

# **Office of the Chief Electoral Officer**

## **2017–18 Departmental Results Report**

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Stéphane Perrault  
Chief Electoral Officer of Canada

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The Honourable Karina Gould, PC, MP,  
Minister of Democratic Institutions

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## Table of contents

Message from the Chief Electoral Officer .....	1
Results at a glance .....	3
Raison d'être, mandate and role: Who we are and what we do .....	5
Raison d'être .....	5
Mandate and role .....	5
Responsibilities .....	5
Operating context and key risks .....	7
Operating context .....	7
Key risks .....	7
Results: What we achieved .....	9
Program 1.1: Electoral Operations .....	9
Program 1.2: Regulation of Electoral Activities .....	13
Program 1.3: Electoral Engagement .....	17
Internal Services .....	22
Analysis of trends in spending and human resources .....	25
Elections Canada's financial framework .....	25
Actual expenditures .....	25
Actual human resources .....	27
Expenditures by vote .....	27
Government of Canada spending and activities .....	27
Financial statements and financial statements highlights .....	27
Financial statements .....	27
Financial statements highlights .....	28
Supplementary information .....	31
Corporate information .....	31
Organizational profile .....	31
Reporting framework .....	31
Other .....	32
Supplementary information tables .....	32
Federal tax expenditures .....	32
Organizational contact information .....	33
Appendix: definitions .....	35
Endnotes .....	39

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## Message from the Chief Electoral Officer

I am pleased to present Elections Canada's 2017–18 Departmental Results Report. It details the agency's accomplishments during the last fiscal year in support of its mandate and previously established multi-year plans and priorities.

In 2017–18, Elections Canada progressed on its strategic priorities to modernize the electoral process and renew its critical assets and infrastructure in order to deliver improved services at the 43rd general election scheduled for October 2019. We consulted with parliamentarians and other stakeholders as we improved the processes at the polls for better inclusivity and overall voter experience. As of March 31, 2018, returning officers were already beginning field preparations for the next general election. Elections Canada also successfully conducted 11 by-elections in 2017, the highest number for a single year in decades.

Over the reporting period, Elections Canada continued to work on reinforcing its security posture through increased collaboration with lead security agencies, taking into account the key findings of the June 2017 Communications Security Establishment report on cyber security and other threats to the democratic process. The agency also signed a contract to provide a more flexible and secure technology infrastructure to host and support Elections Canada's applications and services.

On April 30, 2018, the government introduced Bill C-76, which contains several amendments to improve access to the voting process, further promote transparency, and create a level-playing field with regards to political financing. Given the short timeframe before the 2019 general election, Elections Canada has started planning for implementation in order to be ready to deliver the election under either the current or the amended legislation.

I wish to reiterate my full commitment to supporting parliamentarians as they work on legislative changes to improve Canadians' voting experience in the October 2019 general election and beyond.

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Stéphane Perrault  
Chief Electoral Officer of Canada



**\$131M****Actual spending****606****Actual full-time  
equivalents**

## Results at a glance

In 2017–18, while delivering 11 by-elections, Elections Canada pursued its multi-year modernization plan to make electoral services more inclusive, convenient, and efficient for Canadians.

This resulted in the development of renewed and more flexible and secure technological solutions, as well as the design of simpler and streamlined processes across a wide range of services, including voter registration, polling processes, special ballot voting, and services to candidates.

The implementation of Elections Canada’s Electoral Services Modernization agenda also required the development of a multi-year investment plan to maintain and upgrade key assets, including financial management systems, information technology services, and the network infrastructure.

Over the period, Elections Canada completed the audit of all candidate returns for the 42nd general election, and began auditing the returns for the April and October 2017 by-elections and for the Conservative leadership campaign.

Throughout the year, Elections Canada continued to support parliamentarians in their study and consideration of key legislative options to amend the Canada Elections Act.

For more information on the agency’s plans, priorities, and results achieved, see the “Results: what we achieved” section of this report.





## Raison d'être, mandate and role: Who we are and what we do

### Raison d'être

Ensuring that Canadians can exercise their democratic rights to vote and be a candidate.

### Mandate and role

The Office of the Chief Electoral Officer, commonly known as Elections Canada, is an independent, non-partisan agency that reports directly to Parliament. Its mandate is to:

- ▶ be prepared to conduct a federal general election, by-election, or referendum
- ▶ administer the political financing provisions of the Canada Elections Act
- ▶ monitor compliance with electoral legislation
- ▶ conduct public information campaigns on voter registration, voting, and becoming a candidate
- ▶ conduct education programs for students on the electoral process
- ▶ provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census
- ▶ carry out studies on alternative voting methods and, with the approval of parliamentarians, test alternative voting processes for future use during electoral events
- ▶ provide assistance and co-operation in electoral matters to electoral agencies in other countries or to international organizations

### Responsibilities

In fulfilling its mandate, Elections Canada also has the responsibility to:

- ▶ appoint, train, and support returning officers and retain the services of field liaison officers across Canada
- ▶ maintain the National Register of Electors, which is used to prepare preliminary lists of electors at the start of electoral events
- ▶ publish reports on the conduct of elections and official voting results
- ▶ maintain electoral geography information, which provides the basis for maps and other geographic products

- ▶ register political entities, including political parties, electoral district associations, candidates, nomination contestants, leadership contestants, third parties that engage in election advertising and referendum committees
- ▶ administer the reimbursements and subsidies paid to eligible candidates, registered political parties, and auditors
- ▶ disclose information on registered parties and electoral district associations, registered parties' nomination and leadership contestants, candidates, third parties, and referendum committees, including their financial returns
- ▶ refer to the Commissioner of Canada Elections information concerning possible offences under the Canada Elections Act (or other relevant Acts)
- ▶ consult the Advisory Committee of Political Parties for advice and recommendations
- ▶ issue written opinions, guidelines, and interpretation notes on the application of the Canada Elections Act to political entities
- ▶ appoint the Broadcasting Arbitrator, who is responsible for allocating free and paid broadcasting time among political parties and for arbitrating disputes that may arise between parties and broadcasters
- ▶ recommend to Parliament amendments for the better administration of the Canada Elections Act by submitting a recommendations report after a general election, as well as by providing expert advice and other special reports

For more general information about the agency, see the “Supplementary Information” section of this report.

## Operating context and key risks

### Operating context

Elections Canada delivered 11 by-elections in 2017–18. With the 43rd general election scheduled for October 21, 2019, the agency's primary objective for the year was to progress on its multi-year plan to modernize the electoral process to make it more accessible and inclusive for all Canadians and to improve voter experience.

Throughout the fiscal year, Elections Canada provided the Standing Committee on Procedure and House Affairs (PROC) with technical assistance and advice regarding potential legislative changes to the Canada Elections Act. In this regard, the acting Chief Electoral Officer of Canada (CEO) appeared before the Committee twice, while Elections Canada officials appeared 18 times during the Committee's in camera study of the CEO's 2016 Recommendations Report. Continued technical support and advice was also provided to officials in the Privy Council Office considering draft legislative amendments.

As of March 31, 2018, [one government bill and 11 private members' bills](#)<sup>i</sup> proposing various changes to the electoral legislation were before Parliament.

In 2017–18, Stéphane Perrault, then Deputy Chief Electoral Officer, Regulatory and Public Affairs, held the position of Acting Chief Electoral Officer. On June 8, 2018, the House of Commons adopted a resolution confirming the appointment of Mr. Perrault as the seventh Chief Electoral Officer of Canada.

### Key risks

Risk	Mitigating Strategy and Effectiveness	Link to the Agency's Programs <sup>ii</sup>
Elections Canada has insufficient capacity to implement legislative changes and pursue the required modernization over several electoral cycles	<p>Anticipating significant legislative changes, Elections Canada realigned its resources and scaled down some of its Transformation Agenda initiatives for the 2019 general election. The agency also established a dedicated team to support the key aspects of its Electoral Services Modernization agenda.</p> <p>This risk did not materialize in 2017–18, but the government introduced Bill C-76 on April 30, 2018. Given the short timeframe before the 2019 general election, the agency is planning to deliver the election under either the current or the amended legislation.</p>	<ul style="list-style-type: none"> <li>➤ Electoral Operations</li> <li>➤ Regulation of Electoral Activities</li> <li>➤ Electoral Engagement</li> </ul>

Risk	Mitigating Strategy and Effectiveness	Link to the Agency's Programs <sup>ii</sup>
<p>The Chief Electoral Officer's recommendations to redefine the polling station are not enacted by Parliament</p>	<p>For the reporting period, the agency worked under the assumption that the required changes would be enacted on time for the 2019 general election, but also had contingency plans for the status quo.</p> <p>While progressing towards its plans to improve polling processes, Elections Canada's contingency, in the absence of enabling legislative changes, was to implement only what was permitted under the current legislation. For instance, this risk was mitigated by targeting only advance polls for the new e-poll book solution (which includes electronic voters lists and records of procedures), where they are allowed under the current legislation.</p> <p>On April 30, 2018, the government introduced Bill C-76, which contains enabling changes. At the time of writing this report, Bill C-76 had been read a second time and referred to Committee in the House of Commons.</p>	<ul style="list-style-type: none"> <li>▶ Electoral Operations</li> <li>▶ Regulation of Electoral Activities</li> <li>▶ Electoral Engagement</li> </ul>
<p>A federal referendum takes place</p>	<p>Facing the possibility of a referendum on the electoral system reform, Elections Canada reviewed the Referendum Regulation and developed a contingency plan so that a referendum could be held with a six-month preparation window. With the government's decision to not pursue the electoral system reform, the risk did not materialize.</p>	<ul style="list-style-type: none"> <li>▶ Electoral Operations</li> <li>▶ Regulation of Electoral Activities</li> <li>▶ Electoral Engagement</li> </ul>

## Results: What we achieved

### Program 1.1: Electoral Operations

#### Description

This program allows Elections Canada to deliver fair and efficient electoral events whenever they may be required so that Canadians are able to exercise their democratic right to vote during a federal general election, by-election, or referendum by providing an accessible and constantly improved electoral process responsive to the needs of electors.

#### Results

The following results within the Electoral Operations program were achieved to contribute to the agency's organizational priorities in 2017–18.

##### Conduct high-quality electoral events

Over the reporting period, Elections Canada delivered [11 by-elections](#).<sup>iii</sup> As required under the Canada Elections Act, the agency published a [narrative report](#)<sup>iv</sup> along with [Official Voting Results](#)<sup>v</sup> accounting for all 11 by-elections held in 2017.

##### Modernize voter registration and electoral data services

As of March 31, 2018, research and consultations with various partners at the federal, provincial and territorial levels, including electoral management bodies (EMB), for optimizing, modernizing and obtaining new data sources were progressing as planned. Through these contacts, Elections Canada aims to identify new data sources for groups that are under-represented in the National Register of Electors (NROE), particularly youth and Indigenous electors. Also, in light of certain legislative amendments that are underway (Bill C-33, Bill C-76), the agency has been anticipating access to new data on non-citizens and seeking opportunities to leverage EMB data on pre-registered youth to improve the coverage, currency and accuracy of the NROE.

Over the reporting period, the agency also developed new geographic tools to estimate the driving distance between electors' home address and their assigned polling locations. These tools will improve Elections Canada's ability to optimize site locations and driving distances for electors in the 2019 general election. New proximity service standards will be considered in the selection of poll site locations, along with accessibility, suitability and availability. Ultimately, reducing the driving distance to polls by better designing advance poll districts and polling division boundaries will improve the voter experience, especially in remote and rural areas.

## Improve voting processes

In 2017–18, Elections Canada worked on integrating services for voter list revision and special ballot voting. Harmonizing these services allows electors to complete any revision transaction (addition, move, correction) and vote at the same time, requiring their identity to be verified only once. The pilot for this new model, conducted during the fall 2017 by-elections, confirmed that having all transactions completed by a single agent increases efficiency and reduces wait times. The agency will implement the new model for any election called after September 2018.

As well, by the end of 2017–18, a contract was in place for the provision of e-poll books, which include electronic voters lists and records of procedures. The use of e-poll books aims to accelerate services to electors and reduce recordkeeping errors made by poll workers. The agency has set high standards for service delivery and security. To the extent that the initiative meets these standards, the agency will consider deploying the technology in by-elections or at advance polling stations in the 2019 general election.

## Enhance front-line service delivery

During the reporting period, Elections Canada completed the implementation of a new organizational model that improves engagement practices with returning officers and field liaison officers. This “One Team” model also features renewed tools and training strategy, as well as a new communication approach, in order to be more efficient and improve election administrators’ experience when dealing with the agency’s headquarters.

## Increase the inclusiveness of the electoral process

In 2017–18, Elections Canada developed an outreach plan and launched a pilot project designed to provide returning officers with the time, opportunity, and tools to engage leaders in remote Indigenous communities to better plan election services in those communities. More on this initiative can be found on the [Elections Canada website](#).<sup>vi</sup> As of March 31, 2018, all planning for this engagement initiative was completed and the agency was ready to implement the plan in support of field work.

In the 42nd general election, Elections Canada piloted additional services points in 39 post-secondary institutions. Building on the appreciation from youth about the proximity of these services, the agency has worked on expanding the deployment scope to at least 110 campuses in the next general election.

Among its other targeted engagement initiatives, Elections Canada also re-launched the Inspire Democracy Program to encourage youth civic engagement and expand engagement of Indigenous electors, new Canadians, and people with disabilities.

## Modernize services to candidates and political entities

In 2017–18, the development of the Political Entities Service Centre (PESC), Elections Canada's secure online portal for political entities, progressed as planned. Political parties tested the portal in June 2018. This online platform will offer a new point of self-service where candidates and political parties can access various services and products, such as the electronic nomination application, lists of electors, and the statements of electors who voted.

### Results achieved

Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
The electoral process is accessible and responsive to the needs of electors	Percentage of voters who are satisfied with their voting experience	March 2018	Across the 11 by-elections held in 2017–18, 97% of voters were satisfied with their voting experience (80% were very satisfied). A detailed breakdown is available <a href="#">online</a> . <sup>vii</sup>	98% of voters were satisfied with their voting experience. Specifically, 86% were very satisfied and 12% were somewhat satisfied with the experience.	No by-elections were held in 2015–16. Results from the <a href="#">2015 general election</a> <sup>viii</sup> held that year are not comparable with by-elections.
	Percentage of non-voters reporting administrative reasons as their main reason for not voting	March 2018	Among electors who were aware of the by-election held in their electoral district but who did not vote, 10% said the main reason they did not vote was because of a problem related to the electoral process. A detailed breakdown is available <a href="#">online</a> . <sup>vii</sup>	Of those who were aware of the by-election but did not vote, only 3% said they did not vote for reasons related to the electoral process: 2% reported issues with voter information cards and 1% indicated a lack of information about the voting process.	
Elections are delivered whenever they are called	Number of days required for all electoral offices to be fully functional	March 2018	All offices were fully functional within six days of the start of the election period, meeting all operational targets.	All offices were fully functional within seven days of the start of the election period, meeting all operational targets.	
	Percentage of eligible electors included on the list (coverage)	March 2018	At the time of the 2017 by-elections, the average coverage of the preliminary lists	The proportion of eligible voters included in the preliminary list of electors was	

Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
			was 92.1%. A detailed breakdown is available <a href="#">online</a> . <sup>ix</sup>	91.4%. Historically, this figure has ranged from 91% to 94%.	
	Percentage of electors included on the list and at the correct address (currency)	March 2018	At the time of the 2017 by-elections, the average currency of the preliminary lists was 85.2%. A detailed breakdown is available <a href="#">online</a> . <sup>ix</sup>	The proportion of eligible voters included in the preliminary list of electors at their current address was 87.1%. Historically, this figure has ranged from 81% to 86%.	
Elections accurately reflect the choices Canadians make	Variance between the preliminary and official results (validated or subsequent to judicial recounts)	March 2018	The average variance between preliminary results and validated results for the 2017 by-elections was 0.06%.	The variance between preliminary results and validated results for the 2016 by-election was 0.11%.	
	Number of electoral districts where official election results have been overturned because of administrative errors	March 2018	None.	None.	
Canadian electors have opportunities to exercise their right to vote	Number of complaints that deal with accessibility of the voting process for people with disabilities	March 2018	Of the 149 complaints filed by electors during the 11 by-elections held in 2017, 41 (27.5%) were related to accessibility for people with disabilities. A detailed breakdown is available <a href="#">online</a> . <sup>x</sup>	Of the 23 complaints filed by electors during the October 2016 by-election, three (13%) were related to accessibility for people with disabilities: one related to signage, one to walkways and pathways, and one to doors.	
The redistribution of electoral boundaries is effectively supported	Percentage of commissioners who are satisfied with the services and support provided by Elections Canada	March 2018	Not applicable for 2017–18.	Not applicable for 2016–17.	



## Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
53,556,884	53,556,884	62,461,984	62,296,091	8,739,207

The net difference of \$8.7M is mainly due to the conduct of 11 by-elections and to the preparations for the 2019 general election. (See Elections Canada’s Financial Framework section for more information.)

## Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
257	277	20

The difference of 20 full-time equivalents is mainly a result of the requirement for additional temporary employees for increased involvement with returning officers leading to the next general election and for the conduct of 11 by-elections.

## Program 1.2: Regulation of Electoral Activities

### Description

This program provides Canadians with an electoral process that is fair, transparent, and in compliance with the Canada Elections Act. Within this program, Elections Canada is responsible for administering the political financing provisions of the Act. This includes compliance monitoring, disclosure, and reporting of financial activities.

### Results

The following results within the Regulation of Electoral Activities program were achieved to contribute to the agency’s organizational priorities in 2017–18.

#### Process and audit political financing returns

Throughout the reporting period, Elections Canada has continued to audit and report on political entities’ financial returns within service standards.

In August 2017, the agency completed the audit of the election returns submitted by candidates following the 42nd general election.

Of the 33 candidates' election returns received following the four by-elections held in April 2017, 30 had been audited by March 31, 2018. Auditing was underway for the 9 additional election returns received in February 2018 from candidates in the two October by-elections.

May 31, 2017, was the deadline for electoral district associations (EDA) to submit their 2016 return. As of March 31, 2018, 82% of the 1,257 EDA returns had been audited.

By March 31, 2018, auditing of the returns from the 16 contestants who took part in the May 2017 leadership campaign for the Conservative Party of Canada was underway. As for the October 2017 New Democratic Party leadership campaign, the deadline for submitting return was April 3, 2018, and the audit began in 2018–19.

### Issue opinions, guidelines and interpretation notes

In 2017–18, Elections Canada developed and published five new opinions, guidelines, and interpretation notes (OGI) [on its website](#)<sup>xi</sup> to help political entities understand the political financing regime. Two interpretation notes deal respectively with volunteer labour and with contribution and commercial transactions. The other three documents consisted of updated political financing handbooks for candidates and their official agents, for electoral district associations and their financial agents, and for registered political parties and their chief agents. There were no external requests for new OGIs during the reporting period.

### Formalize the Electoral Integrity Program

During fiscal year 2017–18, Elections Canada continued to build internal capacity to support the development of quality and risk management frameworks for elections, and further developed the capability to identify patterns, trends and integrity-related incidents. Activities of the Electoral Integrity Office focussed on supporting the development and implementation of the agency's key transformation initiatives, such as the e-poll book solution (electronic voters lists and records of procedures).

As mandated under the Canada Elections Act, the agency also coordinated the independent audit of poll workers performance for the 11 by-elections held in 2017. The three audit reports presented by the independent auditor (PricewaterhouseCoopers), which are available [online](#),<sup>xii</sup> did not contain any new recommendations.

### Develop a political financing training program for electoral district associations

As of March 31, 2018, 14 modules of the new online training program for electoral district associations had been published, and the two remaining modules of the suite were nearly completed. Work was still underway for modules geared towards candidates. These training

programs provide political entities with clear and consistent information that enables them to comply with the political financing regime of the Canada Elections Act.

### Results achieved

Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
Canadians have confidence in how the electoral process is managed	Percentage of Canadian electors who believe that Elections Canada administers elections in a fair manner	March 2018	84% of electors thought that Elections Canada ran the by-elections fairly (very fairly at 62%). A detailed breakdown is available <a href="#">online</a> . <sup>vii</sup>	89% of respondents who were aware of the by-election thought it was run fairly: 73% indicated that Elections Canada ran the by-election very fairly, with a further 16% saying somewhat fairly.	No by-elections were held in 2015–16. Results from the <a href="#">2015 general election</a> <sup>xiii</sup> held that year are not comparable.
	Percentage of candidates who express satisfaction with the way elections are administered	March 2018	Not measured for by-elections.	Not measured for by-elections.	
Canadians have timely access to accurate political financing data	Percentage of candidates' election returns that are available to the public within 30 days of filing	March 2018	100% of the 66 candidates' election returns were published on Elections Canada's website within 30 days of filing.	100% of candidates' election returns (6 out of 6) were published on Elections Canada's website within 30 days of filing.	
Political entities understand and comply with their obligations under the Canada Elections Act	Percentage of candidates' election returns that are submitted within 4 months of election day	March 2018	56% of candidates' election returns (37 out of 66) were submitted within 4 months of election day; extensions were granted for the remaining 29 returns, 27 of which were submitted within their extension period. In all, 64 out of 66 (97%) were received within the initial or extended deadline.	50% of candidates' election returns (3 out of 6) were submitted within 4 months of election day; extensions were granted for the remaining 3 returns, 2 of which were submitted within their extension period.	
	Percentage of candidates who are satisfied with the tools and information provided by Elections Canada	March 2018	Not measured for by-elections.	Not measured for by-elections.	

## Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
11,219,651	11,219,651	15,259,810	15,196,088	3,976,437

The net difference of \$4.0M is mainly due to the execution of electoral services modernization projects, as well as reimbursements to candidates related to the 11 by-elections held over the period. (See Elections Canada's Financial Framework section for more information.)

## Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
75	79	4

The difference of 4 full-time equivalents is mainly a result of the requirement for additional temporary employees for carrying out electoral services modernization projects.

## Program 1.3: Electoral Engagement

### Description

This program promotes and sustains the Canadian electoral process. It provides Canadians with electoral education and information activities so that they can make informed decisions about their engagement in the electoral process. It also aims to improve the electoral framework by consulting and sharing electoral practices with stakeholders.

### Results

The following results within the Electoral Engagement program were achieved to contribute to the agency's organizational priorities in 2017–18.

#### Provide support to Parliament

Throughout the reporting period, the agency continued to closely monitor parliamentary debate and remained engaged with parliamentary committees. Apart from the Interim and Main Estimates appearances, the acting Chief Electoral Officer appeared twice before the Standing Committee on Procedure and House Affairs (PROC) to provide advice and propose technical amendments: on October 3, 2017, in relation to Bill C-50, which proposed a new regime for fundraising events and other amendments to the political financing provisions; and on November 30, 2017, on the study of the creation of an independent commissioner responsible for leaders' debates. Links to the minutes of these appearances are available on the [Elections Canada website](#).<sup>xiv</sup>

Between October 2016 and June 2017, Elections Canada officials have appeared 18 times before PROC to provide technical assistance to Committee members during their in camera study of the Chief Electoral Officer's 2016 Recommendations Report. They also provided continued technical support and advice to officials in the Privy Council Office considering draft legislative amendments.

Elections Canada undertook numerous research projects to support the modernization of electoral services, its various programs, and legislative reforms, covering several topics including privacy, cyber-security, voting technology, registration of electors, leaders' debates, political financing, voting opportunities and barriers, voter information, and civic education. The projects also allowed the agency to identify prevailing approaches and practices in various jurisdictions, both in Canada and internationally.

## Engage stakeholders

In 2017–18, Elections Canada held two meetings with the Advisory Committee of Political Parties (June and November 2017), one with the Advisory Group for Disability Issues (September 2017), and one with the Elections Canada Advisory Board (October 2017). Summaries are provided on the [Elections Canada website, under “Advisory Groups.”](#)<sup>xv</sup> Input received from these standing committees influenced the agency’s decision to host an integrated Demonstration Day in April 2018 to obtain stakeholder input on a wide range of voter services and related voter communications campaigns.

## Communicate with electors

In 2017–18, the agency initiated the development of its media placement strategy to ensure that citizens know when, where, and the ways to register and vote. By March 31, 2018, the development of the new Voter Information Campaign was progressing well and the agency was on track to meet all deliverables on time for the 43rd general election. Based on internal consultations, two different creative concepts were developed and tested during Demonstration Day in April 2018, and the agency was planning to conduct focus groups with Canadians to gauge their preferences between both concepts.

## Promote civic education and Canada’s Democracy Week

Fiscal year 2017–18 was transitional in terms of civic education. Elections Canada focussed its efforts on the development of new curriculum-linked, pedagogically sound education materials, designed to respond to the needs that educators identified in 2016–17. A new Advisory Circle of Educators, with representatives from every province and territory and First Nations schools, was formed and met twice during the year. Between February and mid-April 2018, 35 teachers across the country piloted the new education resources with their students to assess the real classroom impact. Engagement also took place with key teacher leaders across Canada.

The seventh Annual Canada’s Democracy Week was successfully delivered between September 15 and 21, 2017. A national event was held with 150 high school students, who came to Ottawa from across Canada. It featured the acting Chief Electoral Officer and 14 other speakers in a living library experience, which gave the students a first-hand encounter with leaders involved in Canada’s democracy. Two new online resources were launched, including Frequently Asked Questions based on real questions from students, and a snapshot of learning resources in every province and territory, to make the electoral process better known to students at the primary and secondary levels and increase their interest in democratic participation.

## Participate in international assistance and cooperation

In 2017–18, Elections Canada participated in two separate events with le Réseau des compétences électorales francophones (RECEF), and attended three international forums with electoral management bodies from the Commonwealth.

The agency also hosted six delegations of election administrators and foreign parliamentarians who came to learn about Elections Canada's processes, and took part in two events to keep abreast of international trends in electoral administration. In doing so, Elections Canada contributed to the international body of knowledge on elections and gained insight on projects pursued by other national electoral management bodies.

## Results achieved

Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
Canadians have the information they need to engage in the electoral process	Canadian electors' recall rate of the Elections Canada advertising campaign	March 2018	Across the 11 by-elections held in 2017, 64% of electors indicated that they had seen an advertisement from Elections Canada about when, where, and the ways to vote for the by-election held in their riding. A detailed breakdown is available <a href="#">online</a> . <sup>vii</sup>	67% of electors indicated that they had seen an advertisement from Elections Canada about how, when, and where to vote in the by-election. Among those who noticed advertising, the primary sources were newspapers (37%), radio (32%) and TV (22%). Moreover, 25% stated that they recalled getting information about the by-election from their voter information card.	No by-elections were held in 2015–16. Results from the <a href="#">2015 general election</a> <sup>xvi</sup> held that year are not comparable.
	Percentage of Canadian electors using voting options other than polling day voting	March 2018	Across the 11 by-elections held in 2017, 22% of electors used options other than election day voting: 18% voted at the advance polls and 2% voted either at an Elections Canada office or by mail.	20% of electors who voted in the October 2016 by-election used options other than election day voting: 17% voted at the advance polls and 3% voted at an Elections Canada office or by mail.	

Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
			A detailed breakdown is available <a href="#">online</a> . <sup>xvii</sup>		
	Percentage of Canadian electors who report that they knew when, where, and ways to register and vote	March 2018	Across the 11 by-elections held in 2017, 89% of electors said they felt informed of when, where, and ways to vote in the by-election held in their riding (68% felt very well informed). A detailed breakdown is available <a href="#">online</a> . <sup>vii</sup>	93% of eligible voters said they felt informed in terms of how, when, and where to vote: 75% felt very informed; 18% felt somewhat informed.	
Elections Canada is effective in promoting its civic education program and mobilizing stakeholders to carry out voter education	Number of orders for Elections Canada's civic education materials	March 2018	3,825 civic education products were distributed throughout the year.	2,937 civic education products were distributed throughout the year.	
	Number of stakeholders involved in Elections Canada's education activities	March 2018	Elections Canada engaged with 140 Canadian educators to redesign and pilot new civic education materials. Moreover, 20 stakeholder organizations were involved in Elections Canada's civic education events and activities.	Elections Canada engaged with 1,765 Canadian educators as part of the civic education needs assessment. Moreover, 18 stakeholder organizations were involved in Elections Canada's civic education events and activities.	
Electoral agencies and international organizations benefit from assistance and co-operation in electoral matters	Number of official requests for international assistance to which Elections Canada responds	March 2018	Elections Canada did not receive any formal requests for international electoral assistance.	Elections Canada did not receive any formal requests for international electoral assistance.	
Parliamentarians have timely access to evidence-based information on existing and emerging electoral	Proportion of recommendations endorsed by the Standing Committee on Procedure and House Affairs	March 2018	After a <a href="#">third interim report</a> <sup>xviii</sup> , the Committee had unanimously endorsed 70 of the 132 recommendations (53%)	At the end of the fiscal year, the Committee had tabled two interim reports in which it endorsed 57 recommendations.	



Expected results	Performance indicators	Date to achieve target	2017–18 Actual results (11 by-elections)	2016–17 Actual results (1 by-election)	2015–16 Actual results (42nd general election)
issues			made by the Chief Electoral Officer in 2016. Of the 83 substantive recommendations, the Committee unanimously supported 64 (77%). Of the 49 proposed minor and technical amendments, the Committee supported 6 (12%).	At the time of this report, the study of the CEO's 132 recommendations by the Standing Committee on Procedure and House Affairs had not been completed.	

#### Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
9,279,980	9,279,980	10,836,390	10,793,892	1,513,912

The net difference of \$1.5M is mainly a result of advertising campaigns for the recruitment of returning officers across Canada.

#### Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
67	72	5

The difference of 5 full-time equivalents is largely explained by the hiring of additional temporary employees to support civic education.

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Results

The following results within Internal Services were achieved to contribute to the agency's organizational priorities in 2017–18.

#### Asset renewal

Over the reporting period, Elections Canada continued the implementation of its multi-year investment plan to maintain, replace or upgrade assets that are critical for the delivery of more accessible, convenient and efficient electoral services to Canadians. The agency ensured that high project management standards, aligned with best practices, were in place to oversee the Transformation Agenda. A new draft investment plan was also developed to identify forthcoming priorities.

As part of its asset renewal activities, Elections Canada continued to progress with the implementation of its new Case Management System (CMS). The centralized platform will improve how the agency captures and manages all types of enquiries, from web forms to phone calls and emails coming from field staff and the general public. It will allow faster, more consistent, and accurate responses.

Another key project was a common identity and access management solution to allow for a number of services to be more conveniently accessed by internal and external stakeholders, including political entities, and staff working at Elections Canada headquarters and in the field. As of March 31, 2018, activities towards the new common identity and access management solution were on track and progressing well.

The new business model for the recruitment, training, and remuneration of election workers had to be realigned. A Request for Proposals, issued in January 2018, resulted in no successful bid. Due to the lack of time left before the 43rd general election for finding and implementing a new

solution, it was decided to use the existing pay system, with limited updates. The agency will resume these efforts after the election.

### Internal audit planning and response activities

The renewal of Departmental Audit Committee membership was completed in 2017–18 without interrupting the Committee’s normal operations over the period. More details on the internal audit functions, including annual reports, are available on the [Elections Canada website](#).<sup>xix</sup>

### Information management and information technology security

Over the reporting period, Elections Canada implemented additional measures to improve its cyber-security posture. As part of these efforts, the design and supply chain integrity assessment for major IT transformative projects was completed in consultation with the Communications Security Establishment (CSE).

By March 31, 2018, a new data-hosting service with a range of additional protections had been procured and the transition to this new service was in progress. Elections Canada’s Security Assessment and Authorization Process had also been renewed, and activities to acquire cyber defence services from CSE and Shared Services Canada (SSC) were well underway and on track to be in place for the 43rd general election.

Over the reporting period, Elections Canada also progressed with the renewal of its information technology infrastructure towards a secure, flexible, and sustainable network that meets current business and technical requirements.

In order to ensure a sound decision-making process and program service delivery based on relevant and reliable information, Elections Canada also progressed with the implementation of GCdocs, the Government of Canada’s solution for managing and sharing electronic information.

### Human resources and workforce

In 2017–18, Elections Canada developed and implemented a mental health strategy as a concrete commitment to promote, encourage and support health, safety, and well-being in the workplace. An accompanying mental health action plan also identifies a number of tools and resources available to employees to support a healthy working environment.

## Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
38,151,475	38,151,475	43,326,216	43,199,650	5,048,175

The net difference of \$5.0M is mainly due to additional information technology professionals required to support ongoing operations, the execution of asset renewal projects, and the payment of retroactive salaries following new collective agreements.

## Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
152	178	26

The difference of 26 full-time equivalents is mainly due to hiring additional temporary employees in information technology and in compensation services.

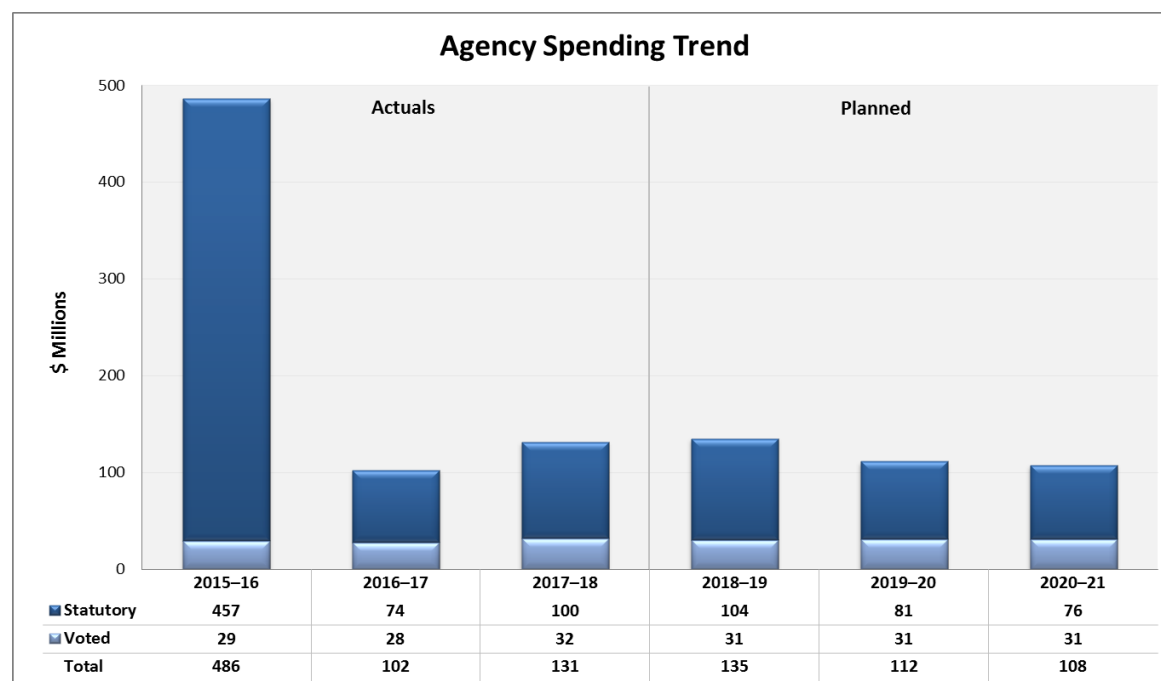
## Analysis of trends in spending and human resources

### Elections Canada's financial framework

Elections Canada's unique dual-funding mechanism and planning practices are a function of its mandate. The agency is funded in part by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows it to draw directly from the Consolidated Revenue Fund for all other expenses. The statutory authority ensures that Elections Canada has access to the funds required for elections that may occur at any time, and reflects Elections Canada's independence from the Government.

Under Canada's parliamentary system, general elections are scheduled to take place on fixed dates but can still be called in advance, particularly during a minority government. By-elections, which take place whenever seats in the House of Commons become vacant, are also unpredictable as Elections Canada has no control over their frequency and timing. Legislative changes and market forces for procured goods and services can also significantly impact a general election. For these reasons, Elections Canada's Departmental Plans do not include estimates related to by-elections, and include spending related to the conduct of general elections only in the year preceding a fixed-date general election.

### Actual expenditures



Totals may not add up due to rounding.

## Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)
Electoral Administration and Oversight <sup>xx</sup>	N/A	N/A	94,074,700	72,489,231	N/A	N/A	N/A	N/A
Electoral Operations	53,556,884	53,556,884	N/A	N/A	62,461,984	62,296,091	47,152,229	331,586,802
Regulation of Electoral Activities	11,219,651	11,219,651	N/A	N/A	15,259,810	15,196,088	12,698,073	116,777,324
Electoral Engagement	9,279,980	9,279,980	N/A	N/A	10,836,390	10,793,892	8,835,883	8,244,303
<b>Subtotal</b>	<b>74,056,515</b>	<b>74,056,515</b>	<b>94,074,700</b>	<b>72,489,231</b>	<b>88,558,184</b>	<b>88,286,071</b>	<b>68,686,185</b>	<b>456,608,429</b>
Internal Services	38,151,475	38,151,475	41,137,302	39,123,079	43,326,216	43,199,650	33,745,539	29,797,925
<b>Total</b>	<b>112,207,990</b>	<b>112,207,990</b>	<b>135,212,002</b>	<b>111,612,310</b>	<b>131,884,400</b>	<b>131,485,721</b>	<b>102,431,724</b>	<b>486,406,354</b>

The agency's spending pattern is a result of the election cycle and is typical for the agency. In the years following an election (e.g. 2016–17), expenditures drop sharply, returning to their usual level as election activities wind down. The peak of expenditures for the conduct of the 42nd general election was in 2015–16. In addition, during 2016–17 Elections Canada initiated a process to modernize electoral services and to renew its critical assets; the majority of these expenditures will be incurred in 2018–19 and will diminish in 2019–20. The agency has established a multi-year budget for modernization and asset renewal initiatives. However, funding for these initiatives is provided in phases as they move through the agency's standard procurement and project life-cycle. For these reasons, actual spending may vary from planned spending over a period. These variations affect only the statutory portion of the funding.

For 2017–18, the overall variance between actual spending and main estimates is largely attributable to the conduct of 11 by-elections, the initiation of preparations for the 43<sup>rd</sup> general election, and retroactive payments from signed collective agreements.

Due to the election cycle, the annual percentage of Internal Services over total expenditures varies significantly. Over the last four years, it fluctuated between 6% and 33%, with an average of 16%.

Starting in 2018–19, the agency will increase its field operations as it prepares to conduct the 2019 general election. These planned expenditures do not include at this time the delivery portion of that

election. In this regard, proposed legislative changes currently before Parliament could have material impact on the conduct of the next general election and its cost. An estimate of the cost of the 43rd general election will be included in the agency's 2019–20 Departmental Plan.

## Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2015–16 Actual full time equivalents	2016–17 Actual full time equivalents	2017–18 Planned full time equivalents	2017–18 Actual full time equivalents	2018–19 Planned full time equivalents	2019–20 Planned full time equivalents
Electoral Administration and Oversight <sup>xx</sup>	N/A	N/A	N/A	N/A	419	402
Electoral Operations	444	262	257	277	N/A	N/A
Regulation of Electoral Activities	81	87	75	79	N/A	N/A
Electoral Engagement	68	71	67	72	N/A	N/A
<b>Subtotal</b>	<b>593</b>	<b>420</b>	<b>399</b>	<b>428</b>	<b>-</b>	<b>-</b>
Internal Services	131	143	152	178	202	204
<b>Total</b>	<b>724</b>	<b>563</b>	<b>551</b>	<b>606</b>	<b>621</b>	<b>606</b>

The fluctuation in full-time equivalents is a result of the election cycle, largely explained by the same reasons stated in the Budgetary Performance Summary.

## Expenditures by vote

For information on Elections Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>xxi</sup>

## Government of Canada spending and activities

Information on the alignment of Elections Canada's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).<sup>xxii</sup>

## Financial statements and financial statements highlights

### Financial statements

Elections Canada's audited financial statements for the year ended March 31, 2018, are available on the [Elections Canada website](#).<sup>xxiii</sup> They include the Statement of Management Responsibility Including Internal Control over Financial Reporting as well as the annex for fiscal year 2017–18.

These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards. This method of accounting, known as the accrual basis of accounting, differs from the method used to present the figures in the previous sections; those figures are based on authorities voted by Parliament on a modified cash basis.

## Financial statements highlights

The financial highlights presented in this section are drawn from Elections Canada's financial statements. The tables below and management variance explanations were not part of the financial audit.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017–18 Planned results	2017–18 Actual	2016–17 Actual	Difference (2017–18 actual minus 2017–18 planned)	Difference (2017–18 actual minus 2016–17 actual)
Total expenses	116,744,000	138,263,000	115,875,000	21,519,000	22,388,000
Total revenues	–	–	–	–	–
Net cost of operations before government funding and transfers	116,744,000	138,263,000	115,875,000	21,519,000	22,388,000

The increase of \$22.4 million in total expenses in 2017–18 over 2016–17 is mainly due to the conduct of 11 by-elections, the preparation for the 2019 general election, the impact of implementing the new collective agreements in 2017–18, and the investments into asset renewal and electoral services modernization projects. Likewise, the additional expenditures of \$21.5 million over the 2017–18 planned expenditures are mainly due to the same reasons. Since the frequency and timing of by-elections are unknown, they are not included in the agency's planned results.

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial Information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	24,921,000	20,833,000	4,088,000
Total net financial assets	20,732,000	20,832,000	(100,000)
Agency net debt	(4,189,000)	(1,000)	(4,188,000)
Total non-financial assets	30,895,000	26,357,000	4,538,000
Departmental net financial position	26,706,000	26,356,000	350,000



Total net liabilities for 2017–18 are at \$24.9 million, an increase of \$4.1 million (20%) from 2016–17. This increase is largely explained by an increase in the year-end accrued liabilities for various information technology services. The year-over-year increase in the agency net debt and total non-financial assets is due to an increase in tangible capital assets of \$4.3 million for asset renewal projects.



## Supplementary information

### Corporate information

#### Organizational profile

**Appropriate Minister:** The Honourable Karina Gould, PC, MP, Minister of Democratic Institutions

**Institutional Head:** Stéphane Perrault, Chief Electoral Officer of Canada

**Agency:** Office of the Chief Electoral Officer

**Year of incorporation / commencement:** 1920

**Enabling instruments:**

- ▶ [Canada Elections Act, S.C. 2000, c. 9](#)<sup>xxiv</sup>
- ▶ [Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3](#)<sup>xxv</sup>
- ▶ [Referendum Act, S.C. 1992, c. 30](#)<sup>xxvi</sup>

#### Reporting framework

Elections Canada's Strategic Outcome and Program Alignment Architecture of record for 2017–18 are shown below.

#### 1. **Strategic Outcome:** An Accessible Electoral Framework that Canadians Trust and Use

##### 1.1 **Program:** Electoral Operations

1.1.1 **Sub-program:** Electoral Preparedness

1.1.2 **Sub-program:** Electoral Event Delivery

1.1.3 **Sub-program:** Electoral Boundaries Redistribution

##### 1.2 **Program:** Regulation of Electoral Activities

1.2.1 **Sub-program:** Administration of Political Financing

1.2.2 **Sub-program:** Compliance

##### 1.3 **Program:** Electoral Engagement

1.3.1 **Sub-program:** Civic Education and Outreach

1.3.2 **Sub-program:** Electoral Development

**Internal Services**

## Other

### New Legislation

An overview of all proposed amendments to electoral legislation impacting Elections Canada's business can be found on the [agency's website](#).<sup>xxvii</sup>

### Judicial Decisions and Proceedings

An overview of judicial decisions and proceedings that may affect electoral legislation can be found on [Elections Canada's website](#).<sup>xxviii</sup>

### Supplementary information tables

The following supplementary information tables are available on Elections Canada's website:

- ▶ [Departmental Sustainable Development Strategy](#)<sup>xxix</sup>
- ▶ [Evaluations](#)<sup>xxx</sup>
- ▶ [Fees](#)<sup>xxxi</sup>
- ▶ [Internal audits](#)<sup>xxxii</sup>
- ▶ [Response to parliamentary committees and external audits](#)<sup>xxxiii</sup>

### Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xxxiv</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

### General enquiries

#### Address

Elections Canada  
30 Victoria Street  
Gatineau, Quebec  
K1A 0M6

#### Telephone

1-800-463-6868  
toll-free in Canada and the United States

001-800-514-6868  
toll-free in Mexico

613-993-2975  
from anywhere in the world

For people who are deaf or hard of hearing:  
TTY 1-800-361-8935  
toll-free in Canada and the United States

#### Fax

613-954-8584  
1-888-524-1444  
toll-free in Canada and the United States

#### Website

[www.elections.ca](http://www.elections.ca)

### Media information

#### Telephone

1-877-877-9515  
819-939-1900  
TTY 1-800-361-8935

#### Fax

613-954-8584



## Appendix: Definitions

**appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Departmental Plan (plan ministériel)**

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

**Departmental Results Report (rapport sur les résultats ministériels)**

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

**evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

**experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+

considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

**Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.



**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**result (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

- i [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=legislation&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=legislation&lang=e)
- ii This Departmental Results Report is the last one to be based on the agency's Program Alignment Architecture (PAA) defined under the old Policy on Management, Resources and Results Structures (MRRS). Starting in 2018–19, the PAA will be superseded by the new Departmental Results Framework defined under the Policy on Results, which contains revised departmental programs.
- iii [www.elections.ca/content.aspx?section=ele&dir=pas&document=index&lang=e](http://www.elections.ca/content.aspx?section=ele&dir=pas&document=index&lang=e)
- iv [www.elections.ca/content.aspx?section=res&dir=rep/off/sta\\_2018&document=index&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/off/sta_2018&document=index&lang=e)
- v [www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#officialvoting](http://www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#officialvoting)
- vi [www.elections.ca/content.aspx?section=abo&dir=adv/acpp/sum/rep15&document=p4&lang=e](http://www.elections.ca/content.aspx?section=abo&dir=adv/acpp/sum/rep15&document=p4&lang=e)
- vii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=stats&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=stats&lang=e)
- viii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5\\_1](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5_1)
- ix [www.elections.ca/content.aspx?section=res&dir=rep/off/sta\\_2018&document=app2&lang=e#tab4](http://www.elections.ca/content.aspx?section=res&dir=rep/off/sta_2018&document=app2&lang=e#tab4)
- x [www.elections.ca/content.aspx?section=res&dir=rep/off/sta\\_2018&document=app2&lang=e#tab12](http://www.elections.ca/content.aspx?section=res&dir=rep/off/sta_2018&document=app2&lang=e#tab12)
- xi [www.elections.ca/content.aspx?section=res&dir=gui&document=index&lang=e](http://www.elections.ca/content.aspx?section=res&dir=gui&document=index&lang=e)
- xii [www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#audit](http://www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#audit)
- xiii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5\\_1](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5_1)
- xiv [www.elections.ca/content.aspx?section=med&dir=spe&document=index&lang=e](http://www.elections.ca/content.aspx?section=med&dir=spe&document=index&lang=e)
- xv [www.elections.ca/content.aspx?section=abo&document=index&lang=e](http://www.elections.ca/content.aspx?section=abo&document=index&lang=e)
- xvi [www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5\\_1](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=p5&lang=e#p5_1)
- xvii [www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#officialvoting](http://www.elections.ca/content.aspx?section=res&dir=rep/off&document=index&lang=e#officialvoting)
- xviii [www.ourcommons.ca/DocumentViewer/en/42-1/PROC/report-35](http://www.ourcommons.ca/DocumentViewer/en/42-1/PROC/report-35)
- xix [www.elections.ca/content.aspx?section=abo&dir=aud&document=index&lang=e](http://www.elections.ca/content.aspx?section=abo&dir=aud&document=index&lang=e)
- xx Pursuant to the Policy on Results, the Program Alignment Architecture is being replaced by a new Departmental Results Framework. Starting in 2018–19, Departmental Results Reports will report resources at the Core Responsibility level. Program-level information will be reported through the GC Infobase available at [www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html](http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html)
- xxi [www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html](http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html)
- xxii [www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html](http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html)
- xxiii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=financial&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=financial&lang=e)
- xxiv <http://laws-lois.justice.gc.ca/eng/acts/E-2.01>
- xxv <http://laws-lois.justice.gc.ca/eng/acts/E-3>

- xxvi <http://laws-lois.justice.gc.ca/eng/acts/R-4.7>
- xxvii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=legislation&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=legislation&lang=e)
- xxviii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=judicial&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=judicial&lang=e)
- xxix [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=dsds&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=dsds&lang=e)
- xxx [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=eval&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=eval&lang=e)
- xxxi [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=fees&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=fees&lang=e)
- xxxii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=audit&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=audit&lang=e)
- xxxiii [www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=response&lang=e](http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2018&document=response&lang=e)
- xxxiv [www.fin.gc.ca/purl/taxexp-eng.asp](http://www.fin.gc.ca/purl/taxexp-eng.asp)