced by the National Register of Electors for the first time. We estimated the proportion of electors listed in the Register to be 94%, which was three percentage points lower than our reliability target, owing largely to the low proportion of new 18-year-olds added to the Register. We estimated the percentage of electors listed in the Register at the correct addresses to be 83%, slightly above our 80% reliability target. Although we exceeded our performance target, the remaining 17% of electors listed at their former addresses accounted for the high volume of revisions. When the general election was called, we expected some 3 million changes to be made to the preliminary lists during the revision period. By the time the polls closed on election day, we had successfully handled more than 3.6 million revisions. Improving the accuracy of the information in the Register – and hence the accuracy of the preliminary lists of electors – is clearly a priority, and we have already begun several projects to improve the Register's performance even further.


#### **Quick Facts**

##### **Compliance and enforcement:**

- ❑ **2000 by-elections: 12 complaints, of which one resulted in a prosecution.**
- ❑ **2000 general election: 403 complaints, of which 294 were closed. Of the remainder, 109 were pending; the Commissioner had authorized one prosecution and entered into one compliance agreement.**

To help make the electoral process more accessible, the 2000 general election was the first during which returning officers were authorised to appoint liaison officers to work with specific communities and groups. Returning officers in eligible electoral districts appointed 81 officers for Aboriginal and ethnocultural communities, and for homeless electors. Our Elders and Youth program offers information and interpretation services for electors at polling stations on certain First Nations reserves and in Inuit and Métis communities, and generally provides assistance to electors who may not be familiar with the federal electoral process. For the 2000 general election, more Aboriginal communities participated in the program than in previous elections: 91 communities, compared to 62 in 1997. In a post-election survey, 88% of responding returning officers felt that having an Aboriginal liaison officer had a positive impact on providing Aboriginal electors with the information necessary to appreciate and to participate in voting. Similarly, 57% of returning officers and Aboriginal liaison officers felt that the Elders and Youth program had a positive impact, and 84% of returning officers felt that having a liaison officer for the homeless made a positive impact.

The Act requires level physical access at every polling station, and we modified buildings and offices used during elections to provide permanent level access. As a result, all of the 312 polling sites in the three ridings during the by-elections had level access; 99.5% of the 17 340 polling places for the general election had level access, compared to 97.7% at the 1997 general election. Details of other facilities and services are discussed in the Chief Electoral Officer's reports on the by-elections and the general election. In a telephone and mail survey of 198 special-needs associations after the general election, 75% of respondents said they were satisfied or very satisfied with Elections Canada's services for Canadians with disabilities.

 For more detailed information on our initiatives to improve the Register's performance, see the Chief Electoral Officer's reports on our Web site ([CLICK: General Information → Official Reports → Elections Canada's Official Reports](#)). Each is also available in print form.



## Information disclosure

For the three by-elections and general election held during the year, Elections Canada published an extensive variety of information, including the number of electors on the preliminary lists of electors, the spending limits for candidates and registered political parties, lists of the candidates, maps of the electoral districts, information on local Elections Canada offices, news releases and published general information on the electoral process, summaries of candidates' contributions and election expenses, and the official voting results. Three full public reports on the events by the Chief Electoral Officer – one on the St. John's West by-election, one on the Okanagan–Coquihalla and Kings–Hants by-elections, and one on the general election – appeared within the deadlines specified by the Act.

### Electoral Geography

**For the 2000 general election, we produced:**

- ❑ **75 000 original maps with geographical documents**
- ❑ **over 2 million copies for use in all of the ridings**

During the general election, 94% of respondents to the 2000 Canadian Election Study survey agreed that the public has a right to know the source of funds received by the political parties and candidates. Since 1997, Elections Canada has reported on candidates' *Contributions and Expenses* – and since 1998 on *Registered Political Parties' Fiscal Period Returns* – in searchable on-line databases on our Web site. For registered political parties, our Web site now includes *Statements of Assets and Liabilities – 2000 Fiscal Period; Registered Political Parties' Returns in Respect of Election Expenses – 2000 General Election; Election Expenses and Reimbursements, by Registered Political Party – 2000 General Election; and Breakdown of Election Expenses of Registered Political Parties – 2000 General Election*.

- 🔗 For links to the databases, financial returns and statements, [CLICK: Election Financing](#). Print versions of the annual *Registered Political Parties' Fiscal Period Returns* are available for sale.
- 🔗 For the reports on the by-elections and general election, and official voting results, see our Web site ([CLICK: General Information](#) → [Official Reports](#) → [Elections Canada's Official Reports](#)). Each is also available in print form, and for the general election voting results, on CD-ROM.
- 🔗 For a searchable database of electoral district maps and riding profiles, [CLICK: Electoral Districts](#) → [Canada's 301 Electoral Districts](#). Electoral maps, atlases and street guides are available for sale in print versions.

## 2. Event Readiness and Improvements

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

### Context and background

To make sure that Elections Canada is always ready for an election, by-election or referendum, we constantly monitor our mission-critical functions and systems through our Event Readiness Planning databases, a comprehensive system for planning, measuring and reporting on the state of the agency's event readiness.

During the year, an important factor in our readiness planning was the coming into force of a new *Canada Elections Act*, which had received royal assent on May 31, 2000. The new Act made changes to the rules governing the financing of political parties and candidates, third-party advertising, and the communication of survey results. It also provided the Commissioner of Canada Elections with new methods of ensuring compliance with the Act. We devoted substantial effort to preparing for the Act to come into force on September 1, 2000: revising our procedures, systems, manuals and documents, and holding information and training sessions. On that date, the Chief Electoral Officer published a notice in the *Canada Gazette* indicating that the necessary preparations had been made for its implementation.

### Resources used

Financial information (\$ thousands)	Planned spending:	\$29 937
	Total authorities:	\$46 227
	Actuals:	\$47 155

### Outcomes achieved

We measure our performance in being ready for electoral events, and improving our delivery of them, by the extent to which we provide:

- trained staff and election officers, and up-to-date electoral processes, systems, databases and materials that are ready for any electoral event; and
- processes that are cost-effective and respond to the concerns of stakeholders.

### *Staff and systems readiness*

As part of our plans to be ready for a general election under the new *Canada Elections Act*, in August 2000 we provided all returning officers, assistant returning officers and automation co-ordinators with nearly 25 000 hours of training on our new systems and on recent developments in electoral law and administration.

Elections Canada's National Geographic Database – developed and maintained jointly with Statistics Canada to serve each agency's purposes – is a digital map of Canadian streets. In 2000, we concentrated on updating the database for high-growth centres, in preparation for a potential election call.

A comprehensive, accurate and up-to-date National Register of Electors is at the heart of our election readiness. In preparation for a potential general election in fall 2000, we evaluated our spring 2000 outreach initiative to 18-year-olds, and signed a new long-term reciprocal data-sharing agreement in October 2000 with Elections Alberta allowing the returning officers to incorporate the data, during revision, into the official lists of electors. The Agency prepared the mid-October lists of electors for members of the House of Commons and political parties (required under the Act), updated our corporate address register, and improved the mailing labels to be used on voter information cards.

The original business case for the Register projected some \$30 million in savings for each general election or referendum after the costs of creating and maintaining the Register are recovered. Building the Register cost less than half of what we estimated, and we have recovered the initial investment in the Register (and its corresponding maintenance costs) at the 2000 federal election, rather than the one after that, as previously forecast. Annex A includes information on the projected cumulative cost avoidance of using the National Register of Electors, comparing the financial projection of the original business case with the current projection.

### *Improved processes and service levels*

The by-elections held in 2000 gave us an opportunity to test cost-effective technology and procedures, which we then applied to the general election:

- *Event Results System:* the redesigned software, launched in the Okanagan–Coquihalla and Kings–Hants by-elections, helps returning officers tabulate and send election results electronically to the media and to our Web site. The system received at least a satisfactory rating among 92% of returning officers in a survey after the general election.
- *Returning Office Payment System:* tested in the Okanagan–Coquihalla and Kings–Hants by-elections, the system allowed us to process 95% of the payments to some 166 000 election workers at the 2000 general election within a four-week period, compared to six weeks at the 1997 general election. The system itself received a satisfactory rating among 74% of returning officers.

- *REVISE field registration and list production system*: introduced in the St. John's West by-election, REVISE improves the revision of preliminary lists of electors produced from the National Register of Electors. It received a satisfactory rating among 54% of returning officers, and in consultation with returning officers we have begun making further improvements.

The Elections Canada Support Network is designed to serve Canada's 301 returning officers and their staff. During the general election, network officers answered 56 371 calls (84% of them in less than 25 seconds); 60% of the resulting 37 049 issues were resolved within one hour.

The increasing sophistication of computer software enabled us to improve other internal processes, such as a system that allows candidates and their official agents to produce their financial returns in electronic form, an improved version of our Event Management System (rated at least satisfactory by 85% of returning officers), and a new Supplies Management System.

The agency implemented the mandatory new Financial Information Strategy by the end of the 2000–2001 fiscal year, on time and on budget, enabling us to proceed with the modernization of our management practices under the Modern Comptrollership initiatives.

### **3. Public Education, Information and Support**

*To provide timely and high-quality public education and information programs, and support on electoral matters to the public, parliamentarians, Cabinet, electoral boundaries commissions, partners and other stakeholders*

#### **Context and background**

Our education and information programs concentrate on making the electoral system and processes more easily understood by the general public, and on reaching out to electors whose participation rate in voting has been historically lower than that of the electorate generally – especially youth, Aboriginal electors, members of ethnocultural groups and electors with special needs. While the participation rate may not necessarily be a direct outcome of our efforts, we have a clear responsibility for keeping electors informed in the most accessible ways possible.

## Resources used

Financial information (\$ thousands)	Planned spending:	\$3 423
	Total authorities:	\$7 972
	Actuals:	\$7 617

## Outcomes achieved

We measure our performance in offering public education and information programs and support on electoral matters by the extent to which we provide:

- electoral processes that are better known to the public, particularly those persons and groups most likely to experience difficulties in exercising their democratic rights; and
- stakeholders access to timely and high-quality information, advice, products and support in accordance with established standards.

### *Public education and information*

For the by-elections and general election, our principal public awareness activities provided electors with information on how to register, how to vote and where and when to vote. An important theme of our campaign during the general election was the question *Are you on the list?* As an indicator of the effectiveness of our approach, we noted a direct correlation between various phases of our campaign and substantial increases in telephone and e-mail enquiries. In a post-election survey of electors, respondents identified their main sources of information about voting registration and voting procedures as the voter information card, television, newspapers and the radio; 86% of respondents recalled seeing or hearing one or more of Elections Canada's advertisements (a high recall rate, by normal industry standards), and 73% agreed that the information they saw or received about how to get on the list of electors and about where and when to vote was clear and easy to understand.

Midway through the general election period, however, the agency's scheduled advertisements announced that voter information cards were in the mail, when they were actually mailed late in several areas. Consequently, the volume of calls to our enquiries unit increased significantly, accounting for a large number of the 529 000 telephone calls and 13 300 e-mail messages answered by our enquiries staff. While most of the e-mail messages were answered within 48 hours, telephone callers temporarily had difficulty getting through. We brought in and quickly trained additional staff from local post-secondary educational institutions and from our government partners: the Government Enquiries Centre and the Canada Customs and Revenue Agency both provided major assistance. Statistics Canada and the House of Commons also provided staff. Some 650 additional staff members gradually came on board, which improved the standards of service. Although a post-election survey of electors yielded 64% positive or very positive responses, feedback from returning officers, candidates and political parties indicated that the performance of the inquiries unit needs

improving. We are reviewing our advertising plans for timeliness and co-ordination to manage any surge of enquiries in future electoral events.

The Elections Canada Web site currently provides comprehensive information on elections and the voting process. We improved the features and capacity of our Web site during the summer of 2000, and once the general election was called, we continued to use the Web for a significant portion of our communications activities. Electors could download electoral information in more than 30 languages, e-mail questions, request special ballots, and follow the voting returns live on election night. The majority of respondents in a post-election Web site survey reacted positively to our site; 60% of users were satisfied with the site's information and ease of use, and 72% rated the site as effective in reinforcing their confidence in Elections Canada's work.

- ☞ For more detailed information on our communications activities before, during and after the by-elections and general election, see the Chief Electoral Officer's reports on our Web site (CLICK: General Information → Official Reports → Elections Canada's Official Reports). Each is also available in print form.
- ☞ Our Web site home page includes links to our features for youth (CLICK: Youth Site), explanations of Canada's voting system and a history of voting (CLICK: General Information), on-line and print publications (CLICK: Publications), and press releases and media information (CLICK: Media).

### *Support to stakeholders*


The agency held special sessions with the Advisory Committee of Political Parties in June 2000, during which the Chief Electoral Officer informed members of the Committee of the implications of changes to the *Canada Elections Act*. The agency and the Advisory Committee also met in February 2001 to discuss the conduct of the 2000 general election and how the administration of elections in Canada can be improved.

We provided a special briefing session before the election on the new Act to some of the parliamentary caucuses of the political parties represented in the House of Commons. The Bloc Québécois, Canadian Reform Conservative Alliance, the Progressive Conservative Party of Canada and the New Democratic Party accepted our offer. We held two additional briefing sessions for parliamentary and House of Commons staff, to which independent members of Parliament and independent senators were invited.

In 2000–2001 the Chief Electoral Officer appeared four times before the House of Commons Standing Committee on Procedure and House Affairs, and once before the Standing Senate Committee on Legal and Constitutional Affairs.

Elections Canada maintains contact with similar organizations in jurisdictions around the world, and works with the Department of Foreign Affairs and International Trade and the Canadian International Development Agency to provide technical and professional assistance to other countries. Our active role was recognized by the International Foundation for Election Systems in Washington, D.C., when it invited the Chief Electoral Officer to serve as a member of its International Advisory Council and Board of Directors. During 2000–2001, we hosted 16 visits from representatives of other countries, assisted electoral administrations in Guyana, Kosovo and Mali, and organized

a visitors' program during the 2000 general election to let electoral officers from Canada and abroad take a closer look at the federal electoral process.

 For more information about our international activities, see our Web site ([CLICK: International](#)).





# Annexes

## A. Financial Performance

### Financial Performance Overview

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

#### *2000-2001 by-elections*

The costs of the by-elections held after the 1997 general election were on average lower by about \$1.40 per elector than those of the by-elections held after the 1993 general election. The estimated cumulative net savings of \$900 000 are primarily related to the use of the data from the National Register of Electors rather than enumeration.

#### **Estimated costs of the 2000–2001 by-elections (dollars)**

	Actual 1999–2000	Actual 2000–2001	Total estimated cost <sup>1</sup>	Cost per elector
<b><i>May 2000 by-election</i></b>				
St. John's West	6 759	387 006	393 765	5.42
<b><i>September 2000 by-elections</i></b>				
Kings–Hants	-	329 408	331 206	4.78
Okanagan–Coquihalla	-	309 193	310 455	4.51
Electoral district total	6 759	1 025 607	1 035 426	4.91
Elections Canada in Ottawa	8 021	397 893	405 914	-
<b>Total</b>	<b>14 780</b>	<b>1 423 500</b>	<b>1 441 340</b>	<b>6.83</b>

<sup>1</sup> Includes forecast expenditures of \$3 060 for the 2001–2002 fiscal year.

#### *November 2000 general election*

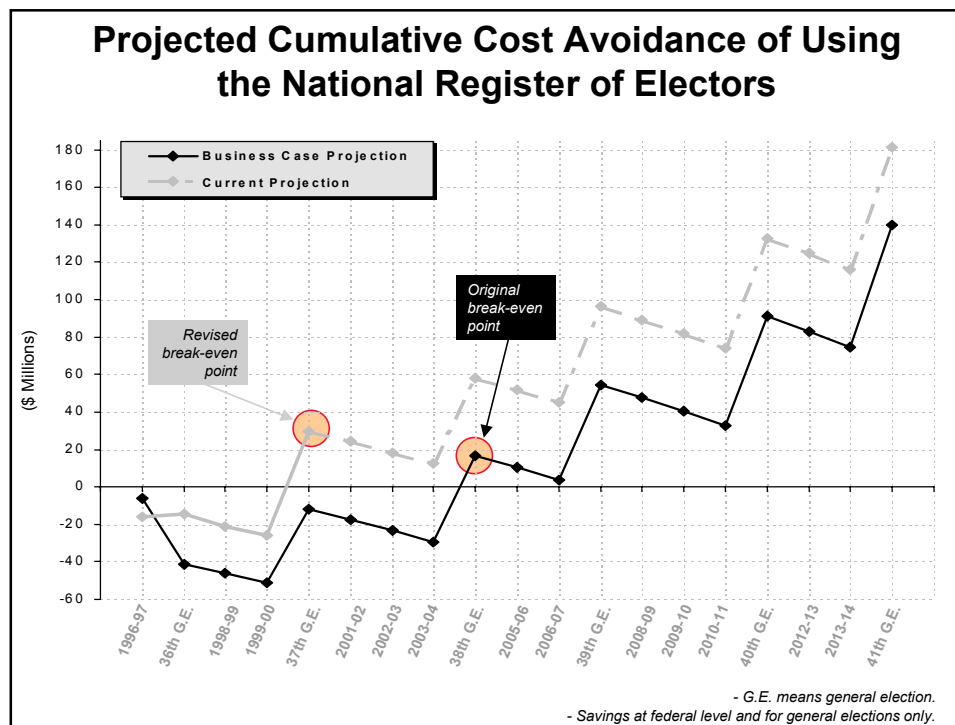
The estimated cost of the November 2000 general election is \$200 million. It includes:

- a provision of \$17 million to reimburse the election expenses of eligible candidates (the exact amount will only be known once all their financial reports are processed by Elections Canada)

- \$90 million for returning officers' local operations, including revision to the lists of electors and election-day activities
- \$35 million for election-delivery activities at Elections Canada's Ottawa office, including the public information campaign
- \$7.7 million for reimbursements to registered political parties
- \$50 million for election pre-delivery activities, including training of election officials, systems and supplies readiness, implementing the new *Canada Elections Act* and maintaining the National Register of Electors since the 1997 general election

As originally projected, these estimates are in line with the cost of an election using a register of electors rather than creating lists of electors through a door-to-door enumeration.

The following graph shows the projected cumulative costs avoided by using the National Register of Electors, both according to our original business case for the Register and according to our actual and projected results. The savings apply only to federal general elections, and do not include further savings realized by our municipal and provincial partners with whom we share data. Hypothetical dates for future general elections are given here merely to provide consistent points for data comparison. As the graph indicates, we have recovered our initial investment at the 2000 general election, rather than the one after that.



## Financial Summary Tables

### *Funding authorities*

Elections Canada operates under two funding authorities: the administrative vote (which essentially provides for the salaries of indeterminate staff) and the statutory authority (which provides for all other expenditures, including the costs of electoral events and continuing public education programs). Because the authorities are interdependent, this report considers both together.

Since the agency does not know the date of electoral events in advance, budgets for conducting elections and by-elections are never included in the Main Estimates (planned spending). Elections Canada funds the delivery of events through Supplementary Estimates. This explains the significant difference between the planned spending and the total authorities.

**Table 1: Financial requirements by authority (\$ thousands)**

Vote	Authority	2000–2001		
		Planned spending	Total authorities	Actual
20	Program expenditures	3 065	5 152	4 750
(S)	Salary of the Chief Electoral Officer	178	218	218
(S)	Expenses of elections	29 900	199 860	197 148
(S)	Contributions to employee benefits plan	592	592	735
	<b>Total</b>	<b>33 735</b>	<b>205 822</b>	<b>202 851</b>

(S) means that an item is authorized by a statutory authority.

In table 2 below:

- numbers in *italics* are actual total authorities for 2000–2001 (Main and Supplementary Estimates and other authorities)
- numbers in **bold** type are actual expenditures and revenues in 2000–2001
- *responsible revenues* were formerly called *revenues credited to the vote*
- *non-responsible revenues* were formerly called *revenues credited to the CRF* (the Consolidated Revenue Fund)
- *operating* includes contributions to employee benefits plan and the salary of the Chief Electoral Officer

**Table 2: Agency planned vs. actual spending by funding authority, 2000–2001 (\$ thousands)**

Funding authority	Full-time equivalent	Operating	Capital	Voted grants and contributions	Subtotal: gross voted expenditures	Statutory payments	Total gross expenditures	Less: Respendable revenues	Total net expenditures
<b>Administration</b>									
Planned spending	54	3 835			3 835		3 835		3 835
<i>Total authorities</i>	84	5 962			5 962		5 962		5 962
<b>Actuals</b>	<b>78</b>	<b>5 703</b>			<b>5 703</b>		<b>5 703</b>		<b>5 703</b>
<b>Elections and referendums</b>									
Planned spending	207					29 900	29 900		29 900
<i>Total authorities</i>	306					199 860	199 860		199 860
<b>Actuals</b>	<b>287</b>					<b>197 148</b>	<b>197 148</b>		<b>197 148</b>
<b>Totals</b>									
Planned spending	261	3 835			3 835	29 900	33 735		33 735
<i>Total authorities</i>	390	5 962			5 962	199 860	205 822		205 822
<b>Actuals</b>	<b>365</b>	<b>5 703</b>			<b>5 703</b>	<b>197 148</b>	<b>202 851</b>		<b>202 851</b>
<b>Other revenues and expenditures:</b>									
Non-respendable revenues									-
Planned									-
<i>Total authorities</i>									-
<b>Actuals</b>									-
Cost of services provided by other departments									
Planned									2 323
<i>Total authorities</i>									2 323
<b>Actuals</b>									<b>2 557</b>
<b>Net cost of the program</b>									
Planned									36 058
<i>Total authorities</i>									208 145
<b>Actuals</b>									<b>205 408</b>

**Table 3: Historical comparison of total planned spending to actual spending (\$ thousands)**

Funding authority	Actual 1998–1999	Actual 1999–2000	2000–2001		
			Planned spending	Total authorities	Actual
Administration	3 344	3 646	3 835	5 962	<b>5 703</b>
Elections and referendums	28 642	33 386	29 900	199 860	<b>197 148</b>
<b>Total</b>	<b>31 986</b>	<b>37 032</b>	<b>33 735</b>	<b>205 822</b>	<b>202 851</b>

**Table 4: Statutory payments by funding authority (\$ thousands)**

Funding authority	Actual 1998–1999	Actual 1999–2000	2000–2001		
			Planned spending	Total authorities	Actual
Administration	755	814	770	810	<b>953</b>
Elections and referendums	28 642	33 386	29 900	199 860	<b>197 148</b>
<b>Total statutory payments</b>	<b>29 397</b>	<b>34 200</b>	<b>30 670</b>	<b>200 670</b>	<b>198 101</b>

In table 5 below, transfer payments incorporate the following factors:

- A candidate who is elected or receives at least 15% of the valid votes cast at the election is entitled to a reimbursement of 50% of the actual paid election expenses and the paid personal expenses to a maximum of 50% of the election expenses limit.
- A registered party is eligible for a reimbursement if the party has obtained two percent or more of the total number of valid votes cast nationally, or five percent of the valid votes cast in those districts where the party sponsored candidates in an election. Following receipt of a registered party's election expenses return, the auditor's unqualified report and the declaration by the chief agent, the Chief Electoral Officer will prepare and issue a certificate requiring the Receiver General to reimburse that registered party in the amount of 22.5 percent of its paid election expenses as set out in the return.
- The Act provides for a subsidy to be paid out of public funds directly to the candidate's auditor, upon confirmation of compliance with the relevant provisions of the Act. If the subsidy paid to the auditor by the Receiver General is less than the total fee charged by the auditor, the candidate is responsible to pay the excess. The subsidy cannot exceed 3% of the election expenses of the candidate to a maximum of \$1 500. As well, the payment cannot be less than \$250.

**Table 5: Transfer payments (\$ thousands)**

Other transfer payments	Actual 1998–19999	Actual 1999–2000	2000–2001		
			Planned spending	Total authorities	Actual
Candidates	(34)	1	-	15 415	<b>15 724</b>
Political parties	-	-	-	7 800	<b>7 765</b>
Candidate's auditors	17	274	-	1 300	<b>1 305</b>
<b>Total transfer payments</b>	<b>(17)</b>	<b>275</b>	<b>-</b>	<b>24 515</b>	<b>24 794</b>

## B. Other Information

### Electoral Statistical Information

In the following table, the term *revisions* refers to additions, corrections and deletions to the lists of electors, and includes election-day revisions.

#### Facts and figures: 2000–2001 by-elections

	May 2000	September 2000	
	St. John's West	Okanagan–Coquihalla	Kings–Hants
<b>Geography and electors</b>			
Population	103 573	102 463	98 676
Number of electors on preliminary lists	70 023	68 377	66 243
Number of electors who registered on election day	2 508	2 412	1 920
Number of revisions to the lists of electors	5 311	10 053	7 148
Number of electors on final lists	72 697	68 902	69 319
Number of polling stations	227	227	229
Average number of registered electors per polling station	320	304	303
Return rate of special ballots issued to Canadian Forces, international, incarcerated, national and local electors	47%	79%	33%
<b>Voting results</b>			
Number of valid votes cast	32 107	27 619	27 176
Percentage of rejected ballots	0.3%	0.4%	0.9%
Voter turnout	44.3%	40.3%	39.5%
<b>Candidates</b>			
Number of candidates	5	8	5
Number of candidates eligible for reimbursement of election expenses	3	1	3
<b>Support to the public</b>			
Number of visits to the Elections Canada Web site by-election section during the 36-day campaign	2 467	4 638	
Percentage of accessible polling stations	100%	100%	

## Facts and figures: 1993, 1997 and 2000 general elections

	35th general election 1993	36th general election 1997 <sup>1</sup>	37th general election 2000
<b>Geography and electors</b>			
Number of electoral districts	295	301	301
Number of electors on preliminary lists	18 415 319	18 753 094 <sup>2</sup>	19 395 489
Number of electors who registered on election day	335 762	415 319	872 552
Number of electors on final lists	19 906 796 <sup>3</sup>	19 663 478 <sup>2</sup>	21 243 473
Number of polling divisions	51 770	54 467	54 460
Number of polling stations	57 725	59 349	60 728
Average number of registered electors per polling station	345	331	350
Number of revisions to the lists of electors	2 801 840	1 325 540	3 687 149
<b>Voting results</b>			
Number of voting hours on election day	11	12	12
Number of valid votes cast	13 667 671	12 985 874	12 857 773
Number of judicial recounts requested	9	3	8
Percentage of rejected ballots	1.4%	1.4%	1.1%
Voter turnout	69.6%	67.0%	61.2%
Voter turnout – highest province or territory	Quebec (77.1%)	New Brunswick (73.4%)	P.E.I. (72.7%)
Voter turnout – lowest province or territory	Newfoundland (55.1%)	Newfoundland (55.2%)	N.W.T. (52.2%)
<b>Political parties and candidates</b>			
Number of registered political parties	14	10	11
Number of candidates	2 155	1 672	1 808
Number of seats won by women/men	53/242	62/239	62/239
<b>Support to the public</b>			
Number of visits to Elections Canada's Web site during the 36-day campaign	–	70 000	980 000
Number of e-mail messages received	–	–	13 300
Number of election workers in electoral districts	185 000 <sup>4</sup>	250 000	166 000

<sup>1</sup> Includes statistics for the final enumeration, where applicable.

<sup>2</sup> Includes electors on provincial lists of electors of Alberta and Prince Edward Island, where Elections Canada did not enumerate in April 1997.

<sup>3</sup> In provinces other than Quebec (see note 4), it is possible that the lists of electors included the names of electors who moved since October 1992, but did not request that their names be deleted from their former place of residence, and the names of electors who died between October 1992 and October 1993.

<sup>4</sup> Only Quebec required enumeration; in the other provinces, the lists of electors from the October 1992 referendum were used as a basis for revision. The need for election workers was therefore less than the normal requirements of up to 250 000.

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