



ANNUAL PERFORMANCE REPORT

2015-2016

2015-2016

MESSAGE FROM THE CHIEF ELECTORAL OFFICER/ COMMISSIONER FOR LEGISLATIVE STANDARDS

It is with great pleasure that I present the 2015-16 Annual Performance Report for the Office of the Chief Electoral Officer (OCEO) and the Commissioner for Legislative Standards (CLS).

The OCEO, or Elections Newfoundland and Labrador (ENL), is responsible for exercising general direction and supervision over the administrative conduct of elections and for enforcing fairness, impartiality and compliance with the *Elections Act, 1991*.

The Commissioner for Legislative Standards is responsible for the enforcement of Conflict of Interest provisions under the *House of Assembly Act (Part II – Conflict of Interest)*. The Commissioner may provide advice and offer recommendations to members of the House of Assembly in the filing of their annual disclosure statements, and is responsible for reporting to the Speaker annually on the affairs of the Commissioner.

This is a report of our progress and achievements for the fiscal year ending March 31, 2016. It was prepared under my direction in accordance with the *House of Assembly Accountability, Integrity and Administration Act*, based on the requirements for a Category 3 entity as per the *Transparency and Accountability Act*. I am accountable for the results reported in this document.

Sincerely,



Bruce Chaulk
Chief Electoral Officer &
Commissioner for Legislative Standards (A)

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SECTION A

Office of the Chief Electoral Officer

OVERVIEW

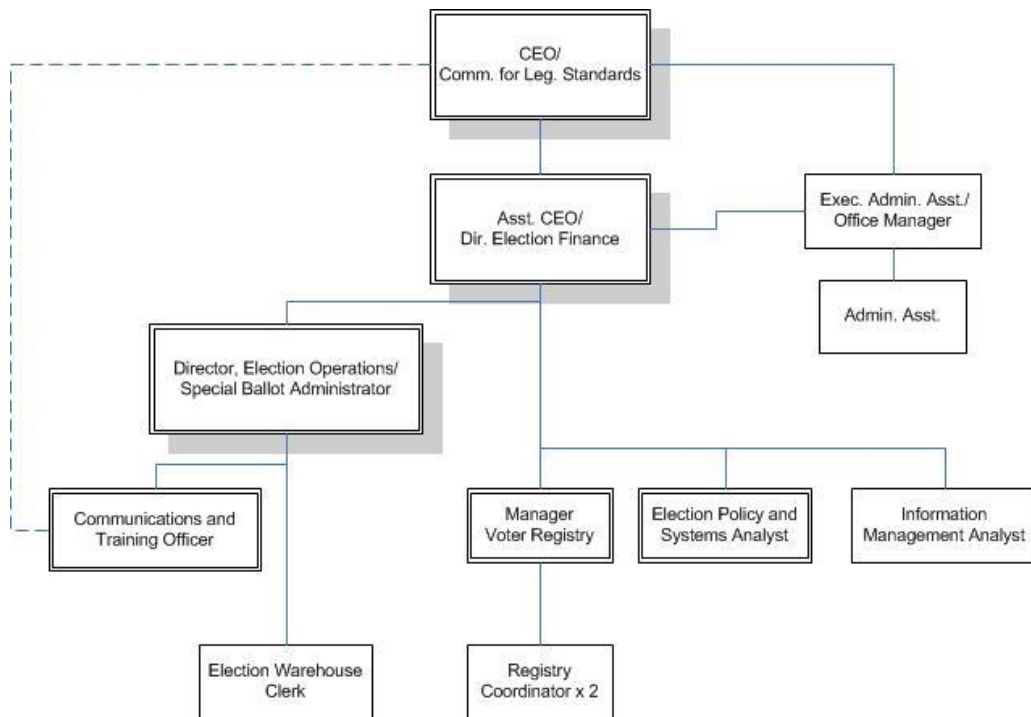
The Office of the Chief Electoral Officer (OCEO) is a non-partisan office responsible for the conduct of provincial elections, by-elections and plebiscites. The OCEO is accountable to the House of Assembly and to the people of Newfoundland and Labrador.

The OCEO is responsible for ensuring fairness, impartiality and compliance with all aspects of the *Elections Act, 1991*.

In addition to the responsibilities associated with provincial elections, the OCEO works cooperatively with federal, provincial and municipal governments in the sharing of information relative to the maintenance of an accurate, comprehensive and up-to-date permanent list of electors. These initiatives are supplemented by promotional activities aimed at encouraging voter registration.

The relatively small permanent staff of the OCEO is dependent on and appreciative of the work contributed by a large number of temporary office employees and electoral field staff employed before, during and after electoral events.

The OCEO employs 12 permanent staff members. Of these, six are women, five are men and one position is currently vacant.



For the fiscal year ending March 31, 2016 the actual expenditures for the office was \$5,249,094.

The OCEO is located at 39 Hallett Crescent, St. John's, in the O'Leary Industrial Park. The telephone number is 729-0712 (1-877-729-7987 toll-free) and the fax number is 729-0679. The Elections Newfoundland and Labrador website (www.elections.gov.nl.ca) provides information about the OCEO itself, as well as information for electors about the voting process.

ROLE AND MANDATE

In accordance with the *Elections Act, 1991*, it is the duty of the Chief Electoral Officer to:

- a) exercise general direction and supervision over the administrative conduct of elections and to enforce on the part of election officers fairness, impartiality and compliance with [the Act];
- b) issue to election officers those instructions that he or she considers necessary to ensure effective execution of [the Act];
- c) perform all other duties that are imposed by him or her by or under [the Act].

LINES OF BUSINESS

The OCEO provides the following lines of business in carrying out its mandate.

Facilitate the Right to Vote

Every Canadian citizen who is normally resident of Newfoundland and Labrador and is at least 18 years of age has a right to vote in a provincial election. The OCEO facilitates this right by communicating to electors the necessary information required to vote in a convenient and effective manner. The OCEO works to ensure that its staff is well trained and versed in electoral processes and procedures so that the electorate will have the best possible election experience.

Election Operations

Preparation for an election is a continuous process consisting of a myriad of duties and responsibilities, including: continuous revision of forms and administrative documentation; ordering and maintenance of supply inventories; preparation and distribution of materials to electoral districts; designing and conducting training; providing support to election officials; and preparation and maintenance of communication channels with internal and external stakeholders.

Voter Registry and Boundary Issues

The Voter Registry division of the OCEO maintains voter and boundary data necessary to ensure a constant state of readiness for elections, by-elections, plebiscites and/or boundary redistribution.

The exchange of information with federal, provincial and municipal governments and the continuous updating of both voter and geographic data are key functions of the Voter Registry. In addition, the Voter Registry provides a range of services to Newfoundlanders and Labradorians during and between electoral events through maintenance of voter and address data; implementation of voting area boundary adjustments; managing address resolution and collection; responding to inquiries; and protecting the privacy of voter data.

Election Finance

The Election (Political) Finance area provides guidance and assistance to candidates and political parties with respect to the Election Finance provisions of Part III of the *Elections Act, 1991*.

Duties in this area include: examination of financial returns from political parties and election candidates; provision of guidelines respecting Part III requirements to auditors, registered candidates and political parties; reimbursement of election expenses; and publishing reports on the political financing affairs of the office.

Communications

The OCEO uses various methods to communicate with its primary clients on matters pertinent to its mandate. Public notices, public service announcements, informational brochures, paid advertising, social media, press releases and media kits are just a few of the methods employed to inform stakeholders about our processes. Additionally, OCEO's website (www.elections.gov.nl.ca) is an effective tool in communicating information pertaining to our business operations.

REPORT ON PERFORMANCE

Vision
OCEO's vision is to be an organization that inspires confidence on the part of all those involved in the electoral process by exercising impartiality, excellence and professionalism.
Mission Statement
By 2017, the Office of the Chief Electoral Officer will have implemented programs and services required to support Provincial General Elections and by-elections.

HIGHLIGHTS AND ACCOMPLISHMENTS

During the 2015-16 reporting period, the OCEO successfully administered Newfoundland and Labrador's 2015 Provincial General Election. The following highlights and accomplishments were completed in support of the election.

- Completed a full redistribution of electoral boundaries, as per the recommendations of the Electoral Boundary Commission.
- Participated in an Accessibility Taskforce, consisting of members from the Disability Policy Office (part of the Department of Seniors, Wellness and Social Development), the Coalition of Persons with Disabilities NL, the Canadian National Institute for the Blind, Canadian Hard of Hearing Association - NL, Newfoundland and Labrador Association for the Deaf and Memorial University of Newfoundland (MUN). Successfully implemented the following new measures to improve electoral accessibility:
 - A YouTube video of current information on how to vote and the electoral process signed in American Sign Language with captioning and voiceover.
 - A training session for all provincial Returning Officers including handouts of material covering, relevant standards to guide accessibility considerations for polling stations and disability-related supports that may be required to support access to voting.
 - Training materials/ checklists for polling station staff.
 - Presentations to community groups regarding voting options.
- Updated and delivered training to 126 provincial election officials from all 40 electoral districts for the 2015 General Election.
- Explored new delivery options for future election training.
- Implemented several pilot projects for the 2015 General Election, including:
 - Allowing electors to vote by Special Ballot in any electoral district in the province.
 - Opening a voting office on the Memorial University of Newfoundland campus.

- Establishing a call centre at Elections Newfoundland and Labrador headquarters, with extended hours for receiving and responding to questions from the public.
- Successfully launched several advertising and public awareness campaigns, including:
 - The **'Voting in the General Election 2015'** campaign, which included a direct-mail initiative in the form of ENL's Voter Information Card. Every person included on the voters list was mailed a Voter Information Card, outlining key voting options, where and when to vote and contact information.
 - The **'Are You on the Voters List?'** campaign, which encouraged electors to contact ENL's headquarters to be added to the voters list, to update their registration, or to inquire about their information on record.
 - The **'Special Ballot Voting'** campaign, which advertised that Special Ballot voting was available to anyone wishing to vote by that method. The campaign aimed to explain the intent of Special Ballot voting, how to apply, identification requirements, as well as important dates and deadlines. ENL also advertised the location and office hours of the 20 additional Special Ballot offices established throughout the province.

REPORT ON ISSUE

Issue: Preparedness and Maintenance

The OCEO is expected to maintain a constant state of preparedness for elections and by-elections. Therefore, the OCEO must ensure that all business areas are working together to form a cohesive and efficient operation. An integral part of the election process is the maintenance of the voters list which must be kept up-to-date to ensure an accurate elector database. The Voter Registry division at the OCEO is responsible for the maintenance of the voters list, along with electoral boundary work.

The same objective, measure and indicators reported in this report apply to the entire planning cycle for the Office of the Chief Electoral Officer.

Objective	
By March 31, 2016, the Office of the Chief Electoral Officer will have maintained the Voter Registry to ensure readiness for elections and by-elections, and will report on this objective each year in the planning cycle.	
Measure	
<ul style="list-style-type: none"> Enhanced ability to maintain the Voter Registry. 	
Indicators	Actual Performance
<ul style="list-style-type: none"> Maintained the permanent list of electors. 	<ul style="list-style-type: none"> New data was incorporated from: provincial municipalities; municipal engineering departments (which included new or updated street names and civic numbers); and Vital Statistics (which included deceased persons and legal name changes). The OCEO conducted an “Are you on the Voters List” advertising campaign that delivered 250,000 cards to residential addresses in the province. A call centre was established to receive updates from this campaign. A total of 6,000 calls were received during the campaign to confirm or update voter information. During the 2015-16 reporting period, the Voter Registry division made over 3,000 updates to the permanent List of Electors as a result of information sharing agreements with municipalities. As a result of the 2015 Provincial General Election, 30,440 updates were required to be made to the voters list for electors who were sworn in at the polls (26,561 people on election day, 2,448 people at the advance polls, and, 1,431 people at the Special Ballots).

<ul style="list-style-type: none"> • Apportioned population to polling divisions within established districts. 	<ul style="list-style-type: none"> • During the 2015-16 reporting period, work was completed by OCEO to divide the province into 40 electoral districts. The Voter Registry system was reconfigured to reflect the elimination of eight districts. This resulted in the redesign of 265 poll boundaries and reassignment of approximately 340,000 electors. • The Voter Registry division also worked in conjunction with the Newfoundland and Labrador Statistics Agency to realign the polling division boundary maps for the province.
<ul style="list-style-type: none"> • Explored options for future developments and improvements to electoral management system. 	<ul style="list-style-type: none"> • OCEO explored potential technological and process improvements that could be utilized for comprehensive and efficient election management through its regular collaboration with other jurisdictions.

DISCUSSION OF RESULTS

Issue: Preparedness and Maintenance

During the 2015-16 reporting period, the OCEO continued to successfully enhance its ability to manage and improve voter registry operations. Its success was due in part to improvements to voter registry systems, enabling more fluid and efficient processing, and was supplemented by procedural improvements to management and quality assurance procedures.

The OCEO also continued to enhance its business partnerships and worked closely with the Newfoundland and Labrador Statistics Agency, as well as federal and municipal partners to manage, maintain and update the voter registry.

The OCEO call centre played a significant role in OCEO's success and proved to be a very effective communication mechanism. It enabled electors to verify their inclusion on the electors list, update their information and receive clarification on a wide range of questions pertaining to the electoral process. Given the close proximity of the provincial and federal elections in the fall of 2015, the call centre helped to manage the large volume of calls from electors who required clarification on the voting options and differences between the two events.

This reporting period also saw the completion of a substantial volume of poll boundary design work and subsequent updates to elector records within a very short time-frame. This was a result of the Electoral District Boundaries Commission's mandate to make significant changes to the provincial electoral landscape in the same year that a provincial General Election was held. In addition, the OCEO provided numerous municipalities with assistance with the generation of electoral lists during the administration of by-elections, as well as one municipal plebiscite.

During the same reporting period, the OCEO continued its exploration of tools and techniques that contribute to the facilitation of efficient and cost-effective election operations.

OPPORTUNITIES AND CHALLENGES

The OCEO is active in its partnerships with other electoral offices across the country. Staff members from the office have the ability to exchange ideas with other jurisdictions and this presents the opportunity to explore improvements to election materials and processes for the next provincial general election in 2019.

An ongoing challenge for the OCEO is that the office must be in a state of constant readiness because by-elections can be called at any time. Though the call of a by-election has the potential to hinder progress on planned improvements to processes and procedures, by-elections also provide the opportunity to test new ideas and processes on a smaller scale.

SECTION B

Commissioner for Legislative Standards

OVERVIEW

The Commissioner for Legislative Standards is an officer of the House of Assembly appointed by the House (section 34 of the *House of Assembly Act*). The Office of the Commissioner for Legislative Standards has traditionally been held by the same individual who holds the position of Chief Electoral Officer.

In addition to the responsibilities assigned under the *House of Assembly Act* and the *House of Assembly Accountability Act*, the Commissioner is also responsible for hearing the appeals of public office holders under the *Conflict of Interest Act, 1995*.

The Commissioner's office is located at 39 Hallett Crescent, St. John's, in the O'Leary Industrial Park. The telephone number is 729-0714 (1-877-729-7987 toll-free) and the fax number is 729-0679.

ROLE AND MANDATE

Under the *House of Assembly Act* (Part II – Conflict of Interest), the Commissioner is responsible for the enforcement of the Conflict of Interest provisions of the Act as they pertain to current Members of the House of Assembly (MHAs) and former MHAs.

On April 1 of each year, every elected MHA is required to file disclosure statements with the Commissioner. After doing so, the Commissioner prepares public disclosure statements for each member which are then made available for viewing by the public.

The Commissioner provides advice to members regarding whether or not steps need to be taken to ensure their obligations under legislation are fulfilled. The Commissioner is required to provide opinions, make recommendations or conduct inquiries on matters pertaining to the obligations of members under Part II of the *House of Assembly Act* or under the Code of Conduct provisions of Part V of the *House of Assembly Accountability Act*.

As an officer of the House of Assembly, the Commissioner must report annually on the affairs of the office to the Speaker of the House of Assembly, who then presents the report to the House. The mandate of the Commissioner for Legislative Standards is to ensure that the Conflict of Interest legislation is followed by all members.

LINES OF BUSINESS

The Commissioner for Legislative Standards provides the following lines of business in carrying out his mandate.

Inquiries

The Commissioner for Legislative Standards may conduct inquiries to determine whether a member has failed to fulfill an obligation under the Conflict of Interest provisions of the *House of Assembly Act* or the Code of Conduct provisions of the *House of Assembly Accountability Act*.

Disclosure Statements

Within 60 days of his or her election or appointment, before the second April 1 following this date and before each April 1 thereafter, every elected member and appointed minister is required to file with the Commissioner a disclosure statement in a form determined by the Commissioner. This must be a full statement of the member's private interests other than certain personal property identified under subparagraph 20(a)(iv) of the *House of Assembly Act*.

The Commissioner then prepares a public disclosure statement for each member, which is submitted to the member for review and is then placed on file at the Commissioner's office and made available to the public for inspection during normal business hours.

During this process, the Commissioner may provide advice, give an opinion and/or make recommendations to members to ensure they have fulfilled the member's disclosure obligations under the Act.

Annual Reporting

The Commissioner reports annually upon the affairs of his/her office to the Speaker who presents the report to the House of Assembly.

REPORT ON PERFORMANCE

Vision
The Office of the Commissioner for Legislative Standards' vision is to maintain an environment where the highest ethical standards are in place for the House of Assembly.

REPORT ON ISSUE

Issue: Compliance with Legislation

The Commissioner for Legislative Standards is assigned responsibility for investigating and conducting inquiries (if necessary) to determine whether a member has failed to fulfill any obligation under the Code of Conduct. The Commissioner is also responsible for reporting recommendations to the House regarding appropriate sanctions similar to the ones that are available for breached Conflict of Interest duties in Part II of the *House of Assembly Act*.

Therefore, the primary issue for the Commissioner for Legislative Standards is 'Ensuring Compliance with Legislation'.

The same objective, measure and indicators reported in this report apply to the entire planning cycle for the Commissioner for Legislative Standards.

Objective	
By March 31, 2016, the Commissioner for Legislative Standards will have facilitated member compliance with legislative requirements regarding annual disclosure statements.	
Measure	
<ul style="list-style-type: none"> Supported member compliance with legislative requirements regarding annual disclosure statements. 	
Indicators	Actual Performance
<ul style="list-style-type: none"> Provide support to members, as necessary. 	<ul style="list-style-type: none"> On November 30, 2015 a provincial general election was held which resulted in the election of 40 members to the House of Assembly. Upon their election, the Commissioner provided the members with the forms and guidelines necessary to prepare their disclosure statements.
<ul style="list-style-type: none"> Review annual disclosure statements. 	<ul style="list-style-type: none"> The Commissioner reviewed disclosure statements for all members relating to the reporting period. The review process of members' filings can take considerable time as it involves back and forth communication between the members and the Commissioner.
<ul style="list-style-type: none"> Provide advice to members, as necessary. 	<ul style="list-style-type: none"> The Commissioner provided advice, on a confidential basis, to members on issues as they arose.

<ul style="list-style-type: none">• Respond to inquiries and/or complaints, as necessary.	<ul style="list-style-type: none">• The Commissioner responded to inquiries and/or complaints under the legislation. These issues were reported separately to the members or the appropriate authority as required by the Act. Of the inquiries and/or complaints received, no publicly available reports were required as the reports were confidential between the Commissioner and the member.
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DISCUSSION OF RESULTS

During the reporting period, the Commissioner for Legislative Standards received and reviewed the annual member disclosure statements and the member disclosure statements filed from the November 30, 2015 general election.

APPENDIX A

Financial Statements

Please note that although the following statement is labeled “Office of the Chief Electoral Officer”, it includes the financial information for the Commissions for Legislative Standards.

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2016 (Unaudited)

Financial Statements: April 1, 2015 – March 31, 2016

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
OFFICE OF THE CHIEF ELECTORAL OFFICER			
OFFICE OF THE CHIEF ELECTORAL OFFICER			
<i>CURRENT</i>			
3.1.01. OFFICE OF THE CHIEF ELECTORAL OFFICER			
01. Salaries	3,649,612	3,696,900	4,195,100
Operating Accounts:			
<i>Employee Benefits</i>	1,868	4,500	4,500
<i>Transportation and Communications</i>	555,179	780,400	780,400
<i>Supplies</i>	31,211	76,300	76,300
<i>Professional Services</i>	31,993	58,000	58,000
<i>Purchased Services</i>	823,620	958,800	958,800
<i>Property, Furnishings and Equipment</i>	15,657	27,600	27,600
02. Operating Accounts	1,459,528	1,905,600	1,905,600
10. Grants and Subsidies	139,970	538,100	538,100
	5,249,110	6,140,600	6,638,800
02. Revenue - Provincial	(16)	-	-
Total: Office of the Chief Electoral Officer	5,249,094	6,140,600	6,638,800
TOTAL: OFFICE OF THE CHIEF ELECTORAL OFFICER	5,249,094	6,140,600	6,638,800
TOTAL: OFFICE OF THE CHIEF ELECTORAL OFFICER	5,249,094	6,140,600	6,638,800