



Office of the Chief Electoral Officer

Performance Report

**For the
period ending
March 31, 2005**

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

The Honourable Mauril Bélanger, PC, MP
Minister for Internal Trade,
Deputy Leader of the Government in
the House of Commons,
Minister responsible for Official Languages, and
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Section I – Overview

Chief Electoral Officer's Message



This *Performance Report* to Parliament and all Canadians describes how Elections Canada achieved the strategic outcomes we set in our *Report on Plans and Priorities* for 2004-2005 and prior years. This report also details how we responded to many new developments and challenges.

All of our work at Elections Canada supported the achievement of three strategic outcomes designed to provide long-term benefits through Canada's electoral process – a process that contributes to fairness, transparency and accessibility for all participants in accordance with the legislative framework.

The first strategic outcome was to deliver federal elections, and to administer the political financing provisions of the *Canada Elections Act*. Our goal was to maintain the integrity of the electoral process and to provide an electoral system that is fair, transparent and accessible to electors.

For the first time in history, we completed the implementation of the latest representation order establishing new electoral boundaries under the *Electoral Boundaries Readjustment Act* in just seven months instead of the usual period of one year.

As such, Elections Canada was ready to conduct a general election in all 308 electoral districts as of April 1, 2004. This represented a significant portion of our activities this year, as the 38th general election was held on June 28, 2004. This election was the first to take place under the new political financing system outlined in Bill C-24, and Bill C-3, which received royal assent on May 14, 2004, and which, among many legislative changes, established new requirements for the registration of political parties.

Our second strategic outcome was to always be ready to deliver electoral events whenever they may be called, and to improve their delivery. Voter registration is fundamental to achieving this objective. Among this year's priorities, identified through our extensive evaluation of the November 2000 general election, included the ongoing improvement of the quality of the lists of electors. For the 38th general election, we exceeded our target for the number of electors listed in the National Register of Electors, and we substantially surpassed our goal for the number of electors listed at the correct address. We rapidly responded to the results of the general election and returned to a state of electoral readiness by March 1, 2005.

Finally, we were responsible for providing public education and information programs to electors, and support on electoral matters to the public, parliamentarians, Cabinet, political parties and their associations, our partners, and other stakeholders. This year, we increased our voter education and outreach activities directed at youth, Aboriginal communities, ethnocultural communities and voters with special needs.

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

I am personally committed to the continuing process of electoral reform that has earned Canada a global reputation for being a model of electoral democracy.

It continues to be a privilege for me to serve Parliament and the Canadian people, and to lead the energetic, multi-talented team at Elections Canada dedicated to strengthening and upholding Canada’s democratic process.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Management Representation Statement

I submit, for tabling in Parliament, the 2004-2005 departmental performance report (DPR) for the Office of the Chief Electoral Officer of Canada.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*.

- It adheres to the specific reporting requirements.
- It uses an approved Business Lines structure.
- It presents consistent, comprehensive, balanced and accurate information.
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Summary Information

Elections Canada is an independent body set up by Parliament. Its responsibilities include ensuring that all electors have access to and information pertaining to the electoral process, maintaining the National Register of Electors, enforcing electoral legislation and maintaining its readiness to conduct electoral events.

The agency is also responsible for registering political parties, leadership candidates, electoral district associations and third parties that engage in election advertising; administering the allowances paid to registered political parties as well as election reimbursements to candidates and parties; reviewing election spending by candidates and political parties, and election advertising spending by third parties; and publishing financial information on political parties, electoral district associations, candidates, nomination contestants, leadership contestants and third parties.

Finally, the agency provides support services to the independent commissions responsible for adjusting the boundaries of federal electoral districts every 10 years, and reports to Parliament on the administration of elections and referendums.

Total financial resources (\$ thousands)

Planned spending	Authorities	Actual spending
50,175	275,003	273,640

Total human resources (full-time equivalent)

Planned	Authorities	Actual
336	471	386

Summary of Performance in Relationship to Agency Strategic Outcomes, Priorities and Commitments

Strategic outcomes	2004-2005 Priorities/Commitments	Type	2004-2005 Performance
To deliver federal elections, by-elections and referendums that maintain the integrity of the electoral process, and to administer the political financing provisions of the Act	Conduct and deliver the 38th general election	New	Achieved
	Administer the provisions of the <i>Canada Elections Act</i> related to political financing, which include providing quarterly allowances to qualifying political parties	Previous	Achieved
	Submit a statutory report on the administration of an electoral event in accordance with the Act and conduct post-election evaluation	New	Achieved
	Continue to investigate and rule on complaints related to the 2000 and 2004 general elections and by-elections subsequent to the 2000 general election	Previous (2000 general election) New (2004 general election)	Achieved
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	Improve service delivery	Previous	Achieved
	Preparation for the 39th general election	New	In progress
	Review information technology systems	Previous	Achieved
	Review voter registration and electoral geography	Previous	In progress
To provide timely and high-quality public education and information programs, and assurance that support on electoral matters is available to the public, parliamentarians, Cabinet, political entities, federal electoral boundaries commissions, partners, and other stakeholders	Improve public education and information, and support for stakeholders	Previous	Achieved

Overall Agency Performance

In Elections Canada's 2004-2005 reports on Plans and Priorities, the Chief Electoral Officer committed to providing three strategic outcomes for Canadians:

- to deliver federal elections, by-elections and referendums that maintain the integrity of the electoral process, and to administer the political financing provisions of the *Canada Elections Act*
- to achieve and maintain a state of readiness to deliver electoral events, and to improve the delivery of electoral events by using modern technology and creativity
- to provide timely and high-quality public education and information programs, and assurance that support on electoral matters is available to the public, parliamentarians, Cabinet, candidates, political parties and their associations, federal electoral boundaries commissions, our partners, and other stakeholders

Following the 37th general election in 2000, Elections Canada examined the strengths and weaknesses of every service provided by each of our directorates. We gathered comments from returning officers and members of their staff at post-election meetings and workshops. We conducted an array of public surveys and consultations with electors, political parties, candidates, third parties, parliamentarians, the advisory committee of political parties, the academic community, and other organizations and individuals interested in the electoral process.

Our evaluations indicated that improvements to four areas should be priorities:

- 1) the quality of the lists of electors
- 2) the voter information cards sent to all registered electors
- 3) communications with electors through the advertising campaign
- 4) responses to inquiries from the public

This report details how we reached our strategic objectives and our success in implementing key improvements in our preparation and conduct of the 38th general election on June 28, 2004. As the 2004 general election returned a minority government, this report also describes our intensified efforts in the months that followed the election to return to and maintain a state of electoral readiness.

What's new

- On May 14, 2004, Bill C-3, *An Act to amend the Canada Elections Act and the Income Tax Act*, received royal assent. This bill established new requirements for the registration of political parties.
- The 38th general election was held on June 28, 2004. The election resulted in the ninth minority government in the history of Canada and the first in 24 years.

- The names of 38 electoral districts were changed on September 1, 2004, when Bill C-20, *An Act to change the names of certain electoral districts*, came into force. In addition, Bill C-302, *An Act to change the name of the electoral district of Kitchener–Wilmot–Wellesley–Woolwich*, and Bill C-304, *An Act to change the name of the electoral district of Battle River*, received royal assent on February 24, 2005. The names of those electoral districts have changed to Kitchener–Conestoga and Westlock–St. Paul, respectively.
- Bill C-36, *An Act to change the boundaries of the Acadie–Bathurst and Miramichi electoral districts*, which received royal assent on February 24, 2005, changed the electoral boundaries of these two districts following the release of the *Final Report of the Miramichi and Acadie–Bathurst Electoral Boundaries Commission* (December 8, 2004). On May 2, 2005, the Chief Electoral Officer published a notice in the *Canada Gazette* indicating that Elections Canada had made the necessary preparations to bring into operation the new electoral boundaries. The changes to the boundaries will come into force upon the next dissolution of Parliament.

Factors Influencing Our Performance

Risks and challenges

Under Canada’s parliamentary system, the length of time between federal elections is not a set period (however, under the *Canadian Charter of Rights and Freedoms*, the House of Commons cannot sit for longer than five years except in times of real or apprehended war, invasion or insurrection). This means the length of Elections Canada’s business cycle varies – uncertainty makes planning a challenge, since we must be ready at all times to deliver an electoral event, whether it is a by-election, general election or referendum, while at the same time striving to improve the management and administration of the electoral process.

Consequently, we must continually take into account parliamentary and political events and trends, so that we can address factors that might affect our electoral readiness and preparations for electoral events.

The 38th general election on June 28, 2004, the first to take place under the new political financing system, returned a minority federal government in Canada for the first time in 24 years. In the wake of these results, Elections Canada immediately placed a high priority on quickly returning to and maintaining a state of full readiness to deliver a general electoral event that could be called at any time.

As a basis for establishing our plans and priorities for readiness, it is prudent for us to reflect on the length of term of each of the previous minority governments.

Length of term of Canada's previous minority governments	
Year	Length of term (from return of the election writs to the dissolution of Parliament)
1921	3 years, 7 months, 21 days (1,329 days)
1925	6 months, 25 days (207 days)
1957	5 months, 24 days (177 days)
1962	6 months, 19 days (203 days)
1963	2 years, 4 months (854 days)
1965	2 years, 4 months, 14 days (866 days)
1972	1 year, 5 months, 19 days (535 days)
1979	6 months, 3 days (186 days)

Source: Library of Parliament

As shown in the chart above, half of the general elections that resulted in the return of a minority government were followed by another major electoral event within a year. This eventuality created an even greater need for Elections Canada to return to and maintain a state of readiness, while at the same time continuing to work on our strategic objectives related to ongoing improvements and enhancements to Canada's electoral process and systems to ensure the greatest accessibility and convenience for all Canadian electors.

In 2004-2005, this challenge called, immediately after the 38th general election, for the mobilization of our resources to return the agency to its full state of readiness without delay in the eventuality that the next general election could be called at any time. This had to be accomplished while resources were also committed to finalizing tasks of the last election, such as making reimbursements of election expenses and publishing financial returns on the Web site.

For the most part unseen by the general public, the amount of follow-up work after election day in 2004 was substantial. The tasks that followed the 38th general election included preparing and distributing the final lists of electors; preparing and publishing official voting results; restocking material; paying more than 190,000 field staff, as well as suppliers; reviewing candidate, political party and third party financial returns; investigating and in some cases prosecuting offences under the *Canada Elections Act*; training new returning officers; and embarking on data analyses, post-mortem analyses, and surveys of electors, with a view to improving existing programs and developing new ones.

The sheer size of our country, geographically the second-largest in the world, and our responsibility to provide over 22 million registered electors with timely information and an opportunity to vote conveniently, dramatically affected the size of the agency over the course of the year. As a general election approached, the staff at Elections Canada grew from 330 to close to 600 people. Returning officers face the significant challenge of hiring temporary workers to support the electoral process in 18,807 polling places across the country, and we provided all of these people with training, supervision, training materials, supplies and administrative support. To respond to these challenges, our team must be multi-skilled and multi-talented.

The Chief Electoral Officer provided returning officers with the best of training, training materials, operational procedures, outreach programs, tools and support. Lack of experience among certain newly appointed returning officers, especially returning officers appointed just before an event, poses risks. We managed the risk by ensuring that training programs apply effective adult education principles, and applied an integrated approach to all our training materials. Furthermore, field liaison officers appointed by the Chief Electoral Officer provided assistance and guidance to returning officers during and between elections. The field liaison officers also provided daily field management reports to Elections Canada management in Ottawa during the election period.

Our planning is also affected when new electoral legislation is considered in Parliament. The Chief Electoral Officer was called to appear before the relevant committee of the House of Commons and/or the Senate for many of these bills and the agency prepared a thorough analysis in each case. Details of appearances during the period of this report are found on page 46.

Other factors that influenced our performance, electoral planning and election delivery included high mobility among electors (more than 40 percent of all Canadians change their addresses every five years), increased social diversity, and legislative amendments and judicial decisions that changed the administration or application of the *Canada Elections Act*. In 2004-2005, these were the judicial decisions:

- Bill C-3, *An Act to amend the Canada Elections Act and the Income Tax Act*, came into force on May 15, 2004. This amendment was in response to the June 2003 Supreme Court of Canada ruling in *Figueroa v. Canada (Attorney General)* that ruled unconstitutional the requirement that a political party had to endorse at least 50 candidates in a general election in order to receive certain benefits under the law. The Act contains a sunset provision, which provides that the amendments will cease to have effect two years from the date they came into force. The provisions must be reviewed before that date and formally renewed. Under the amendments, a total of 12 political parties were registered for the 38th general election.
- On June 10, 2004, 18 days before election day, the Chief Electoral Officer, in consultation with the Commissioner of Canada Elections, announced that the decision of the British Columbia Supreme Court in *R. v. Bryan* would be applied across Canada for the 38th general election, to achieve uniform application of the *Canada Elections Act* everywhere in the country. This decision stemmed from the October 23,

2003, British Columbia Supreme Court ruling in *R. v. Bryan*, which held that the provision prohibiting the public transmission of the result of the vote in an electoral district before all the polling stations are closed in that district was unconstitutional and of no force and effect. As leave to appeal that decision to the British Columbia Court of Appeal was granted on March 11, 2004, the decision of the Chief Electoral Officer to apply this decision across Canada was made pending a decision from the British Columbia Court of Appeal. In a judgment rendered on May 20, 2005, that court concluded that section 329 of the *Canada Elections Act* was a reasonable limit on freedom of expression under section 1 of the Charter, thereby affirming the constitutionality of the provision and consequently restoring the conviction entered at trial against the respondent. On August 19, 2005, Mr. Bryan filed an application for leave to appeal with the Supreme Court of Canada. The respondents have 30 days to file a response to Mr. Bryan's application. The Supreme Court of Canada, after having received the pleadings of all parties, will determine whether it will hear Mr. Bryan's appeal.


- In May 2004, the Federal Court of Canada rendered its decision in *Raïche v. Canada (Attorney General)*, concerning a portion of the electoral boundary between the ridings of Miramichi and Acadie-Bathurst. The Court held that, in transferring certain parts of parishes from the riding of Acadie-Bathurst to Miramichi, the Federal Electoral Boundaries Commission for New Brunswick erred in its application of the rules governing the preparation of its recommendations. The decision was not appealed by the Attorney General of Canada. The Miramichi and Acadie-Bathurst Electoral Boundaries Commission was created under Part I of the *Inquiries Act* in response to the *Raïche* decision, and led to the introduction of Bill C-36, *An Act to change the boundaries of the Acadie-Bathurst and Miramichi electoral districts*, which received royal assent on February 24, 2005. The revised boundaries are scheduled to come into force at the next dissolution of Parliament.
- On May 18, 2004, the Supreme Court of Canada in *Harper v. Canada (Attorney General)* overturned the decision of the Court of Appeal of Alberta that invalidated a number of provisions in the *Canada Elections Act* regulating the intervention of third parties in the electoral process and the prohibition on election advertising on the day of the election. As a result, the provisions dealing with third parties and advertising on election day remain unchanged and in force. [*Harper v. Canada (Attorney General)* [2004] S.C.C. 33] In this case, Elections Canada did not have to make changes to the way it operated, but it had to be prepared to introduce changes on short notice in case the Supreme Court upheld the decision under appeal.


Trends and issues

The final lists of electors for the June 28, 2004, election contained a total of 22,466,621 elector names. The total number of votes cast was 13,683,570, the first increase in the number of votes cast in more than 10 years. This results in a final turnout rate of 60.9 percent. While the number of votes cast was a 5.3 percent increase over the number cast in the 2000 general election, turnout has again declined from the 64.1 percent turnout in the 2000 election, due mainly to an 8.7 percent growth in the Register between 2000

and the start of the 2004 election, as compared to a 4 percent growth in the overall electoral population during the same period. Efforts to register as many electors as possible have resulted in the addition of electors whose participation rate in voting has been historically lower than that of the electorate generally, such as youth.


An in-house analysis of youth registration and turnout was conducted to assess the impact of the several youth-targeted initiatives developed over the past two years.


 This symbol of a computer mouse indicates that more detailed information is available at www.elections.ca or in one of our printed publications.

 For details on our youth initiatives, see: *Report of the Chief Electoral Officer of Canada on the 38th General Election Held on June 28, 2004* (CLICK: www.elections.ca/content.asp?section=gen&document=index&dir=rep/re2/sta2004&lang=e). The report is also available in print form.

Using the final lists of electors for a random sample of electors selected from polling divisions and electoral districts in every province and territory, it was possible to estimate the rate of turnout by age group. The results of this study show that the turnout rate for first-time electors (18 to 21.5 years old) was 38.7 percent for the 2004 election. While this appeared to be a significant increase over the youth turnout at the 2000 election, which was reported to be 25 percent for those aged 18–24, it should be noted that in light of the different methodologies employed, direct comparisons between the two studies cannot be made.

Appendix C includes facts and figures regarding the 1997, 2000 and 2004 general elections.

 For recent *Official Voting Results* reports, CLICK: www.elections.ca/content.asp?section=gen&document=index&dir=rep/re2&lang=e&textonly=false#officialvoting.

 For two Elections Canada research studies on electoral participation (“Why is Turnout Higher in Some Countries than in Others?” and “Explaining the Turnout Decline in Canadian Federal Elections: A New Survey of Non-voters”), CLICK: www.elections.ca/intro.asp?section=loi&document=index&lang=e&textonly=false.

Strategic relationships

The co-operation of many partners was essential to achieving our strategic outcomes successfully. The scale of our partnership agreements varied, depending on whether, as in the last year, it is a year in which a general election is conducted, or a year in which one or more by-elections are held. In our discussion of our performance by strategic outcome in Section II, we identify specific relationships with federal departments and agencies, community partners, international organizations, provincial, territorial and municipal governments and electoral agencies, and research institutes and centres. We have also developed strategic partnerships with the private sector in areas where we required specialized resources and expertise to assist us in the delivery of electoral events.

Section II – Analysis of Performance by Strategic Outcome

Strategic Outcome #1
Electoral Event Delivery and Political Financing
<p>Expected results:</p> <p><i>To deliver federal elections, by-elections and referendums that maintain the integrity of the electoral process, and to administer the political financing provisions of the Act.</i></p>
<p>Plans, priorities and commitments:</p> <ul style="list-style-type: none"> • <i>Conduct and deliver the 38th general election on June 28, 2004. (new)</i> • <i>Administer the provisions of the Canada Elections Act related to political financing, which include providing quarterly allowances to qualifying political parties. (previous)</i> • <i>Submit a statutory report on the administration of an electoral event in accordance with the Act and conduct post-election evaluations. (new)</i> • <i>Continue to investigate and rule on complaints related to the 2000 general election and subsequent by-elections. (previous)</i> • <i>Investigate and rule on complaints related to the 2004 general election. (new)</i>

Financial resources (\$ thousands)

Planned spending	Authorities	Actual spending
9,181	221,458	221,327

Electoral event delivery

Conduct the 38th general election on June 28, 2004

Issuing of the writs

The 38th general election began on May 23, 2004, when the Chief Electoral Officer of Canada instructed each returning officer in Canada's 308 federal electoral districts to conduct the election of a member of the House of Commons. Election day was set by the Governor in Council for Monday, June 28, 2004.

Delivering an electoral event in a 36-day time frame imposes a demanding schedule. The master plan for a general election outlines over 800 high-level activities to be accomplished. It takes tested procedures and the experience of expert staff to meet the

many deadlines set out in the calendar. Nevertheless, during every general election, unexpected events occur. Elections Canada responds as soon as issues arise – in a way that addresses the needs of the electorate, the candidates, the parties and the democratic process.

Event management

For the 38th general election, Elections Canada established the Event Management Framework, a new governance model that provided our Executive Committee with a comprehensive daily report of activities in the field and at headquarters, and a means of dealing with issues as quickly as they were reported, before they could escalate.

The Executive Committee also benefited from briefings from internal task forces created to support its work. Drawn from specialized experts across the organization, these teams were responsible for detecting risks and problems, researching the causes and identifying solutions – and analyzing every detail for feasibility, impact and risk. Emerging news stories and media trends were also responded to and analyzed.

For the 38th general election, improvements were made to the Event Management System, which reported on an exception basis the progress of key activities at Elections Canada in Ottawa and in the 308 electoral districts, as well as on other types of management information, through daily presentations to the Executive Committee. The Event Management System drew information from several computer applications in Ottawa as well as from information provided by returning officers and various field applications.

We also improved performance measurement tools used to assess the work done in the field, and improved field reporting applications, including exception-reporting capabilities. Exception reporting helped to focus the Executive Committee meetings on critical aspects of the election and helped to centre attention on strategic and tactical aspects, including trend analysis and the interdependence of critical events.

To keep everyone informed, returning officers were provided daily statistical feedback on their progress with the revision process, their volume of requests to the Elections Canada Support Network, and the volume of toll-free calls made to their offices.

The services of 24 field liaison officers, whose combined areas covered all of Canada, were a major element of the management framework for the 38th general election.

Working in the field with the returning officers, field liaison officers were able to provide insight into the conduct of the election at the local level. The field liaison officers gave a qualitative assessment of the progress of the election, complementing the statistical feedback received through the Event Management System.

During the election, field liaison officers had four responsibilities within their respective regions:

- providing the returning officers with functional leadership
- enhancing the quality and timeliness of the performance of key duties within each electoral district
- identifying problems at the electoral district level and helping the returning officers resolve them
- acting as media representatives when required

Field liaison officers were, in turn, supported by a group of advisors and analysts in Ottawa who responded to over 4,100 queries from liaison officers during the course of the election. They also received daily exception reports from the Event Management System to assist them in identifying areas to monitor. Reports from field liaison officers were presented each day to the Executive Committee. Over the 36-day election period, field liaison officers identified a total of 164 risks and problems; all were resolved within two days. Surveys showed that returning officers were satisfied with the availability of field liaison officers (84 percent) as well as their ability to handle questions from the media (75 percent). See the chart on page 50 for an illustration of the field liaison officer's position within the agency.

First steps

Upon the issue of the writs of election, returning officers immediately began hiring staff and opening their offices. They began accomplishing each identified task in the 36-day election calendar. Each returning officer retained an average of 629 workers by the end of the election, in some 50 different positions.

Each office received an average of nearly two tonnes of supplies. Some of this material was shipped to returning officers prior to the issue of the writs, to enable them to set up their offices and prepare to begin operations. By June 4, 2004, 12 days after the writs were issued, the remainder of some 550 tonnes of election supplies – ballot boxes, forms, signs and equipment, as well as 3,000 computers (stored in regional locations) – were on the way or had been delivered to the offices of the 308 returning officers.

Within 48 hours, most returning officers had opened offices and had issued a formal Notice of Election, notifying the public that the office of the returning officer was open for business and that candidates could now file their nomination documents. Immediately following the opening of each office, the office address and contact information were posted at www.elections.ca.

Activating systems

Almost every administrative aspect of elections is automated. In October 2001, we updated much of our communications infrastructure and provided a home computer to each returning officer so that he or she could complete various pre-writ assignments and easily communicate with Elections Canada in Ottawa.

Once the writs were issued, more than 6,800 local telephone lines were ordered and installed for the 308 returning offices and 96 sub-offices. In five days, 89 percent were operational, and all the rest were functioning within ten days. Nevertheless, this was later than anticipated, and we will re-evaluate the procedures for this activity. Approximately 1,125 toll-free lines were also activated so that the public could contact the offices of returning officers, sub-offices and the national call centre. For the first time, in 2004, technology was available to monitor calls going to the offices of returning officers and to alert them via e-mail if the volume of calls exceeded the ability of the returning officer to meet the established service standard.

The computer hardware for managing the election was delivered to each of the 308 returning offices and installed within five days – a process greatly assisted by the use of Canada Post staging centres across the country. Automation coordinators then installed software on the computers to help manage the returning offices and to transfer data to and from Elections Canada in Ottawa. Data for these systems were then downloaded to databases in each office of the returning officer. A problem with the installation disk slowed this process in many electoral districts, but it was resolved within the planned time frame for installation.

Over the next few days, returning officers' staff confirmed and prepared leases for their polling sites. Using an automated system, they prepared camera-ready templates of the voter information cards to send to printers. Addresses of polling stations were posted on Elections Canada's Web site.

Expanded staff in Ottawa

In Ottawa, the number of Elections Canada employees doubled to approximately 600. In preparation, we conducted competitions from which eligibility lists were created before the call of the event and we solicited the help of our provincial counterparts to recruit experienced electoral staff for the Elections Canada Support Network (see page 20).

Returning officers' duties

The duties of a returning officer are varied and call for the use of a wide range of modern management techniques: financial planning; material, human and financial resources management; contract negotiation; public relations; and office automation, to name a few. Returning officers must be both skilled and efficient to complete their tasks within the short periods of time allowed by the election calendar. A total of eight resigned after their training sessions in Ottawa.

Returning officers managed the massive task of hiring approximately 190,000 additional temporary workers to support the electoral process across the country. Elections Canada provided all of these people with training, supervision, training materials, supplies and administrative support.

Establishing polling stations

Before the issue of the writs, the returning officers scouted for suitable multiple locations to be used as polling sites. Where feasible, polls were centrally located in a school, community centre or other easily accessible public building. The rental of such locations remains challenging, as arrangements must respect the interests of the school boards, community centre operators, and other owners and stakeholders. Their co-operation contributed to the success of the election.

Returning officers set up 63,859 polls in 18,807 different polling sites (locations) to be used for advance voting and election day voting:

- 14,925 ordinary poll locations (59,514 polls)
- 2,702 advance poll locations (3,235 polls)
- 3,172 mobile poll locations (1,110 polls)

Each ordinary poll served an average of 352 electors. Level access was available at 99.8 percent of all polling sites. Transfer certificates were available, which allowed electors with disabilities to use other polling stations with level access if their own polling stations did not provide such access.

Returning officers also made arrangements for mobile polls, which serve electors who are seniors or persons with a physical disability, and who reside in an institution. The poll moved from one institution to another so that the electors in each location could vote conveniently at hours that were made known well in advance of election day. Throughout the country, 1,110 mobile polls serving 3,172 facilities were established in 274 electoral districts, to serve a population of 170,925 registered electors. In all, 92,091 electors voted at mobile polls.

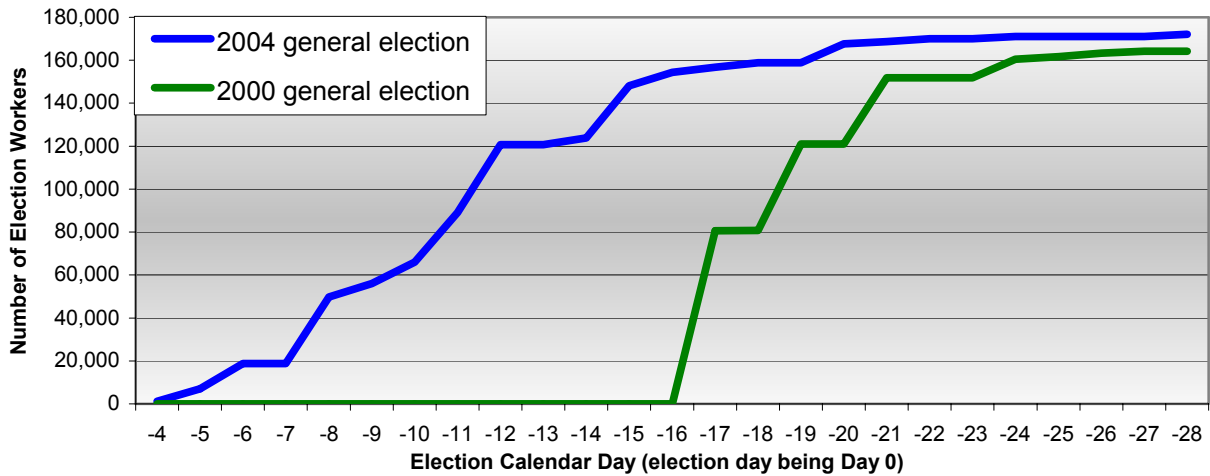
Late opening of polling stations

Contingency plans were developed by returning officers, in co-operation with the field liaison officers, to ensure that all polling stations opened at the time prescribed by the *Canada Elections Act*. The plan called for training of stand-by workers to eliminate the risks associated with last-minute resignations by election day officials. Nationally, an extra 6,510 officers were available for election day; 2,209 extra election officers were available for each day of advance voting.

Of the 308 returning officers, 92 percent submitted a contingency plan for the advance polls, and 91 percent submitted a contingency plan for election day.

On election day, out of 59,514 polling stations, only 56 polling stations in 13 electoral districts did not open on time, mainly as a result of contingency plans. Many of these opened within an hour of the appointed time, but 35 polling stations opened up to four hours late. In one electoral district, a polling location was shut down for 20 minutes, affecting 13 polling stations. In each case, the Chief Electoral Officer immediately asked the returning officers concerned to report on the factors that contributed to the delays. In 12 electoral districts, the returning officers provided reports on the events.

Cumulative payments to election workers



Days	-4	-5	-6	-7	-8	-9	-10	-11	-12	-13	-14	-15	-16	-17	-18	-19	-20	-21	-22	-23	-24	-25	-26	-27	-28
2004 GE	1,119	6,974	18,807	18,807	49,728	56,011	65,960	89,044	120,708	120,708	123,875	148,131	154,326	156,717	158,785	158,785	167,651	168,636	169,965	169,965	171,047	171,047	171,047	171,047	172,113
2000 GE	0	0	0	0	0	0	0	0	0	0	0	0	0	80,553	80,795	120,960	120,960	151,893	151,893	151,893	160,497	161,664	163,338	164,236	164,279

For the 2004 general election, service standards for payments were established and provided to returning officers and their staff. These service standards were met. The payment chart represents the cumulative number of election workers receiving their payment per day following polling day (Day 0).

Quick Facts:
A total of 66,318 tax information slips for income tax purposes were produced and mailed to election workers on February 2, 2005.

As indicated by the chart, payments were received by election workers more quickly in 2004 than in 2000. The improved level of service can be attributed to the enhancements made to the Returning Office Payment System (ROPS), which included a direct link with the Standard Payment System at Public Works and Government Services Canada, the introduction of an electronic signature on payments and extending the direct deposit option to all election workers.

Preparing the lists of electors

Four different lists of electors were produced for each electoral district: the preliminary, the revised, the official and the final lists of electors. Revision is the process of adding new names to, correcting information on, and removing names from a list of electors during the election period.

Each returning office has a database of the lists of electors for all electoral districts. During the 38th general election, returning officers updated elector addresses across electoral districts and transferred elector registration information between electoral districts. During the election period, an estimated 409,040 elector records were transferred between electoral districts, and an estimated 629,237 electors moved within their electoral district.

During the second week of the election period, returning officers carried out revisions targeting areas such as new subdivisions, apartment buildings and student residences, and institutions such as nursing homes and chronic care hospitals.

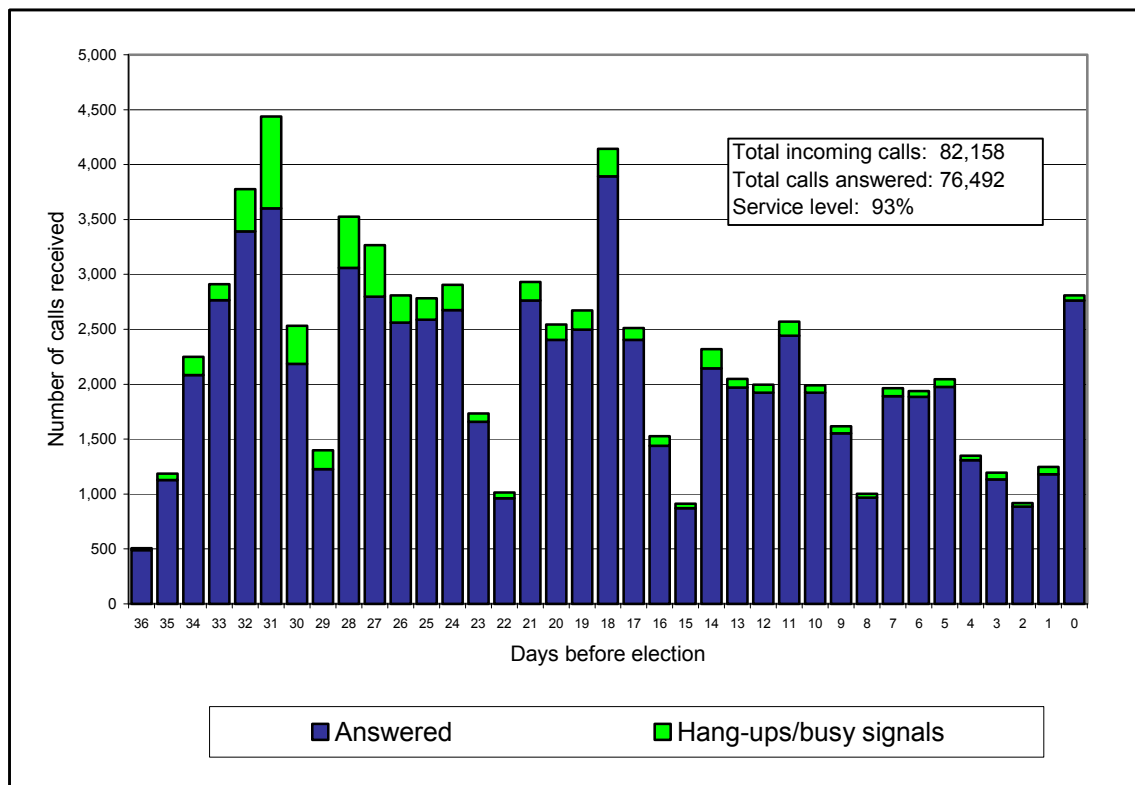
Revising agents visited the targeted areas and registered electors in person. Revising agents visited approximately 1,295,000 addresses and completed registration forms for some 266,000 households; in addition, they left 289,000 mail-in registration packages.

While Elections Canada retains the responsibility to try to reach all electors requiring revision, the effectiveness of door-to-door canvassing is declining. As was increasingly reported when national door-to-door enumerations were carried out, people are not at home as regularly as they once were, and they are more reluctant to open their doors to strangers. Also problematic is the requirement of documentation for each person registered. The use of targeted revision needs to be assessed in light of these challenges, so that efforts can be focused on the areas and demographic groups that most require this service.

The Elections Canada Support Network

To assist returning officers and their staff, the Elections Canada Support Network was set up in Ottawa, with five help desks: Electoral Coordination, Revision Systems (including Information Technology), Special Voting Rules, Finance and Support Services. Returning officers and their staff could contact the support network by telephone, e-mail or fax, or by forwarding a request through a computerized call-tracking system. A total of 82,158 queries were made during the election, of which 76,492 were answered immediately, yielding a response rate of 93 percent (that is, eight percentage points above the general service standard of 85 percent). After the election, office staff and election officers could call a toll-free number for answers to questions about payments and earning records. From initiation of the service through end of December 2004, some 38,000 calls were received from election workers, of which 31,000 were answered. As this proportion is slightly under the 85 percent standard, Elections Canada will make the

necessary efforts to increase the number of answered calls through its support network for the next event.



Political financing


Administer the provisions of the *Canada Elections Act* related to political financing

In June 2003, Parliament passed Bill C-24, *An Act to amend the Canada Elections Act and the Income Tax Act (political financing)*. Most of the provisions of C-24 came into force on January 1, 2004 – within six months of the 38th general election. The changes had far-reaching effects on products and services of Elections Canada, as well as on our information technology systems.

The amendments significantly tightened the rules for political contributions and the financial activities of parties and candidates. Among other provisions, the new legislation introduced limits on political contributions and a ban on contributions from unions and corporations to registered parties and their leadership contestants.

The amendments also extended these provisions to cover electoral district associations and nomination and leadership contestants. Disclosure and registration requirements for these political entities were similarly extended.

C-24 also established a publicly funded system of quarterly allowances for registered political parties, based on the number of votes they obtained in the previous general election.

 For information on the changes to the Act, CLICK:
www.elections.ca/content.asp?section=loi&document=index&dir=re3&lang=e&textonly=false.

Most of the work to implement C-24 was completed in 2003-2004. Elections Canada continued in 2004-2005 to put in place various tools and processes to inform the public and simplify matters for all of the political entities involved, as well as to respond to recommendations for improvements resulting from consultations with candidates' official agents following the 2000 general election. With the exception of those recommendations requiring legislative change, Elections Canada acted on all of the major recommendations. The resulting products and information were made available through the distribution of multimedia kits and on the Web site. This included forms, manuals, training videos and software, to allow for the electronic filing of returns. In addition, we have a toll-free telephone support network to respond to questions from political entities, their agents and auditors throughout the process. A total of 13,900 calls were made during 2004-2005, of which 13,289 were answered, yielding a response rate of 96 percent (that is, 11 percentage points above the general service standard of 85 percent).

The 2004 general election was the first to take place under the new political financing system. As of June 16, 2005, Elections Canada had received over 2,900 financial reports, specifically:

- 1,652 candidates' electoral campaign returns
- 863 nomination contest reports
- 357 contestants' nomination campaign returns
- 12 registered party returns in respect of general election expenses
- 59 third-party election advertising reports

Furthermore, Elections Canada received:

- 8 weekly and 3 final contestants' party leadership campaign returns
- 3 statements of assets and liabilities of newly registered parties before the 38th general election
- 12 registered party financial transactions returns for 2003
- 1,065 opening balance sheets of new registered electoral district associations
- 642 registered associations' financial transactions returns for 2004

Since Bill C-24 came into effect, Elections Canada has paid:

- \$19,386,106 in reimbursements to candidates for their election expenses
- \$30,548,056 in reimbursements to parties for their election expenses
- \$23,196,131 in quarterly allowances to parties for 2004
- \$6,022,785 in allowances to parties for the period from January 1 to March 31, 2005

The total amount paid exceeds \$80 million, including auditors' subsidies and refunds of candidates' nomination deposits.

Reimbursements to candidates are made in a two-step process. Initial reimbursements totalling \$9.8 million were made in July 2004 for all 837 eligible candidates, that is, those who received at least 10 percent of the valid votes cast in their ridings. The average amount paid was \$11,700. Final reimbursements, which are based on the information contained in the candidate's campaign return, are processed on an ongoing basis, once the review of each campaign return has been completed. Pursuant to section 465 of the *Canada Elections Act*, the Chief Electoral Officer must be satisfied that the candidate and his or her official agent have complied with the various requirements of the Act before initiating this final reimbursement.

By the week of May 9, 2005, Elections Canada had surpassed the number of campaigns that had been fully reimbursed for eligible expenses than at the same point in time following the 2000 general election.

Compared with the general election of 2000, a significant number of returns related to the 2004 general election were not filed by the October 28, 2004, deadline. Out of a total of 1,685 candidate returns that were due, some 400 were not filed by the original filing deadline. Of these, 322 requests for extensions to the filing deadline were granted by the Chief Electoral Officer and 60 by judicial authority. This is three and a half times more than for the 2000 general election, which had a total of 111 extensions. The high number of extensions to the filing deadline had an unexpected draw on our resources.

The monitoring and management of filing deadlines is an extensive and time-consuming process. Elections Canada was in frequent, at times daily, communication with the Speaker of the House, party whips, all political parties, and affected candidates and their official agents on the status of candidate filings during October, November and December 2004. The Advisory Committee of Political Parties has recognized our efforts in this regard.

The reason why we place such importance on this monitoring resides in the fact that the consequences of non-compliance with filing requirements can be very serious for a candidate. These include:

- loss of the right to be a candidate at a federal election
- for members of Parliament, loss of the right to sit and vote in the House
- loss of reimbursement of election expenses
- loss of the candidate's nomination deposit

These consequences are in addition to the fact that there are offences related to non-compliance with filing requirements.

In addition to handling extensions, during December 2004 we refunded some \$1.6 million in nomination deposits to candidates based on a preliminary review of the filings. In addition, election expenses reimbursements of \$30.5 million were made to qualifying political parties within one week of receiving their election expenses returns.

During our review of the returns, we noted that there were a number of returns with errors and omissions, as well as other potential problems. Our work helps to protect candidates by providing them with administrative options to bring their returns into compliance.

When we review a return, however, the process of identifying and addressing errors, omissions and the questions raised necessarily prolongs the process. Elections Canada has identified some 250 returns that required an official amendment to meet the requirements of the Act.

Training for electoral district associations

Following requests from the Advisory Committee of Political Parties, Elections Canada developed and conducted information sessions for electoral district associations. A total of 21 sessions were held across Canada from February 15 to 28, 2005.

These sessions covered three topics:

- understanding the obligations of a registered association
- navigating the Elections Canada Web site
- demonstrating the Electronic Financial Return software

The 542 session participants completed training evaluations awarding high scores and indicating that the sessions were well received. A majority expressed a desire for further training sessions. Respondent survey results suggested that:

- sessions met their objectives (96 percent)
- presentation quality was very good or excellent (82 percent)
- question and answer periods were very good or excellent (93 percent)
- the service provided by 1-800 telephone support was satisfactory (88 percent)

Before the training sessions, only 38 percent of survey respondents said they had used the Electronic Financial Return before the training. Following the training, 91 percent said they planned to use the Electronic Financial Return.

Post-election reporting

Submit a statutory report on the administration of an electoral event in accordance with the Act and conduct post-election evaluations

Following the 38th general election, Elections Canada undertook post-electoral evaluation exercises. The evaluations focused on new programs and programs of interest for the agency and/or external audiences, such as electors, political entities and other stakeholders.

We participated in three main surveys.

- We commissioned, through competitive processes, EKOS Research Associates to conduct a general survey of electors with an oversample of Aboriginal electors, and Decima Research to survey returning officers.
- We participated in the 2004 Canadian Election Study.

In addition to the three main surveys, Elections Canada undertook more than 40 evaluations of its programs and projects, including the evaluation of new initiatives since the 2000 general election (field liaison officers, outreach program). The recommendations resulting from these evaluations made it possible to identify short- and long-term enhancements to improve service delivery and election management.

Also following the 38th general election, the Chief Electoral Officer delivered the *Report of the Chief Electoral Officer of Canada on the 38th General Election Held on June 28, 2004* to the Speaker of the House of Commons on October 21, 2004.

The Chief Electoral Officer also submitted the official voting results of the 38th general election on CD-ROM on November 17, 2004.

The Chief Electoral Officer also worked during this period on preparing his recommendations following the 2003 Representation Order. The report, entitled *Enhancing the Values of Redistribution*, which proposes changes to the redistribution process stipulated in the *Electoral Boundaries Readjustment Act*, was submitted to Parliament after the reporting period of this report, on May 18, 2005.

In addition to the above, the Chief Electoral Officer made the first of two statutory reports to Parliament respecting desirable amendments to the *Canada Elections Act* in September of 2005. This first report dealt primarily with issues not related to the political financing reforms that came into effect on January 1, 2004. A second report primarily focusing on issues related to those political financing reforms will be tabled later. These reports are made pursuant to section 535 of the Act.

☞ For the *Report of the Chief Electoral Officer of Canada on the 38th General Election Held on June 28, 2004*, CLICK: www.elections.ca/content.asp?section=gen&document=index&dir=rep/re2/sta2004&lang=e&textonly=false.

☞ For the *Official Voting Results* of the 38th general election, CLICK: www.elections.ca/scripts/OVR2004/default.html.

☞ For *Enhancing the Values of Redistribution*, CLICK: www.elections.ca/content.asp?section=gen&document=index&dir=rep/re2/recom_redis&lang=e&textonly=false.

Enforcement


Continue to investigate and rule on complaints related to the 2000 general election and subsequent by-elections. Investigate and rule on complaints from the 2004 general election.


The Commissioner of Canada Elections is the authority responsible to ensure that the *Canada Elections Act* is complied with and enforced.

Anyone who has reason to believe that an offence under the *Canada Elections Act* or the *Referendum Act* has been committed and has specific and verifiable facts may complain to the Commissioner, who will investigate.

During an election period, if the Commissioner of Canada Elections believes that a serious breach of the Act may compromise the fairness of the electoral process, he may apply for a court injunction. A prosecution for an offence may be instituted within 18 months after the day on which the Commissioner became aware of the facts giving rise to the prosecution, and not later than seven years after the day on which the offence was committed.

The Commissioner may also conclude a compliance agreement with anyone he believes on reasonable grounds has committed, is about to commit or is likely to commit an offence. This is a voluntary agreement between the Commissioner and the person, in which they agree to terms and conditions necessary to ensure compliance with the Act. A summary of each compliance agreement is made public.

 For details of convictions, CLICK: www.elections.ca/content.asp?section=loi&document=index&dir=sen&lang=e&textonly=false.

 For summaries of the terms of compliance agreements, CLICK: www.elections.ca/content.asp?section=loi&document=index&dir=agr&lang=e&textonly=false.

The Commissioner continues to receive and investigate complaints from the 38th general election.

The Commissioner received 1,032 complaints of alleged offences arising from the 37th general election. He authorized 41 prosecutions, of which 14 resulted in compliance agreements. Eleven offenders were convicted, three cases resulted in acquittals, three are still before the courts and the remaining cases were stayed or withdrawn. There were, in total, 61 compliance agreements related to the 37th general election. The offence of electors voting more than once resulted in 36 compliance agreements and one prosecution.

The Commissioner also received 42 complaints concerning the 12 by-elections between 2000 and 2004; all have been resolved. Four compliance agreements were concluded.

As of September 2005, 836 complaints related to the 38th general election had been brought to the attention of the Commissioner. Among these, 799 cases have been resolved and 37 remain open, with investigations underway. Fourteen compliance agreements were concluded.

	2000 general election	2004 general election as of September 2005
Complaints	1,032	836
Prosecutions	27	0
Convictions	11	0
Compliance agreements	61	14

The complaints most frequently reported to the Commissioner relate to:

- failure to satisfy bank account requirements
- failure to indicate authority for election advertising
- providing electoral campaign return containing false or misleading statement or one that is incomplete
- voting more than once
- conducting election advertising during blackout period

At the same time, the new financial provisions of the Act brought about by Bill C-24 accounted for an additional 641 complaints. Most of these dealt with the failure to provide nomination or registered association financial reports within the prescribed time limits. Of these cases, 614 have been resolved and 27 remain open.

Strategic Outcome #2
Electoral Event Readiness and Improvements
<p>Expected results:</p> <p><i>To achieve and maintain a state of readiness to deliver electoral events whenever they may be called, and to improve the delivery of electoral events.</i></p>
<p>Plans, priorities and commitments:</p> <ul style="list-style-type: none"> • <i>Improve service delivery. (previous)</i> • <i>Preparation for the 39th general election. (new)</i> • <i>Review information technology systems. (previous)</i> • <i>Review voter registration and electoral geography. (previous)</i>

Financial resources (\$ thousands)

Planned spending	Authorities	Actual spending
32,398	43,524	42,526

To maintain readiness for an electoral event, the Office of the Chief Electoral Officer must continually monitor parliamentary and political events and trends, so that it can react to situations that affect its election preparations. Between general elections, the Office conducts by-elections and makes ongoing improvements to the electoral process.

Improve Service Delivery

Our evaluations following the 2000 general election indicated that improvements to four areas should be priorities:

- 1) the quality of the lists of electors
- 2) the voter information cards sent to all registered electors
- 3) communications with electors through the advertising campaign
- 4) responses to inquiries from the public

The Chief Electoral Officer committed to making improvements in these four areas in Elections Canada’s *Report on Plans and Priorities* for 2001-2002, 2002-2003 as well as 2003-2004. As the following pages show, that commitment has been met. To ensure Elections Canada is always ready to conduct an electoral event, we constantly monitor our mission-critical functions and systems and provide a progress report every two weeks to the Executive Committee chaired by the Chief Electoral Officer.

1. Improving the Lists of Electors

The National Register of Electors is a permanent list of Canadians who are eligible to vote. It is used to produce the preliminary lists of electors.

The preliminary lists are provided to confirmed candidates early in an electoral event, and are used to mail each registered elector a voter information card. The Office of the Chief Electoral Officer also produces updated lists of electors from the Register in October of each year for members of Parliament and political parties, as the *Canada Elections Act* requires. The Register is increasingly shared with provinces, territories and municipalities to help them produce lists of electors for their elections.

In his report on the 37th general election, the Chief Electoral Officer noted eight areas of improvement for the National Register of Electors and the revision process. They have been successfully addressed as follows. In order to provide a comprehensive overview, we are presenting actions taken since 2001-2002, and not just those for the reporting period of this report.

1) Improving the quality of the lists of electors and addresses from other sources

As a result of continual updates to the Register, it is estimated that more than 95 percent of electors were on the preliminary lists of electors used during the 38th general election, with 83 percent (plus or minus 2 percent) of them at the correct address. This is a marked improvement over the 37th general election (89 percent on the lists and 79 percent at the correct address), and exceeds our list-quality targets (92 percent on the lists with 77 percent at the correct address). Information for some 17 percent of electors changes each year, reflecting electors who move, new citizens, young electors and deceased electors. After the 38th general election, more than 1.8 million revisions and approximately 764,000 polling day registrants were entered into the National Register of Electors, compared to 2.55 million revisions and 1.05 million polling day registrants at the 37th general election in 2000.

This improvement results partly from access to new update sources, including Canada Post's National Change of Address data, voters lists from provincial and territorial elections which occurred in 2003 and spring 2004, and data from drivers' licences for the province of Alberta, where an agreement was reached in 2004 with the assistance of the province's Chief Electoral Officer.

Improving address and geographic information has been a priority for the Register. Since 2000, the number of electors we can pinpoint on our digital maps using their civic address information has increased from 65 percent to 87 percent. This greatly increases our ability to assign them to the correct poll. Addresses were updated to ensure conformity with Canada Post addressing standards. Other updates took into account recent municipal amalgamations and 9-1-1 addressing changes.

These address improvements have made the Register more consistent. In addition, improvements in postal code accuracy have increased the deliverability of voter information cards across the country. During the 2004 election, less than 0.5 percent of the more than 22.2 million cards were undeliverable due to invalid addresses.

In the past year, improvements have been made to the model used to measure the quality of the National Register of Electors. The first change is to incorporate an adjustment for the net Census undercount estimated by Statistics Canada to represent people it missed during the most recent Census of Population. This adjustment resulted in an increase in the estimated number of potential electors and a consequential decrease of some 2.5 percent to the national coverage estimates. Efforts have been made to improve the methodology used to estimate the electoral population at the electoral district level. As well, a number of smaller incremental changes have been made to the different components of the quality model, particularly to incorporate better demographic information now available from Statistics Canada. To further improve the Register Quality Measures, we are conducting a data confirmation pilot project. We are contacting a sample of electors to verify their personal information by means of questionnaires in September 2005. The results of this exercise will be used to benchmark the estimates of data quality produced on a regular basis, and serve as a launching pad to implement such exercises periodically and on a larger scale.

2) Improving the Register's coverage

Before 2002, a tax filer was able to consent on his or her income tax return to have his or her name, address and date of birth transferred by the Canada Revenue Agency to Elections Canada, but only to update existing information in the Register. Starting in 2002, following changes to the agreement between Elections Canada and the Canada Revenue Agency, eligible tax filers who were not already in the Register could also consent on their income tax returns to be added to it. Elections Canada is still required to obtain confirmation of the citizenship of these individuals before adding them to the Register because the relevant section in the tax return does not include an explicit declaration of citizenship.

Elections Canada has used a variety of methods to confirm the citizenship of tax filers who consented on the income tax return to be added to the Register. Some 496,000 potential electors were added through matching to provincial lists of electors. An additional 275,000 new electors were added as a result of a registration mailing to 2.2 million potential electors in the fall of 2003. Elections Canada also confirmed the citizenship of 305,000 youth by matching them to older electors at the same address with the same family name. These registrations have contributed to improvements in the Register's coverage of electors. The Advisory Committee of Political Parties was consulted before and during implementation of these measures.

The registration of young electors remains a priority for Elections Canada. In February 2004, we wrote to some 1.1 million young Canadians who had turned 18 since the 37th general election, to remind them of their right to vote and ensure that they were registered to vote in upcoming federal elections. This group included 300,000 young electors who were not in the Register. They received a registration kit. Of these, some 50,000 young people consented to be added to the Register. Those who did not respond before the issue of the writs were sent a notice soon after the start of the 38th general election to encourage them to register locally to vote. We estimate that some 75 percent of young electors (aged 18 to 24) were on the preliminary lists, an improvement of more than 16 percent since the 37th general election.

3) Improving the update cycle of the preliminary lists of electors

The Register's process to integrate updates from administrative and electoral source data has been improved, allowing the production of successive lists of electors more quickly. This maximizes the use of update sources, such as provincial lists of electors. For example, leading up to the 2004 general election four versions of the preliminary lists of electors were produced reflecting the latest information available.

4) Introducing regular reviews of the Register by returning officers

Returning officers conducted extensive pre-event list reviews in 2002 and 2003. New software allowed returning officers to correct addresses, revise polling division boundaries and assign electors to polling divisions. In 2002, some 2.3 million address improvements were made; some 18,400 polling divisions were adjusted to reflect resulting boundary changes and renumbering. In 2003, the emphasis was put on ensuring that electors were assigned to the proper electoral district, in accordance with the 2003 Representation Order.

Before the election, returning officers also received a list of areas where the Register tended to be of lower quality, allowing them to target their revision efforts for their respective electoral districts to these areas.

5) Recording elector moves between ridings into the REVISE computer system

As stated in last year's report, a new version of REVISE – the computer application used to revise the lists of electors during an election – was developed following the 37th general election. Several system innovations facilitated the revision of elector information and improved the accuracy of the lists of electors. The most important feature of the new version is the transfer of data for individuals who have moved between electoral districts, reducing the number of duplicate entries. Over 409,900 electors were updated in this manner during the 38th general election. Duplicates on the final list of electors went down from 950,000 in the 37th general election to 288,000 in the 38th general election. Another new feature is the ability to accept electronic updates from the National Register of Electors during elections. Once the writs were issued, the Register


continued to process data updates. Some 335,000 elector updates were provided to offices of returning officers. These affected electors were sent voter information cards.

6) Simplifying and improving revision and targeted revision

To assist returning officers in targeted revision, Elections Canada set up a central registry of high-mobility addresses and carried out a demographic analysis of Register coverage to identify areas with low registration rates. Returning officers were able to add this information to their lists of dwellings that they had already identified for targeted revision. An example of an area with low registration rates would be a new residential housing development.

7) Studying the feasibility of secure on-line registration and verification

In 2002, Elections Canada commissioned a study on the feasibility of developing and implementing an on-line voter registration system. In March 2003, the *On-line Voter Registration Feasibility Study* concluded that on-line voter registration offers benefits for electors, would improve Elections Canada's service to electors, and would empower electors to take a more active role in the voter registration process. It would also facilitate more robust, integrated service that would offer electors convenient access to voter registration by a variety of means. On the other hand, there would be security and privacy issues to resolve, and legislation to amend. The pursuit of on-line voter registration remains a priority for Elections Canada.

 For an executive summary of the on-line registration study, CLICK:
www.elections.ca/content.asp?section=loi&document=index&dir=fea&lang=e&textonly=false.

8) Continuing to work with provincial electoral agencies to share Register data

Collaboration with provincial, territorial and municipal agencies remains a core component of the Register program, particularly as more provinces are working with Elections Canada and on their own to establish permanent registers of electors. Twice a year, the National Register of Electors Advisory Committee (which includes representatives from all the provincial and territorial electoral agencies, the Federation of Canadian Municipalities, the Canadian Council of Motor Transport Administrators, and the Vital Statistics Council for Canada) meets to discuss topics related to voter registration, Register maintenance and enhancing data sharing. Recent discussions have dealt with on-line registration, outreach strategies for youth and registration success in elections in the various jurisdictions.

These efforts enabled all agencies to share knowledge, improve data quality, minimize duplication of effort, save money and, most importantly, better serve the electorate. Since 2000, Elections Canada has shared Register data and/or collaborated on registration initiatives with provincial electoral agencies in British Columbia, Alberta, Ontario, New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, and with municipal electoral agencies, including the City of Winnipeg.

Cost savings

To date, the usage of the Register has realized significant savings for Canadians. It has achieved this in two ways:

- elimination of costly door-to-door enumeration at each election
- establishment of ongoing partnerships with provincial and territorial electoral agencies

The cumulative cost avoidance attributable to use of the Register is presented in Appendix B.

2. Improving the Voter Information Card

The voter information card (VIC) is an essential tool for reaching electors and transmitting important information to them. Early in the election period, the personalized card is mailed to each elector. It confirms that the elector is registered on a preliminary list of electors at the address on the card, and provides information on polling dates, times and locations, the returning officer's contact points and voting options.

Following suggestions from electors, political parties and returning officers, and as committed to after the 2000 general election, Elections Canada made improvements to the VIC – and to the strategies for delivering it.

- We included the eligibility criteria for voting and the Elections Canada Web site address on the VIC, in addition to the information prescribed by the *Canada Elections Act* (the election date and contact information for Elections Canada).
- Cards were addressed to “electors” instead of “occupants.”
- We introduced a generic reminder card delivered by Canada Post to all households one week after they delivered the VICs. Our 2004 survey indicated that 84.4 percent of respondents recalled having received a personally addressed VIC.
- The VIC was by far the most common means by which respondents received information about voting procedures in the 2004 general election, at 54.5 percent, followed by television ads (11.5 percent).

3. Improving Communications with Electors

After the 2000 general election, improving communications with electors also became one of our key commitments. Communications with Canadians at all levels of involvement – electors, representatives of special groups, and those who inform about or are directly involved in the electoral process – is vital to both the transparency and effectiveness of elections. Elections Canada is committed to providing intuitive, rapid and comprehensive ways for electors to learn about their voting rights, the electoral process and election results. We communicate with Canadians at multiple levels, through

multiple forms of dissemination and two-way interaction including print, broadcast, on-line and telephone.

The Elections Canada Web site

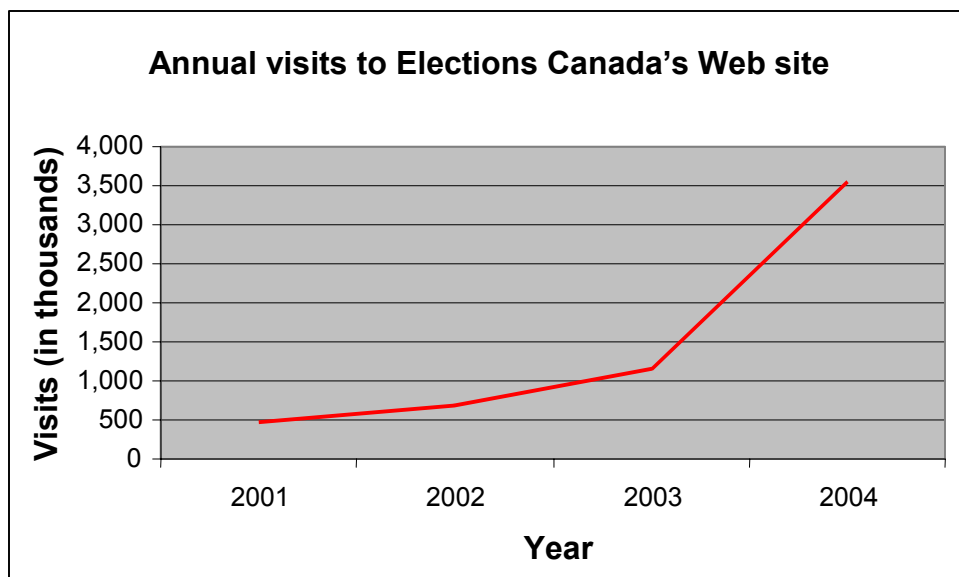
With its Web site, Elections Canada sought to provide to electors the best possible information tool – one that takes full advantage of expanding technological possibilities, and that meets or exceeds the expectations of Canadians.

Electors who log on to the Web site to find information are greeted with more information than ever before; almost all Elections Canada publications – from official reports to our *Electoral Insight* magazine – are reproduced on the Web, as are forms, manuals, information sheets and backgrounders explaining the changes resulting from Bill C-3 and Bill C-24, as well as instructional videos and electronic software to help political entities file financial returns. By the time of the 38th general election, the site had grown to 7,000 pages and included sections on electoral legislation and enforcement, and the new electoral boundaries; a special section with information and products for political parties, candidates, registered associations, nomination contestants, leadership contestants and third parties; information for young people and the media; electoral district information; a general election module; backgrounders; research reports; searchable databases with political parties' financial returns since 1993, and candidates' returns for the 1997, 2000 and 2004 general elections; and links to related sites.

The revamped “Young Voters” section of the Elections Canada Web site was a key component of our outreach. Launched in February 2004, the young voters' gateway was integrated with the Elections Canada site. The gateway is now more interesting visually and gives young people ways to engage in the electoral process by providing learning resources, links and interactive educational activities. Monthly visits to the site increased from 4,500 before the launch to 18,000 during it and 8,000 afterwards.

Other work carried out before the 2004 election included development of an election night results application that was easier to use and did not require prior configuration by the user; an updated list of Frequently Asked Questions that reflected legislative changes; and new Voter Information Service material to help electors locate their polling stations. Elections Canada also created a new portal to provide information about the 308 new ridings under the 2003 Representation Order, added a means by which electors could apply for election officer positions, and added a tool with which electors could find out whether their electoral districts had changed since the 37th general election.

From year to year, visits to the Elections Canada Web site have sharply increased. In 2001 the number of visits was 463,391, an average of 8,911 weekly; the figure rose by 46 percent in 2002 to 675,654, or 12,993 weekly. There was a further 72 percent increase in 2003, when visits numbered 1.16 million or 22,329 weekly. In 2004, the total number of visits was 3.56 million or 68,406 weekly, of which 1.58 million occurred during the election period.



Media relations

We developed a media relations program for the 38th general election ensuring that all media – national and regional, print, radio, television and Internet – had access to reliable and efficient media relations services throughout the election.

This program included:

- A team of 16 media relations advisors located strategically throughout Canada to work with 24 field liaison officers. This team quickly and efficiently responded to reporters' questions during key media working hours throughout the country as well as on evenings and weekends. Over 3,000 questions from reporters were answered, and most of them were resolved within hours.
- A toll-free media phone line that automatically directed media calls to the appropriate regional advisor. This system ensured that the more than 3,000 requests from media in Canada and abroad during the election were handled promptly and effectively.
- An Elections Canada pocket-sized *Media Guide*, available in print and on the Web. Journalists and others interested in the electoral process frequently relied on this guide for facts, figures and contacts related to the 38th general election.
- A total of 45 news releases and media advisories during the election period and the subsequent judicial recounts. We achieved maximum dissemination of these releases and advisories using news wire services, the Canadian Parliamentary Press Gallery, and the Elections Canada Web site. Journalists were also able to sign up to receive e-mail alerts about new information on the site.

Advertising

With the experience of the 37th general election, Elections Canada planned an advertising campaign for the 38th general election featuring clear, easily understood messages that informed Canadians on how to register and vote, and that encouraged them to participate in the electoral process. The campaign featured ideas developed since the previous general election, including:

- television and radio ads designed to appeal to younger voters
- pre-testing of creative concepts and key messages
- an integrated approach linking television, radio, newspaper and Web messages
- the addition of a “launch” phase in the mainstream campaign and the use of television ads to place greater emphasis on voting at the advance polls and on election day
- banner ads on high-traffic Web sites
- a campaign designed to reach Aboriginal electors and ethnocultural communities
- screening of an ad during the final week of the campaign in movie theatres

The common theme, introduced for this general election, was: “Why not speak up when everyone is listening?” Targeting different age groups with variations on this theme, the ads emphasized personal responsibility and the value of speaking out when given the opportunity. Our 2004 survey indicates that 56 percent of the respondents recalled advertisements with that specific message.

During the 36-day campaign, print advertisements appeared four times in 107 daily newspapers and twice in 876 community papers. Advertisements were placed three times in about 95 minority-language papers and 33 ethnocultural papers.

Television ads were broadcast on 143 stations in 47 different markets. Radio advertising encompassed 430 stations in 168 markets across the country. Web banner ads appeared throughout the election period on 24 major youth-oriented and news-related sites. All advertising stressed how easy it was to get more information on the Web site or by calling the toll-free phone number.

For this general election, we increased use of a new advertising medium: banner ads on high-traffic Web sites. The banners were short, animated pop-up ads that stretched across a small portion of a Web page, inviting users to click to reach the Elections Canada Web site. These ads appeared in portals heavily used by younger voters, such as Sympatico, Yahoo! and MSN, in addition to other news-oriented sites frequented by Canadians abroad.

We also placed ads in 25 student newspapers promoting the option of voting by mail (the “I’m Mailing My Vote!” initiative).

The post-election public opinion survey conducted in 2004 measured the effectiveness of the advertising based on unprompted and prompted ad recall: 49 percent of respondents indicated they had seen or heard a non-partisan advertisement, while 56 percent recalled hearing or seeing ads containing the message “Why not speak up when everyone is listening?” Fully 84 percent remembered receiving an information card from Elections Canada. In interpreting these results, it is important to bear in mind that over the course of the 36-day election period, electors are exposed to a very high volume of election advertising from a number of different sources, including political parties, candidates, the private sector and third parties.

4. Improving Responses to Inquiries

Voter Information Service

As part of our new Voter Information Service (VIS), recent developments in telephone system technology – including voice-response and text-to-speech technologies – were introduced to serve electors calling Elections Canada for information during the 2004 general election.

The VIS consisted of three elements:

- a self-service facility on the Web site
- an automated Web-based and speech-enabled Voice Response System
- a partially outsourced call centre, with staff for callers who needed to speak to an agent

Callers to Elections Canada’s national toll-free number were greeted by a sophisticated Voice Response System (VRS), which recognizes what callers are asking for and then finds the answers in a comprehensive database. It is connected to the same database that supports Elections Canada’s Web site and call centre agents, ensuring consistency of information through all channels. To ensure caller satisfaction, the service allowed callers the option of being transferred to an information officer. During the 36-day election period, there were 734,954 calls to the VRS, an average of more than 20,000 a day, representing a 39 percent increase over the 2000 general election. Throughout the election, 99 percent of calls to the VRS were answered. The VRS operated 24 hours a day throughout the election period and more than 140,000 questions from electors were answered by the self-serve option. Calls to the system spiked on June 10 (the 18th day before election day), when 92,278 calls were received. This was the result of the national advertising campaign and the mailing of voter information cards to electors. The VRS received 57,924 calls on election day.

Public inquiries to Elections Canada

2004 general election		2000 general election	
Requests*		Requests*	
Returning officers (RO)	1,146,283	Returning officers (RO)	n/a
Agents	403,884	Agents	670,341
Voice Response System (VRS)	734,954	Voice Response System (VRS)	n/a
VRS transferred to ROs	190,739	VRS transferred to ROs	n/a
Web public self-service facility	676,130	Web public self-service facility	n/a
Total	3,151,990	Total	670,341
Answered*	2,930,879	Answered*	437,944
Level of service	93%	Level of service	65%

* The covered period is Day 36 to Day 0.

Notes: For the first time at the 2004 general election, we were able to track calls made directly to returning offices.

For the 2004 general election, in partnership with Bell Canada, we developed the Voter Information Service (VIS). This provided new self-service features.

Electoral Geography

Elections Canada's National Geographic Database is a computerized cartographic database of Canadian streets, including street names and address ranges along with other topographic features such as rivers and lakes, developed and maintained jointly with Statistics Canada for use by both agencies. Elections Canada also maintains the Electoral Geography Database (EGDB), which includes the computerized version of the 308 federal electoral districts and 58,000 polling divisions. These two databases are used together to create operational maps generated to assist returning officers, candidates and parties during elections, for mapping of federal electoral districts at the national and provincial levels, as well as for thematic maps such as the Official Results and the 38th Parliament maps. These databases also provide the geographic framework for locating electors inside an electoral district and assigning them to a polling division ("geocoding"), and for readjusting electoral boundaries after a decennial census.

A good geographic database has contributed to improving the lists of electors. By April 1, 2004, we had georeferenced (that is, linked to a point on the computerized map) 87 percent of elector addresses, up from 65 percent before the 37th general election. This is a result of improvements made to the National Geographic Database and to our records of elector addresses. Also, by April 1, 2004, Elections Canada made revised maps and atlases available to returning officers, members of Parliament and political parties reflecting the new federal electoral district boundaries resulting from redistribution. For the 38th general election, we produced 69,752 original maps with geographic documents.

We have given the political parties computer-readable versions of all of our maps, as well as access to a Web application, GeoView. This better serves their needs and reduces the amount of paper used. As a result of these and related initiatives, the cost of map printing went from \$600,000 for the 2000 election to \$235,000 for the 2004 election. We expect a continuation of the trend away from paper and toward the use of digital maps.

In October 2004, Elections Canada received an APEX Award in the Leadership in Service Innovation category. Elections Canada was recognized for its participation in the GeoBase portal project led by Natural Resources Canada. With GeoBase, federal, provincial and territorial governments have agreed to work together to provide access to high-quality unique data, and to make it available to all users at no cost and with no restrictions.

Preparation for the 39th General Election

Elections Canada set a target date of March 1, 2005, to achieve a state of readiness for the 39th general election, and we achieved this objective.

We also implemented a number of improvements to our tools and methods based on lessons learned from the 38th general election.

We expanded the Event Management System to monitor a number of post-electoral event activities, ranging from closing polling stations and paying election officers, to validating election results and processing reimbursements for political parties and candidates.

We have increased the number of field liaison officers (FLOs) from 24 to 26, to ensure that functional supervision is more evenly divided, with each FLO supervising no more than 14 returning officers. We added two auxiliary FLOs to ensure the immediate availability of replacements. We also expanded the mandate of FLOs to include validating management information and returning officers' contingency plans.

The roles of the four multidisciplinary task forces have been clarified in advance of the next general election, with responsibility for revision and lists of electors, field computer systems, the Voter Information Service, and media.

The Elections Canada Support Network of help desk advisors has been strengthened with the installation of an automated analysis tool that assesses advisor and call activity, the use of local anticipatory staffing, and the creation of a new help desk specializing in telephony. Updated software has provided the support network with an even greater capacity to deal with high volumes.

The Voter Information Service has also been refined, making it a more dynamic and interactive system. The Voice Response System has also been enhanced to include a new component that will run during the first week of the next electoral period, to answer questions from the many people who want to work as election officers.

Internal Audit

The internal audit function is a key component of Elections Canada's governance framework. In the past fiscal year, an audit plan based on a risk analysis conducted across all Elections Canada directorates was completed. The plan outlines the internal audit projects considered priorities for the next three fiscal years. A revised Internal Audit Policy has also been drafted.

Other activities included a performance audit and the annual financial audit conducted by the Office of the Auditor General.

Other Plans and Results

As planned for 2004-2005, we have developed a strategy to replace the computer hardware in returning offices in order to fully support future innovation and integrated systems supporting the delivery of electoral events.

The following are plans originally identified in our 2004-2005 *Report on Plans and Priorities* that have been delayed due to delivery and wrap-up of the 38th general election and the focus on readiness for the 39th general election, given the minority government that could result in an election at any time.

- Although the context did not permit the agency to set aside its readiness priority to launch into a full review of its existing strategic plan, in 2005-2006 we will, nonetheless, identify priorities for a corporate plan for the next planning cycle. These priorities are expected to flow from the evaluations carried out after the 38th general election.
- The strategic review of voter registration planned for 2004-2005 started in June 2005. Elections Canada launched a comprehensive review of all aspects of voter registration, including updating the National Register of Electors between elections and revision of the lists of electors during elections. Key stakeholders including members of Parliament, political parties, returning officers and field liaison officers have been informed. Stakeholder consultation and requirements definition will commence in fall 2005.
- The strategic review of the National Geographic Database program was initiated jointly by Elections Canada and Statistics Canada in spring 2005 and is planned to be finalized in fall 2005.

Strategic Outcome #3
Public Education and Information, Support for Stakeholders
<p>Expected results:</p> <p><i>To provide timely and high-quality public education and information programs, and assurance that support on electoral matters is available to the public, parliamentarians, Cabinet, political entities, federal boundaries commissions, partners and other stakeholders.</i></p>
<p>Plans, priorities and commitments:</p> <ul style="list-style-type: none"> • <i>Improve public education and information, and support for stakeholders. (previous)</i>

Financial resources (\$ thousands)

Planned spending	Authorities	Actual spending
8,596	10,021	9,787

Public education, information and support

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. This is in accordance with the mandate given to the Chief Electoral Officer in section 18 of the *Canada Elections Act*. Since the 2000 general election, Elections Canada has been particularly active in reaching out to young people and Aboriginal electors.

Youth

In preparation for the 2004 general election, 95 returning officers were authorized to appoint community relations officers to maximize access to youth, including locating polls and carrying out special registration drives in neighbourhoods with large concentrations of students.

We developed or supported a number of projects in co-operation with other organizations, leveraging their expertise and level of contact with young electors.

- Canada Post provided assistance with registration in the “I’m Mailing My Vote!” campaign for mail-in special ballots, by sending completed applications daily directly to Elections Canada from 158 post office locations. A total of 1,227 applications were received.

- We worked in a joint initiative with Rush the Vote, an organization that aims to increase youth voter turnout and political awareness through art, music and education. Rush the Vote held a Vote 2004 Music Power Summit in Edmonton on April 2, 2004, to coincide with Juno Awards festivities; 500 young people attended the free concert. Elections Canada was also a partner in two earlier Rush the Vote concerts.
- Working together with four post-secondary student associations – the Canadian Federation of Students, the Fédération étudiante universitaire du Québec, the New Brunswick Student Alliance, and the Canadian Alliance of Student Associations – we developed a poster explaining the voting process for display on campuses. Close to 3,200 posters were sent to these associations for distribution to their 119 member associations.
- Young Canadians could enter a Canada Road Trip contest, sponsored by Elections Canada, offering three prizes of a trip for two anywhere in Canada. The contest Web site attracted 135,898 visitors; 16,665 of them signed up to receive e-mail updates on the election. Contest entrants totalled 29,438.

On February 17, 2004, a motion before the House of Commons passed unanimously that directed the Chief Electoral Officer and Elections Canada to expand initiatives to promote the participation of young Canadians in the electoral process.

For the 38th general election, Elections Canada undertook the Student Vote 2004 initiative, which gave students who had not yet reached voting age the opportunity to experience the federal electoral process through a parallel election in their schools. Over 243,000 students in more than 1,100 schools across the country voted for the candidates in their school's electoral district, and assumed the roles of deputy returning officers and poll clerks. The results were broadcast on television, posted on the Web and published in newspapers across the country. Post-program evaluations carried out by the organizers as well as by an independent academic researcher showed high levels of satisfaction with the program for both students and teachers.

Getting youth engaged before they are able to vote is a promising avenue for raising voting levels in the future. Elections Canada also undertook the following initiatives in 2004-2005.

- Learning resources, links and other interactive educational activities on the Elections Canada Young Voters Web site target Canadians under 18 years of age. The number of visits during the 38th general election was 103,581.
- In participation with the Dominion Institute, Elections Canada provided support for development of a teachers guide for Youth Vote 2004, an education and media program that offered high school students across Canada the opportunity to participate in weekly on-line voting on selected issues throughout the 2004 election. Students in 10 cities also had a chance to participate in weekly town-hall meetings with political party representatives. In total, 89,990 high school students across Canada took part in Youth Vote 2004, including some 84,000 students who took part in some or all of the activities outlined in the *Youth Vote Educational Guide*. A total

of 2,800 copies of the guide were distributed to schools. The guide was also available on the Youth Vote Web site. An additional 5,990 students took part in one of 40 town hall discussions with local candidates for Parliament.

- In partnership with the Historica Foundation, Elections Canada developed “Voices,” a new YouthLinks module on citizenship and voting. YouthLinks is a free, bilingual, on-line education program that links high school students in Canada and abroad. The program has been operating as a pilot project for over two years in some 400 high schools across Canada. The new module, launched in the fall of 2004, provides a valuable teaching tool on elections and the democratic process.

Aboriginal electors

A priority for Elections Canada was making the federal electoral process more welcoming and accessible to Aboriginal electors. This has been a two-way process of learning about the needs of Aboriginal electors, and delivering an active outreach strategy through key contact points: band chiefs, band council offices, native friendship centres, Elders, high schools, and Aboriginal associations and business leaders.

Elections Canada’s field programs focused on encouraging Aboriginal groups and individuals to register and vote. In one program, Aboriginal community relations officers assisted returning officers to better serve the Aboriginal electors in their ridings by helping with targeted revision, identifying appropriate polling locations, recruiting and training Aboriginal staff, and informing the returning officers about issues of concern to the local Aboriginal community. The number of electoral districts taking advantage of this program rose from 52 in the 2000 election to 124 in 2004. There were 1,132 polling stations with Aboriginal election officers representing 134 electoral districts, for the 2004 election.

Another program brought Elders and youth to polling stations to assist, and to provide interpretation and information to, Aboriginal electors; returning officers are encouraged to appoint Aboriginal persons to work as election officers at predominantly Aboriginal polls. There were 173 Elders and 182 youth present at 262 polling stations in 48 electoral districts.

Returning officers and their community relations officers worked closely with native friendship centres in urban areas, for the first time, to conduct outreach activities with the local community. In addition to these efforts, polling stations were established in nine friendship centres.

Returning officers were also encouraged to establish polling stations in Aboriginal communities or on reserves, wherever possible, and to hire Aboriginal election officers to manage these polling stations. More than 600 polls were established on First Nations reserves and in Inuit and Métis communities, and 1,008 deputy returning officers and 1,068 poll clerks were Aboriginal persons.

Messages were placed in community newspapers and on radio stations in English, French and Inuktitut, on the Aboriginal Peoples Television Network in English and French, and the texts of the major elements of the campaign, the voter information guide, the newsletter, the print ad and the radio script, were available in 10 additional Aboriginal languages on the Elections Canada Web site: Gwich'in, Nisga'a, Plains Cree, Ojibway, Oji-Cree, Mohawk, James Bay Cree, Michif, Innu and Mi'kmaq. Our 2004 survey indicates that 56 percent of the Aboriginal respondents recalled a television advertisement with the message "Why not speak up when everyone is listening?"

Electors with special needs

The International Foundation for Election Systems – a worldwide non-profit organization that supports the building of democratic societies – has hailed Canada for its work in making elections accessible to persons with disabilities. For electors with special needs who cannot access the usual information channels – for example, persons with a visual or hearing impairment, or limited mobility – Elections Canada has developed a wide range of services, as well as information in alternative formats explaining the many ways of voting and the assistance available in exercising their right to vote.

In addition to placing ads in publications for people with special needs, distributing information kits to 35 national associations, and sending order forms to approximately 2,000 local associations, we worked with several organizations to produce and deliver revised and customized information in accessible formats on such subjects as level access to polling stations, visual aids, voting aids, and the option of having a designated person give assistance if requested. Products made available for the election included:

- extensive electoral information in Braille and plain language, and on video, audio-cassette and diskette
- in collaboration with the Canadian National Institute for the Blind (CNIB), a short information document on the election in Braille, in large print and on audio-cassette, delivered to approximately 80,000 CNIB members
- in co-operation with the Canadian Association of the Deaf and the Centre québécois de la déficience auditive, a sign-language information video for distribution, on request, to members of these two organizations and to the public
- information (news releases, voter information guide, etc.) broadcast on VoicePrint
- jointly with the Movement for Canadian Literacy, an animated Web presentation intended for literacy educators to use in the classroom (a French version was adapted by the Fédération canadienne pour l'alphabétisation en français)

Stakeholder information and support


Through 2004-2005, Elections Canada continued to provide stakeholders with timely and high-quality information, advice, products and support. This includes continuing to provide technical expertise and analysis to support parliamentary initiatives to review and revise electoral legislation.

The Chief Electoral Officer will provide recommendations for legislative changes arising from the 38th general election in a report to Parliament. This report was postponed, due to an increase in electoral preparation and readiness activities.

The Chief Electoral Officer regularly gives evidence at hearings of committees of the House of Commons and the Senate, as well as holding meetings with the Advisory Committee of Political Parties. In 2004-2005, the Chief Electoral Officer appeared on the following matters.

May 5, 2005	House of Commons Standing Committee on Procedure and House Affairs – Main Estimates 2005-2006
February 16, 2005	Standing Senate Committee on Legal and Constitutional Affairs on the matters of: Bill C-302, <i>An Act to change the name of the electoral district of Kitchener–Wilmot–Wellesley–Woolwich</i> ; Bill C-304, <i>An Act to change the name of the electoral district of Battle River</i> ; and Bill C-36, <i>An Act to change the boundaries of the Acadie–Bathurst and Miramichi electoral districts</i>
February 15, 2005	House Standing Committee on Access to Information, Privacy and Ethics on the Matter of the Funding Mechanism for the Officers of Parliament
February 8, 2005	Standing Senate Committee on National Finance on the statutory report on the 38th general election
November 23, 2004	House of Commons Standing Committee on Procedure and House Affairs – <i>Report of the Chief Electoral Officer of Canada on the 38th General Election Held on June 28, 2004</i>

October 26, 2004	House of Commons Standing Committee on Procedure and House Affairs – <i>Report of the Chief Electoral Officer of Canada on the 38th General Election Held on June 28, 2004</i>
May 6, 2004	House of Commons Standing Committee on Procedure and House Affairs – Members’ Questions About Registration and the Voters Lists, May 6, 2004
April 29, 2004	Standing Senate Committee on Legal and Constitutional Affairs – Bill C-3 (registration of political parties)
April 1, 2004	Standing Senate Committee on Legal and Constitutional Affairs – Bill C-20 (changing the names of certain electoral districts)

 For presentations by the Chief Electoral Officer to parliamentary committees, CLICK:
www.elections.ca/content.asp?section=med&document=index&dir=spe&lang=e&textonly=false.

Section III – Supplementary Information

Elections Canada’s Organization and Accountability

The Office of the Chief Electoral Officer, commonly known as Elections Canada, is headed by the Chief Electoral Officer (CEO), who is appointed by resolution of the House of Commons. Reporting directly to Parliament, the CEO is independent of the federal government and political parties.

The CEO appoints the Commissioner of Canada Elections and the Broadcasting Arbitrator. The CEO is seconded by the Deputy Chief Electoral Officer and Chief Legal Counsel, and is supported by nine directorates. Returning officers, under the general direction of the CEO, administer the electoral process in each of the 308 electoral districts. Elections Canada provides extensive technical expertise and services to federal electoral boundaries commissions, and authorizes the amounts required for the payment of commissions’ expenditures.

Elections Canada also retains the services of 28 field liaison officers. Field liaison officers support the work of returning officers in the field as functional leaders, quality enhancers and trouble-shooters between and during elections. Field liaison officers are also responsible for liaison with the media at the local level.

Our funding

As an independent agency of Parliament, the Office of the Chief Electoral Officer is funded by an annual appropriation (which essentially provides for the salaries of permanent, full-time staff) and the statutory authority contained in the *Canada Elections Act*, the *Referendum Act* and the *Electoral Boundaries Readjustment Act*. The statutory authority provides for all other expenditures, including the costs of electoral events, maintenance of the National Register of Electors, quarterly allowances to eligible political parties, redistribution of electoral boundaries and continuing public education programs. There are also two other statutory items, namely the salary of the Chief Electoral Officer and contributions to Employee Benefit Plans. The statutory authority serves to recognize that the Chief Electoral Officer’s independence from the government and from the influence of political parties is a critical component in maintaining the integrity of the democratic process in Canada.

This figure illustrates the agency's organizational structure and reporting relationships.

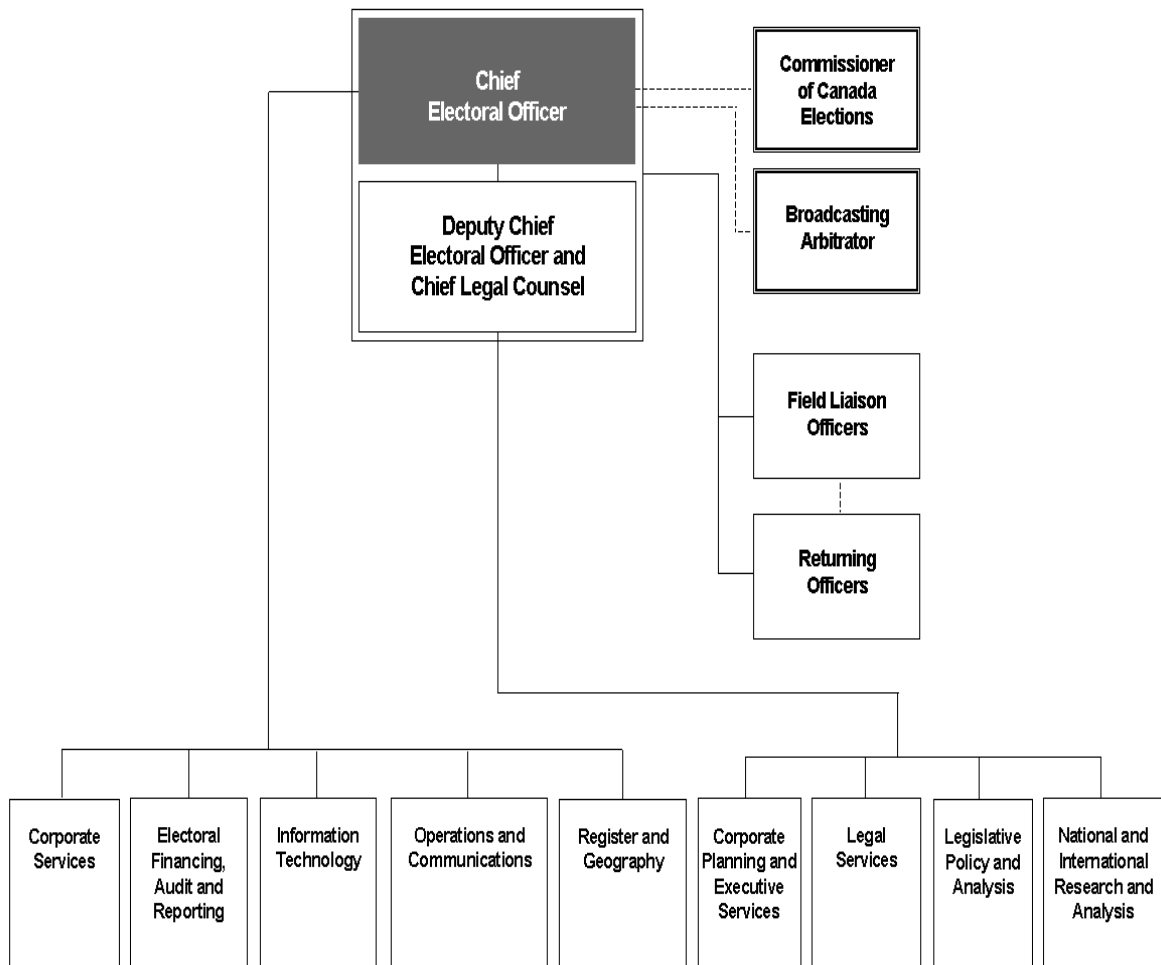


Table 1: Comparison of Planned to Actual Spending, including Full-time Equivalents

(\$ thousands)	2002-2003 actual	2003-2004 actual	2004-2005			
			Main estimates	Planned spending	Total authorities	Actual
Administration	17,912	18,355	16,238	16,238	24,134	22,771
Elections and referendums	55,674	91,396	33,937	33,937	250,869	250,869
Total	73,586	109,751	50,175	50,175	275,003	273,640
Less: Non-respendable revenue	-----	-----	-----	-----	-----	-----
Plus: Cost of services received without charge*	4,142	4,902	4,678	4,678	4,678	5,220
Net cost of agency	77,728	114,653	54,853	54,853	279,681	278,860
Full-time equivalents	340	352	336	336	471	386

Table 2: Use of Resources by Program Activities

2004-2005 (\$ thousands)								
Program activity	Budgetary						Plus: Non-budgetary	Total
	Operating	Capital	Grants and contributions	Total: Gross budgetary expenditures	Less: Respendable revenue	Total: Net budgetary expenditures	Loans, investments and advances	
Elections								
Main estimates	50,175	-----	-----	50,175	-----	50,175		50,175
<i>Planned spending</i>	50,175	-----	-----	50,175	-----	50,175		50,175
Total authorities	275,003	-----	-----	275,003	-----	275,003		275,003
<i>Actual spending</i>	273,640	-----	-----	273,640	-----	273,640		273,640

Table 3: Voted and Statutory Items

Vote or statutory item	Authority	2004-2005 (\$ thousands)			
		Main estimates	Planned spending	Total authorities	Actual
25	Program expenditures	13,186	13,186	19,158	17,795
(S)	Expenses of elections	33,937	33,937	250,869	250,869
(S)	Salary of the Chief Electoral Officer	217	217	220	220
(S)	Contributions to employee benefit plans	2,835	2,835	4,756	4,756
	Total	50,175	50,175	275,003	273,640

Table 4: Net Cost of Agency

	2004-2005 (\$ thousands)
Total actual spending	273,640
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	3,584
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	1,441
Worker's compensation coverage provided by Social Development Canada	4
Salary and associated expenditures of legal services provided by Justice Canada	1
Audit costs relating to OAG's attest audit	190
<i>Less: Non-responsible revenue</i>	---
2004-2005 Net cost of agency	278,860

Table 5: Details on Transfer Payments Programs (TPPs)

1) Name of Transfer Payment Program: Reimbursements to candidates, parties and auditors and allowances to eligible political parties (new political financing provision under the <i>Canada Elections Act</i>)						
2) Start date: ongoing		3) End date: ongoing		4) Total funding: see below		
<p>5) Description of Transfer Payment Program: Elections Canada’s role is to administer the <i>Canada Elections Act</i>, which has three main objectives: fairness, transparency and participation.</p> <p>To promote electoral fairness and participation, the Act provides for reimbursement of election expenses to candidates, parties and a subsidy for certain auditors’ fees. A candidate who is elected or receives at least 10% of the valid votes cast at the election is entitled to a reimbursement of 60% of the actual paid election expenses and the paid personal expenses, to a maximum of 60% of the election expenses limit. A registered party is eligible for reimbursement of election expenses if the party obtains 2% or more of the total number of valid votes cast nationally, or 5% of the valid votes cast in electoral districts where the party has endorsed candidates. The Act provides for a subsidy, equal to the lesser of \$1,500 or 3% of the candidate’s election expenses with a minimum of \$250, to be paid out of public funds directly to the auditor.</p> <p>The Act also provides for eligible political parties the payment of a quarterly allowance according to the following formula: registered political parties that obtain at least 2% of the total valid votes cast in a general election, or 5% of the valid votes cast in the ridings where they are presenting candidates, have the right to a quarterly allowance that is calculated as the product of \$0.4375 multiplied by the number of valid votes cast in the most recent general election preceding that quarter and the inflation adjustment factor that is in effect for that quarter.</p>						
6) Objective(s), expected result(s) and outcomes: Electoral events that are fair and accessible within the context of and in accordance with constitutional and legal requirements.						
7) Achieved results or progress made: For the June 28, 2004 general election, we made payments for reimbursement of election expenses to eligible candidates and parties, as well as subsidies to candidates’ auditors in accordance with the <i>Canada Elections Act</i> . Payments of quarterly allowances to eligible registered parties were issued in accordance with the Act.						
(\$ thousands)	8) Actual spending 2002-2003	9) Actual spending 2003-2004	10) Planned spending 2004-2005	11) Total authorities 2004-2005	12) Actual spending 2004-2005	13) Variance(s) between 10 and 12
14) General Elections and By-elections						
– Candidates	632	255	-----	26,481	26,481	(26,481)
– Political parties	(8)	-----	-----	30,548	30,548	(30,548)
– Candidate’s auditors	23	-----	-----	1,255	1,255	(1,255)
Quarterly Allowances						
– Allowance to eligible registered political parties	-----	21,993	6,000	7,226	7,226	(1,226)
15) Total TPP	647	22,248	6,000	65,510	65,510	(59,510)

Table 6: Procurement and Contracting

Agency:	
Points to address:	Organization's input:
1. Role played by procurement and contracting in delivering programs	The Contracts and Procurement Division gets involved early in the process and assists the program/project managers to determine the best procurement strategy and to established a realistic timeline to ensure that the program objectives are achieved through the contractual process, as required.
2. Overview of how the department manages its contracting function	The contracting function at EC is centralized. Two senior contracting officers respond to their assigned directorate clients' contracting and procurement requests. This set-up allows for both parties to build a relationship and understand each other's business processes and facilitates their interaction. It also permits a quick turnaround time, when time is of the essence.
3. Progress and new initiatives enabling effective and efficient procurement practices	Training sessions are conducted periodically for directors, managers and administrative officers to increase their awareness of the contracting and procurement process in the federal government. Also, a new statement of work course has been developed to help managers better define their needs when they are required to establish a new contract.

Appendices

A. Financial Statements

Management Responsibility For Financial Statements

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2005 and all information contained in this report rests with the management of the Office of the Chief Electoral Officer.

These financial statements have been prepared by management in accordance with accounting standards issued by the Treasury Board of Canada Secretariat which are consistent with Canadian generally accepted accounting principles for the public sector, using management's best estimates and judgements where appropriate. These statements should be read within the context of the significant accounting policies set out in the Notes.

Management has developed and maintains books, records, internal controls and management practices, designed to provide reasonable assurance that the Office's assets are safeguarded and controlled, resources are managed economically and efficiently in the attainment of corporate objectives, and that transactions are in accordance with the *Financial Administration Act* and regulations, the *Canada Elections Act*, the *Referendum Act*, the *Electoral Boundaries Readjustment Act* and the Constitution Acts. Management is also supported and assisted by a program of internal audit services.

The Auditor General of Canada, an independent auditor, has audited the transactions and the financial statements and issued the attached auditor's report.

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Alain Corriveau
Director, Corporate Services

Ottawa, Canada
July 22, 2005



AUDITOR'S REPORT

To the Speaker of the House of Commons

I have audited the statement of financial position of the Office of the Chief Electoral Officer as at March 31, 2005 and the statements of operations, equity and cash flow for the year then ended. These financial statements are the responsibility of the Office's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Office as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Further, in my opinion, the transactions of the Office that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with the *Financial Administration Act* and regulations, the *Canada Elections Act*, the *Referendum Act* and the *Electoral Boundaries Readjustment Act*.

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
July 22, 2005

OFFICE OF THE CHIEF ELECTORAL OFFICER

Statement of Financial Position

As at March 31

(thousands)

	2005	2004
ASSETS		
Financial assets		
Accountable advances	\$ 2	\$ 4
Due from the Consolidated Revenue Fund	29,557	14,189
Receivables		
- from external parties (Note 9)	893	4
- from government departments and agencies	448	614
Total financial assets	30,900	14,811
Non-financial assets		
Prepaid expenses (Note 4)	379	16,984
Consumable supplies	6,674	5,448
Capital assets (Note 5)	15,987	14,873
Total non-financial assets	23,040	37,305
Total	\$53,940	\$52,116
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities		
- to external parties (Note 9)	\$26,344	\$9,830
- to government departments and agencies	2,372	3,727
Accrued employee salaries and benefits	1,178	1,250
Provision for vacation leave	1,252	1,089
Deposits from political candidates	112	4
Current portion of employee severance benefits obligation (Note 7)	281	175
Total current liabilities	31,539	16,075
Long-term liabilities		
Capital lease obligations (Note 6)	30	74
Employee severance benefits obligation (Note 7)	2,705	2,366
Total long-term liabilities	2,735	2,440
Total Liabilities	34,274	18,515
EQUITY	19,666	33,601
Total	\$53,940	\$52,116

Commitments and contingencies (Note 8)

The accompanying notes are an integral part of the financial statements.

Approved by:

Jean-Pierre Kingsley
Chief Electoral Officer of Canada

Alain Corriveau
Director, Corporate Services

OFFICE OF THE CHIEF ELECTORAL OFFICER

Statement of Operations

For the year ended March 31

(thousands)

	2005	2004
Expenses (Note 9)		
Salaries and benefits	\$107,289	\$35,278
Reimbursement of candidates' and parties' expenses	58,261	255
Travel and communication	23,844	5,679
Professional services	23,770	20,076
Political parties quarterly allowance	23,721	5,498
Rental of equipment and accommodation	23,630	8,688
Advertising, publishing and printing	23,573	9,508
Amortization of capital assets	3,153	1,888
Utilities, materials and supplies	2,631	898
Repair and maintenance of equipment	2,283	2,071
Small equipment	1,995	1,794
Loss on write-off of assets	43	-
Interest and other charges	28	8
Bad debt expense	-	41
Total Expenses	294,221	91,682
Non-tax revenue	(7)	(15)
Net Cost of Operations	\$294,214	\$91,667

The accompanying notes are an integral part of the financial statements.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Statement of Equity

For the year ended March 31

(thousands)

	2005	2004
Equity, beginning of year	\$33,601	\$12,868
Net cost of operations	(294,214)	(91,667)
Services provided without charge (Note 11)	5,220	4,902
Change in Due from the Consolidated Revenue Fund	15,368	3,285
Net cash provided by Government	259,691	104,213
Equity, end of year	\$19,666	\$33,601

The accompanying notes are an integral part of the financial statements.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Statement of Cash Flow

For the year ended March 31

(thousands)

	2005	2004
OPERATING ACTIVITIES		
Net cost of operations	\$294,214	\$91,667
Non-Cash items included in Net Cost of Operations		
Amortization of capital assets	(3,153)	(1,888)
Services provided without charge	(5,220)	(4,902)
Loss on write-off of assets	(43)	-
Change in accountable advances, receivables, prepaid expenses and consumable supplies	(14,658)	14,730
Change in current liabilities	(15,464)	(3,935)
Change in employee severance benefits obligation (long-term portion)	<u>(339)</u>	<u>(72)</u>
Cash applied to operating activities	255,337	95,600
CAPITAL ACTIVITIES		
Acquisition of capital assets (excluding capital leases)	4,310	8,532
Payment of capital lease obligations	<u>44</u>	<u>81</u>
Cash applied to capital activities	4,354	8,613
NET CASH PROVIDED BY GOVERNMENT	\$259,691	\$104,213

The accompanying notes are an integral part of the financial statements.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

1. Authority and Objectives

The Office of the Chief Electoral Officer (the Office), commonly known as Elections Canada, is headed by the Chief Electoral Officer who is appointed by resolution of the House of Commons and reports directly to Parliament. The Chief Electoral Officer is completely independent of the federal government and political parties. The Office is named in Schedule I.1 of the *Financial Administration Act*.

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

The Office is funded by an annual appropriation (which provides for the salaries of permanent, full-time staff) and the statutory authority contained in the *Canada Elections Act*, the *Referendum Act* and the *Electoral Boundaries Readjustment Act*. The statutory authority provides for all other expenditures, including the costs of electoral events, maintenance of the National Register of Electors, quarterly allowances to eligible political parties, redistribution of electoral boundaries and continuing public education programs.

2. Summary of Significant Accounting Policies

- (a) **Basis of presentation** – The financial statements have been prepared in accordance with accounting standards issued by the Treasury Board of Canada Secretariat which are consistent with Canadian generally accepted accounting principles for the public sector.
- (b) **Parliamentary appropriations** – The Office operates under two funding authorities: an annual appropriation and the statutory authority. Appropriations provided to the Office do not parallel financial reporting according to Canadian generally accepted accounting principles for the public sector. They are based in a large part on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament.

Note 3 to these financial statements provides information regarding the source and disposition of these authorities and provides a high-level reconciliation between the two bases of reporting.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

- (c) **Due from the Consolidated Revenue Fund** – The Office operates within the Consolidated Revenue Fund (CRF). The CRF is administered by the Receiver General for Canada. All cash receipts are deposited to the CRF and all cash disbursements are paid from the CRF. Due from the CRF represents the amount of cash that the Office is entitled to draw from the CRF, without further appropriations, in order to discharge its liabilities.

Net cash provided by government is the difference between all cash receipts and all cash disbursements including transactions involving federal government departments and agencies.

- (d) **Receivables** – Receivables are stated at amounts expected to be ultimately realized. A provision is made for receivables where recovery is considered uncertain.
- (e) **Consumable supplies** – Consumable supplies consist of forms and publications used to administer election events and documents distributed to political candidates. These supplies are recorded at weighted average cost. The cost is charged to operations in the period in which the items are consumed.
- (f) **Capital assets** – Capital assets are recorded at historical cost less accumulated amortization. The Office records as capital assets all expenses providing multi-year benefits (including leasehold improvements) having an initial cost of \$5,000 or more. Similar items under \$5,000 are expensed in the statement of operations. The capitalization of software and leasehold improvements has been done on a prospective basis from April 1, 2001. Capital assets acquired for software under development are amortized once that software is put into production.

Amortization is calculated on a straight-line basis over the estimated useful life of the capital assets as follows:

Asset Class	Useful Life
Office equipment (including capital leases)	3 and 10 years
Informatics equipment	3 years
Software	3 to 5 years
Furniture and fixtures	10 years
Vehicles	5 years
Motorized equipment	10 years
Leasehold improvements	Term of lease

- (g) **Salaries and benefits, and vacation leave** – Salaries and benefits, and vacation leave are expensed as the salary or benefits accrue to employees under their respective terms of employment. The employee salaries and benefits liability is calculated based on the respective terms of employment using the employees' salary levels at year end, and the number of days remaining unpaid at the end of the year. The liability for vacation leave is calculated at the salary levels in effect at the end of the year for all unused vacation leave benefits accruing to employees.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

(h) **Employee future benefits**

1) Pension benefits – All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Office's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The Office's contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Office. The Office is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

2) Severance benefits – Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as employees render the services necessary to earn them. The cost of the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(i) **Employee benefit plan** – The Government of Canada sponsors an employee benefit plan (Health and Dental) in which the Office participates. As a participant, contributions are recorded at cost and are charged to expenses in the period incurred and represent the total obligation of the Office to the plan. The Office is not required under present legislation to make contributions with respect to any future unfunded liabilities of the plan.

(j) **Services provided without charge** – Services provided without charge by government departments are included as operating expenses, at their estimated cost, in the statement of operations. A corresponding amount is reported directly in the Statement of Equity.

(k) **Political parties quarterly allowance** – The *Canada Elections Act* allows for the payment from public funds of quarterly allowances to qualifying registered parties. The quarterly allowance is calculated based on the results of the most recent general election preceding the quarter. This allowance is expensed in each quarter of the calendar year as directed by the Act.

(l) **Measurement uncertainty** – The preparation of financial statements in accordance with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and cost of operations during the reporting year.

At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the useful life of capital assets, employee severance benefits and candidate reimbursement of eligible election expenses. Actual results could differ from those estimates and as adjustments become necessary, they are reported in net cost of operations in the period in which they become known.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

3. Parliamentary Appropriations

a) Reconciliation of net cost of operations to Parliamentary appropriations used

	(thousands)	
	2005	2004
Net cost of operations	\$294,214	\$91,667
Items not charged to appropriations		
Amortization of capital assets	(3,153)	(1,888)
Prepaid expenses	(1,042)	(1,049)
Prepaid expenses – Political parties quarterly allowance	(16,495)	-
Consumable supplies	1,226	189
Bad debt expense	-	(41)
Services provided without charge	(5,220)	(4,902)
Change in employee severance benefits obligation	(445)	(247)
Change in provision for vacation leave	(163)	(193)
Loss on write-off of assets	(43)	-
Other	56	(27)
Items not charged to cost of operations		
Capital assets acquisitions (excluding capital leases)	4,310	8,532
Payment of capital lease obligations	44	81
Prepaid expenses	932	1,134
Prepaid expenses – Political parties quarterly allowance	-	16,495
Total Appropriations Used	\$274,221	\$109,751

b) Reconciliation of Parliamentary appropriations voted to Parliamentary appropriations used

	(thousands)	
	2005	2004
Appropriations:		
Program expenditures (Vote 25)	\$19,157	\$13,660
Statutory contributions to employee benefit plans	4,756	4,736
Other statutory expenditures	251,670	91,611
Spending of proceeds from disposal of surplus crown assets	-	3
	<u>275,583</u>	<u>110,010</u>
Less:		
Lapsed appropriation – Program expenditures (Vote 25)	(1,362)	(259)
Total Appropriations Used	\$274,221	\$109,751

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

c) Reconciliation of net cash provided by Government to Parliamentary appropriations used

	(thousands)	
	2005	2004
Net cash provided by Government	\$259,691	\$104,213
Net changes in funded liabilities:		
Accounts payable and accrued liabilities	15,159	2,878
Accrued employee salaries and benefits	(72)	660
Deposits from political candidates	108	(12)
	<u>15,195</u>	<u>3,526</u>
Net changes in funded financial assets:		
Accountable advances	2	3
Accounts receivable	(691)	1,994
	<u>(689)</u>	<u>1,997</u>
Non-tax revenue	7	15
Other adjustments	17	-
Total Appropriations Used	<u>\$274,221</u>	<u>\$109,751</u>

4. Prepaid Political Parties Quarterly Allowance

The *Canada Elections Act* was amended in June 2003 to introduce new rules for the financing of registered political parties. This amendment included the payment from public funds of quarterly allowances to all qualifying registered parties. Quarterly allowances for 2005 were expensed as they became payable after the end of each quarter in accordance with subsection 435.02(1) of the Act. In 2004, the allowances for all four quarters were paid in advance in January 2004 and recorded as a prepaid expense as per subsection 71(2) of the transitional provisions of the Act.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

5. Capital Assets

	2005			(thousands)	
	Cost			2004	
	Opening balance	Net additions for the year	Accumulated amortization	Net book value	Net book value
Office equipment (including capital leases)	\$781	\$(208)	\$367	\$206	\$285
Informatics equipment	6,462	415	5,734	1,143	1,363
Software	3,206	10,927	2,362	11,771	2,342
Software under development	8,533	(7,247)	-	1,286	8,533
Furniture and fixtures	1,403	-	502	901	1,027
Vehicles and motorized equipment	163	12	121	54	60
Leasehold Improvements	1,438	159	971	626	1,263
	\$21,986	\$4,058	\$10,057	\$15,987	\$14,873

Amortization expense for the year ended March 31, 2005 is \$3,153 (\$1,888 in 2004).

6. Capital Lease Obligations

The Office has entered into agreements to rent office equipment under capital leases. Obligations for the upcoming years are as follows:

	(thousands)
	2005
2005-2006	\$24
2006-2007	<u>7</u>
Total future minimum lease payments	31
Less: Imputed interest	(1)
Balance of Obligations under Capital Lease	\$30

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

7. Employee Future Benefits

(a) Pension benefits

The Office and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Office's and employees' contributions to the Public Service Pension Plan for the year were as follows:

	(thousands)	
	2005	2004
Office's contributions	\$3,486	\$3,372
Employees' contributions	\$1,014	\$977

(b) Employee severance benefits obligation

The Office provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the employee severance benefits obligation. Benefits will be paid from future appropriations or other sources of revenue. Information about the plan, measured as at the statement of financial position date is as follows:

	(thousands)	
	2005	2004
Employee severance benefits obligation, beginning of year	\$2,541	\$2,294
Cost for the year	600	379
Benefits paid during the year	(155)	(132)
Employee severance benefits obligation, end of year	\$2,986	\$2,541
Current portion	\$281	\$175
Long-term portion	2,705	2,366
	\$2,986	\$2,541

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

8. Commitments and Contingencies

(a) Commitments

The nature of the Office's activity results in some contracts and obligations whereby the Office is committed to make future payments when the services will be rendered or goods received. The annual commitments are as follows:

	<u>(thousands)</u>
2005-2006	\$14,929
2006-2007	\$4,640
2007-2008	\$1,886
Total	\$21,455

(b) Contingencies

In the normal course of its operations, the Office may become involved in various legal actions. Some of these legal actions may result in actual liabilities when one or more future events could occur. A contingent liability will be recorded as an actual liability with a corresponding charge to expenses when it becomes likely that a payment will be made and the amount of that payment may be reasonably and reliably estimated.

No contingent liabilities are recognized on the Office's financial statements for fiscal year ended March 31, 2005.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

9. Significant Event

As a result of the federal general election held on June 28, 2004, there was a significant increase in the cost of operations. This reflects the additional expenses incurred for the delivery of the election, as well as the reimbursement of eligible election expenses to political parties and candidates.

Expenses	(thousands)			
	2005		2004	
	Electoral Event Delivery ¹	Other ²	Electoral Event Delivery ¹	Other ²
Salaries and benefits	\$78,358	\$28,931	\$2,515	\$32,763
Reimbursement of candidates' and parties' expenses	58,261	-	255	-
Travel and communication	21,287	2,557	434	5,245
Professional services	14,044	9,726	1,233	18,843
Political parties quarterly allowance	-	23,721	-	5,498
Rental of equipment and accommodation	17,255	6,375	308	8,380
Advertising, publishing and printing	18,246	5,327	1,208	8,300
Amortization of capital assets	-	3,153	-	1,888
Utilities, materials and supplies	1,579	1,052	158	740
Repair and maintenance of equipment	198	2,085	72	1,999
Small equipment	561	1,434	420	1,374
Loss on write-off of assets	-	43	-	-
Interest and other charges	-	28	-	8
Bad debt expense	-	-	-	41
Total Expenses	\$209,789	\$84,432	\$6,603	\$85,079

¹ Expenses incurred for general elections, by-elections and redistribution of electoral boundaries.

² Salary of permanent staff, other statutory expenses incurred under the *Canada Elections Act*, including expenses related to election readiness activities, quarterly allowances to political parties and ongoing expenses.

The election also resulted in: 1) an increase in accrued receivables resulting from statutory overpayments of certain candidates' eligible election expenses; and 2) an increase in accrued liabilities related to reimbursement payments due to candidates, candidates' auditors and political parties.

OFFICE OF THE CHIEF ELECTORAL OFFICER

Notes to Financial Statements

For the year ended March 31, 2005

10. Related Party Transactions

The Office is related in terms of common ownership to all Government of Canada departments, agencies and Crown corporations.

The Office enters into transactions with these entities in the normal course of business. During the year, the Office expensed \$32,216,000 from transactions in the normal course of business with other government departments and agencies. These expenses include services provided without charge worth \$5,220,000 as described in Note 11.

11. Services Provided Without Charge

During the year, the Office received services that were obtained without charge from other government departments and agencies for a total of \$5,220,000. These are recorded at their estimated costs in the financial statements as follows:

	(thousands)	
	2005	2004
Public Works and Government Services Canada - accommodation	\$3,584	\$3,456
Treasury Board Secretariat - employer's share of insurance premiums	1,441	1,035
Office of the Auditor General of Canada - audit services	190	150
Human Resources and Skills Development Canada - employer's portion of Worker's compensation payments	4	4
Justice Canada - legal services	1	17
Treasury Board Secretariat - absorption of employee benefit plan costs	-	240
Total Services provided without charge	\$5,220	\$4,902

12. Comparative Figures

Certain comparative figures have been reclassified to conform with the presentation used in the current year.

B. Cost Effectiveness

1. Cost of the 38th general election

As originally estimated, the actual cost of the 2004 general election, excluding the reimbursements of election expenses to eligible candidates and political parties, is \$219.5 million. It is detailed as follows:

- field election delivery activities: \$108 million, including items such as fees to election workers and poll officials, printing lists of electors, and renting offices of returning officers and polling sites
- event readiness and delivery activities at Elections Canada in Ottawa: \$111.5 million, including items such as electoral material and supplies, training returning officers and other key staff, maintaining the National Register of Electors since the 2000 general election, ad and outreach campaigns, support network and information technology support

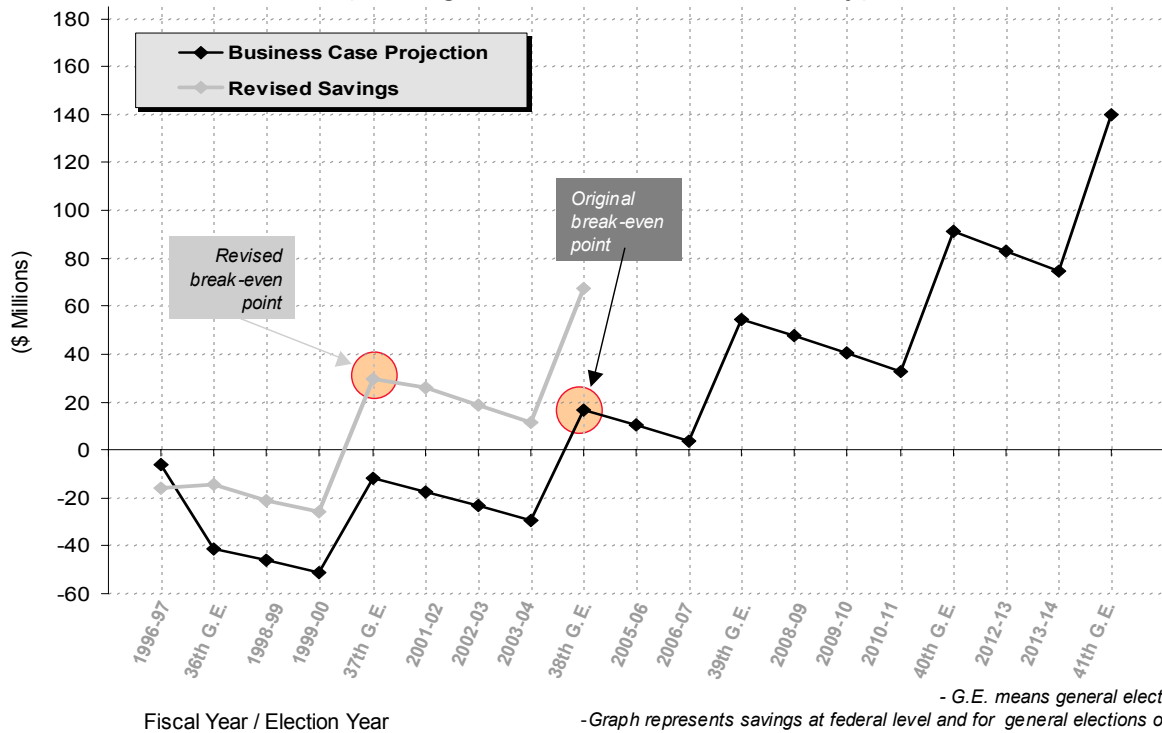
Reimbursements to candidates and parties are estimated at \$58.3 million. Compared with the 2000 general election, the reimbursements are significantly higher, mostly as a result of new political financing provisions under Bill C-24.

2. Cost avoidance of the National Register of Electors

The following graph shows the 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. Comparing actual performance to the business case, which presented savings at the federal level only, Elections Canada has estimated that after the 2004 election the Register has saved \$68 million. In addition to savings at the federal level, the Register has generated \$31 million savings at the provincial and municipal levels by sharing the Register with these jurisdictions. If one includes British Columbia's estimated \$11 million savings, the estimated total cost avoidance to date resulting from the National Register of Electors amounts to some \$110 million, exceeding the projected savings to date by \$93 million. As the graph indicates, we recovered our initial investment at the 2000 general election, rather than the one after that. Hypothetical dates for future general elections are given here merely to provide consistent points for data comparison.

Projected Cumulative Cost Avoidance of Using the National Register of Electors

(Savings at the Federal Level only)



- G.E. means general election.
 - Graph represents savings at federal level and for general elections only.
 - Savings at provincial and municipal levels are excluded.

C. Other Information

Federal political contributions and tax credits claimed

The table below shows the number of contributions received by registered political parties and candidates, the total value of the contributions, and the estimated tax credits provided to individuals and corporations, as supported by official tax receipts for the corresponding calendar years. Tax credit amounts fluctuate between electoral events although they tend to increase with the approach of a general election (see the amounts for 1997, 2000 and 2004). Federal political contributions from corporations appear to follow the same trend as those from individuals.

The information on contributions is extracted from Elections Canada records. Information on contributions to candidates is provided only for the general elections of 1997, 2000 and 2004.

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

Federal political contributions and estimated tax credits claimed

	Number of contributions							
	1997	1998	1999	2000	2001	2002	2003	2004*
Registered political parties	217,792	173,304	168,369	404,780	105,447	167,971	162,395	126,722
Candidates	121,159	-	-	109,155	-	-	-	107,012
Nomination contestants	-	-	-	-	-	-	-	6,587
Leadership contestants	-	-	-	-	-	-	-	273
Registered associations	-	-	-	-	-	-	-	75,991
Total	338,951	173,304	168,369	513,935	105,447	167,971	162,395	316,585
	Value of contributions (\$ thousands)							
	1997	1998	1999	2000	2001	2002	2003	2004*
Registered political parties	55,290	31,935	34,194	57,100	31,540	30,440	48,389	22,083
Candidates	38,665	-	-	41,392	-	-	-	20,995
Nomination contestants	-	-	-	-	-	-	-	1,895
Leadership contestants	-	-	-	-	-	-	-	10
Registered associations	-	-	-	-	-	-	-	9,707
Total	93,955	31,935	34,194	98,492	31,540	30,440	48,389	54,690

* As a result of the implementation of Bill C-24 in 2004, contributions made to political entities were limited. This explains the decrease in number and value from the 2000 election.

	Estimated tax credits claimed (\$ thousands)							
	1997	1998	1999	2000	2001	2002	2003	2004*
Corporations	1,099	674	509	926	875	499	617	N/A
Individuals	15,396	9,735	10,439	19,922	8,802	10,104	12,112	N/A
Total	16,495	10,409	10,948	20,848	9,677	10,603	12,729	N/A

* For Corporations, 60% of total filers are processed for an amount of \$495K. For Individuals, 85% of total filers are processed for an amount of \$17,708K.

Facts and figures: 1997, 2000 and 2004 general elections

	36th general election – 1997 ¹	37th general election – 2000	38th general election – 2004
Geography and electors			
Number of electoral districts	301	301	308
Number of electors on preliminary lists	18,753,094 ²	19,395,489	22,238,485
Number of electors who registered on election day	415,319	872,552	764,000
Number of electors on final lists	19,663,478 ²	21,243,473	22,466,621
Number of polling stations	59,349	60,728	63,859
Average number of registered electors per polling station	331	350	352
Number of revisions to the lists of electors	1,325,540	3,687,149	3,353,403
Voting results			
Number of valid votes cast	12,985,874	12,857,773	13,564,702
Number of judicial recounts requested	3	8	6
Percentage of rejected ballots	1.4%	1.1%	0.9%
Voter turnout	67.0%	61.2%	60.9%
Voter turnout – highest province or territory	New Brunswick (73.4%)	P.E.I. (72.7%)	P.E.I. (70.8%)
Voter turnout – lowest province or territory	Newfoundland (55.2%)	N.W.T. (52.2%)	Nunavut (43.9%)
Number of seats won by women/men	62/239	62/239	65/243
Political financing			
Number of registered political parties	10	11	12
Number of candidates	1,672	1,808	1,685
Number of candidates eligible for reimbursement of election expenses ³	801	685	837
Number of nomination contest reports ³	-	-	863
Number of contestants' nomination campaign returns ³	-	-	357
Number of third-party election advertising reports ³	-	-	59
Number of opening balance sheets of new registered electoral district associations ³	-	-	1,065
Number of registered associations financial transactions returns for 2004 ³	-	-	642
Support to the public			
Number of visits to Elections Canada's Web site during the 36-day campaign	65,647	899,434	1,580,672
Number of public inquiries received/% answered	339,811/83%	670,341/65%	3,151,990/93%
Number of election workers in electoral districts	250,000 ¹	166,000	194,000

¹ Includes statistics for the final enumeration, where applicable.

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

³ The 38th general election was the first to take place under the new political financing system (C-24). Figures are as of June 16, 2005.

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