Elections Canada

Office of the Chief Electoral Officer

2018–19 Departmental Results Report

Stéphane Perrault
Chief Electoral Officer of Canada

The Honourable Dominic LeBlanc, PC, MP
President of the Queen's Privy Council
for Canada

elections.ca

For enquiries, please contact:

Public Enquiries Unit
Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6
Tel.: 1-800-463-6868
Fax: 1-888-524-1444 (toll-free)
TTY: 1-800-361-8935
elections.ca

ElectionsCanE

@ElectionsCan_E

ElectionsCanadaE

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Message from the Chief Electoral Officer

I am pleased to present Elections Canada's 2018–19 Departmental Results Report. This report details the progress against commitments made in the agency's 2018–19 Departmental Plan.

Stéphane Perrault
Chief Electoral Officer of Canada

Over the course of this reporting period, Elections Canada focused its efforts on improving services for electors and political entities in preparation for the 43rd general election, strengthening the security and integrity of elections, and implementing changes in support of a strong regulatory framework.

Delivering general elections and by-elections is at the heart of Elections Canada's mandate. During the 2018–19 fiscal year, Elections Canada successfully conducted five by-elections and completed preparatory work for the upcoming 43rd general election.

Over the period, the agency completed a first wave of projects to improve services to electors and ensure that the democratic process benefits from a secure and reliable infrastructure. The agency worked to improve online voter registration, implemented more advance polls and longer hours, expanded on-campus voting, and redesigned the ballot. The agency also implemented a new data centre, which modernizes our infrastructure and enhances security.

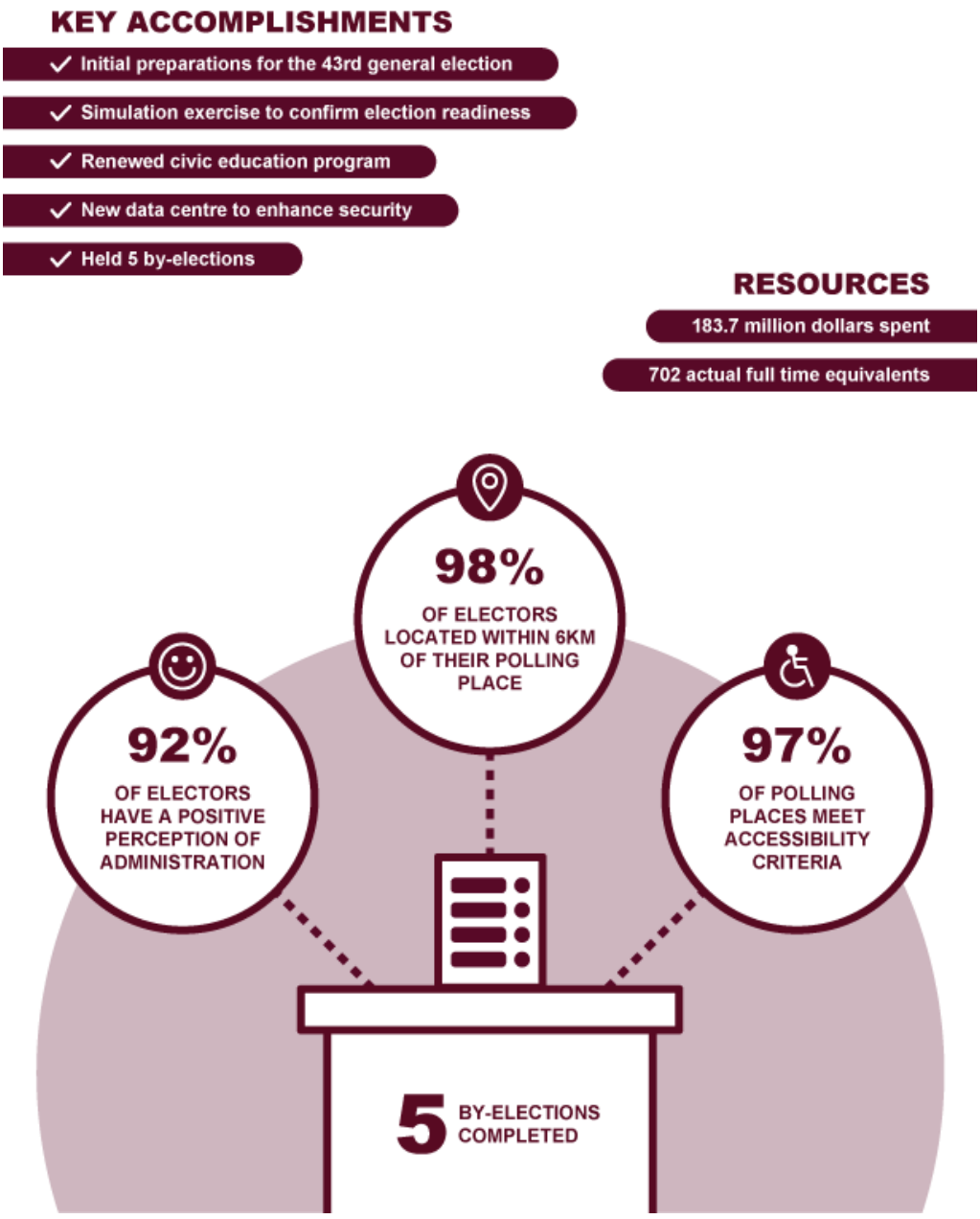
The context in which elections take place is changing. As experts continue to identify threats to Canada's democracy, ranging from foreign interference to cyber-attacks and attempts at disinformation, Elections Canada has paid careful attention. In collaboration with the Commissioner of Canada Elections, lead security agencies, and other electoral management bodies, the agency worked to mitigate potential threats.

To ensure continued improvements to the federal electoral regulatory framework in Canada, Elections Canada worked to implement changes under the *Elections Modernization Act*. In its preparations for the pre-election period, the agency tested the integrity of systems and processes, and prepared for the hiring and training of nearly 300,000 election officers for a robust and effectively administered election. Changes made to election spending and advertising regulations were important for transparency and provide a level playing field between third parties and other political entities.

I am confident that the changes and improvements Elections Canada has made will ensure that elections remain accessible, convenient and secure.

Stéphane Perrault
Chief Electoral Officer of Canada

Results at a Glance



Results: What We Achieved

Core Responsibility: Electoral Administration and Oversight

Description

Elections Canada's core responsibility is to prepare for, deliver, and report on federal elections and referendums in accordance with the legislative framework, while ensuring integrity throughout the electoral process.

Canadians Can Exercise Their Democratic Right to Vote

In 2018–19, Elections Canada focused on initiatives to improve the voting experience, implement new legislation, simplify processes for election workers, and strengthen electoral security to ensure that the electoral process is inclusive and accessible for all Canadians.

During this reporting period, the agency delivered five by-elections. Summaries of the official voting results for the two by-elections held in 2018 may be viewed in the *Report on the 2018 By-elections*.[i] Results for the three by-elections held in early 2019 will be published in 2020.

Over the course of the fiscal year, Elections Canada wrapped up initial preparations for the 43rd general election. In the spring of 2019, the agency began an extensive three-week election simulation exercise in five electoral districts to test business processes, information and information technology systems in a setting that closely resembles an actual general election. Election workers were hired and trained, and participated in simulated voting exercises which included changes introduced by the *Elections Modernization Act*.[ii] The exercise also gave some of the new returning officers an opportunity to observe local office operations and exchange with more experienced colleagues.

Overall, the simulation exercise confirmed Elections Canada's readiness to deliver a general election and identified a few areas where procedures could be refined. These final adjustments were made in late spring 2019.

Actions Taken to Improve Voter Satisfaction

Elections Canada worked closely with returning officers and field liaison officers to harmonize its business processes, streamline processes at the polls, and increase voter satisfaction. The agency completed the following activities:

- Simplified processes for registering and voting for faster and easier voting services
- Increased the number of planned on-campus voting locations to 119 for the 43rd general election

- Improved the integrity of the National Register of Electors by comparing Elections Canada's list with information on permanent residents and foreign nationals provided by Immigration, Refugees and Citizenship Canada in order to remove records of non-citizens
- Reached out to 250,000 households to encourage Canadians to verify and update their information on the National Register of Electors
- Renewed data-sharing agreements with electoral management bodies and partners to improve the coverage and currency of the National Register of Electors
- Sent information packages to 209,000 18-year-old Canadians, encouraging them to register online
- Reviewed tools and training programs for field staff to enhance service delivery and reduce errors
- Implemented a new case management system for tracking and routing public and media enquiries to subject matter experts and giving employees access to credible and reliable sources of information

Minimizing the Distance Needed to Travel to Polling Stations

The agency created a new method to calculate the proximity of electors' residences to their assigned polling stations. The method used the road map system and data from previous elections and applied service standards to ensure consistency across the country. The process optimizes the location of polling sites and the geographical configuration of polling divisions and advance polling districts while minimizing the distance electors need to travel.

Working with Indigenous Communities

Elections Canada worked with First Nations, Inuit, and Métis communities to offer better election services in their communities. One improvement, which is guided by the recently updated polling station selection policy, is to increase the number of advance and election day polling stations on reserves. Returning officers began reaching out to these communities in the summer of 2018.

Elections Canada has also launched a pilot project in 87 remote communities across 27 electoral districts where barriers to registration and voting were found to be higher than elsewhere. This project will help returning officers build ongoing relationships with community leaders to plan election services for their communities. Through the Elector Services in Remote Indigenous Communities project, Elections Canada completed the following activities:

- The Chief Electoral Officer wrote to leaders of 350 Indigenous communities to introduce their returning officer and explain the election services they provide.

- Returning officers participated in intercultural learning activities to build confidence and develop resources for working with Indigenous communities in targeted electoral districts.
- Returning officers completed outreach activities focusing on sharing information about registration and voting services with the Indigenous communities in their electoral districts.

Teaching Young People about Democracy

Elections Canada renewed its civic education program and made it available to educators in September 2018. The program helps teach young people about democracy, electoral systems, civic engagement, and active citizenship.

VISIT

electionsanddemocracy.ca
to find resources and tools for learning, teaching, and engaging about federal elections and democracy

Educational resources made available included lesson plans accompanied by videos, infographics, fact sheets, case studies, maps, and other hands-on tools. A learning website[iii] and social media accounts[iv] targeted to teachers were also made available.

To increase awareness of the program, the Chief Electoral Officer visited classrooms in Halifax, Winnipeg, and Toronto. Elections Canada employees attended teachers' conferences across Canada and full-time education coordinators offered professional development services as part of pilot projects in Manitoba and Toronto.

The Voter Information Campaign

Elections Canada finalized preparations for its Voter Information Campaign. The campaign will give electors information about where, when, and the ways they can register and cast their vote during the 43rd general election. It will include a suite of advertisements and information with new branding and consistent messaging for a variety of media channels including print, digital, television, radio, social media, and out-of-home media in order to reach the widest possible audience.

Better Community Relations

Elections Canada enhanced the Community Relations Officer program for the next general election. Community relations officers work with local leaders to improve access to registration and voting in communities. These officers provide information on where, when, and the ways to register and vote, as well as on the tools and services available to voters. For the 43rd general election, the program will include opportunities for Métis and official language minority communities.

A Fair and Transparent Electoral Process Free of Undue Influence

Elections Canada worked to implement a number of changes to support a strong regulatory framework and to protect the integrity of the federal electoral process.

Advice to Parliamentarians

Throughout 2018–19, Elections Canada provided expertise and advice to parliamentarians. The Chief Electoral Officer and senior executives appeared 12 times before parliamentary committees to discuss:

- The implementation of *Bill C-76*[v]
- New rules regarding political financing
- Barriers to women in politics
- Elections Canada's role in safeguarding electoral integrity
- Protection of electors' personal information
- Elections Canada's Interim and Main Estimates

Additionally, more than 20 research projects were conducted and initiated to address electoral modernization, legislative reforms, and emerging issues. Data was collected and information was shared through:

- By-election surveys of electors
- Surveys of election administrators on communication practices
- Field research at the polls in collaboration with Elections Ontario
- Research and policy analysis on disinformation, digital platforms and privacy

Working Together to Safeguard Elections

Elections Canada worked with Canada's lead security agencies, the Commissioner of Canada Elections, and a number of stakeholders to limit the likelihood and impact of potential threats, cyber-attacks, and attempts at disinformation. Initiatives such as the Voter Information Campaign, the registry of third parties, and requirements for political advertisements on online platforms will give Canadians transparency and reliable information.

To help protect the integrity of Canada's federal elections, the agency launched an archive on its website of its advertising and communication products. Canadians will be able to check this archive to ensure that the messages they receive during an election are official Elections Canada messages.

Elections Canada updated its risk management framework for the general election and other analytical tools to expand internal capacity and capabilities for identifying security and integrity incidents, patterns, and trends. This allows the agency to remain well-positioned to detect and respond to emerging security concerns related to the administration of elections.

Elections Canada also developed tools to respond to such incidents and a mechanism to promote timely and effective information and business intelligence sharing across the agency.

Strong Regulatory Framework

The *Elections Modernization Act*[vi] received Royal Assent on December 13, 2018. The legislation will modernize electoral administration in Canada, make the voting process more inclusive and reinforce its integrity. The changes include:

- Providing Elections Canada with more flexibility in the administration of the process at the polls
- Improving the political financing regime to increase transparency and strengthen the level playing field
- Regulating more extensively the activities of third parties, both before and after the writ, and their use of foreign funds
- Combating emerging threats related to digital interference and disinformation

In January 2019, the Chief Electoral Officer published a notice in the Canada Gazette[vii] allowing several provisions of the *Elections Modernization Act* to come into force. These provisions included elements such as a maximum 50-day election period, preventing by-elections within nine months of a fixed-date general election, and broadening the Chief Electoral Officer's communications mandate.

During the reporting period, Elections Canada and the Office of the Commissioner of Canada Elections worked to prepare for the administrative reintegration of the Commissioner within the Office of the Chief Electoral Officer following the coming into force of certain provisions of the *Elections Modernization Act*.[viii] The transfer occurred on April 1, 2019.

To further support a strong regulatory regime, *An Act to amend the Canada Elections Act (political financing)*[ix] came into force on December 21, 2018. The Act introduced notice and reporting requirements for certain regulated fundraising events. It also harmonizes the rules for contest expenses of nomination and leadership contestants with those already in place for candidates.

All additional provisions of the *Elections Modernization Act* were brought into force in early 2019-20. All changes are now reflected in the consolidation of the *Canada Elections Act*.[x] Elections Canada completed preparations to ensure that all mandatory changes would be implemented for the 43rd general election.

Political Entities Service Centre

Elections Canada piloted the Political Entities Service Centre portal during the January 25 by-election and the spring 2019 simulation exercise. This portal offers a secure and modern self-service approach to:

- Submitting candidate nominations
- Confirming candidates
- Accessing the online electoral product repository for candidate-related services including maps and lists of electors
- Preparing, submitting, and managing party financial reports

Going forward, the portal will continue to facilitate secure access and compliance for candidate-related services, including the nomination and political financing processes. It will also provide the avenue to the paperless audit of financial reports. In early 2019–20, the portal was launched nationally in advance of the 43rd general election.

New Training to Facilitate Compliance

Elections Canada developed hands-on training for political entities and a broader range of online and in-person training for political parties to facilitate compliance with the financial regime. In an effort to ensure election workers understand and meet their obligations, Elections Canada also developed training programs based on feedback received from the field. This new training regime was successfully tested during the 2018–19 by-elections.

Compliance with Legislation

Throughout the year, Elections Canada continued to monitor political entities' compliance with electoral legislation. Audits of election returns were conducted to ensure confidence in the administration of elections and legitimacy of results. In 2018–19, the by-election audits were completed for:

- October 23, 2017 (9 returns)
- December 11, 2017 (24 returns)
- June 18, 2018 (6 returns)

Elections Canada advanced its initiative to modernize the political financing audit process for all political entities to improve the overall efficiency and effectiveness of the program. The agency has reached several milestones including a multi-year audit plan, and a new methodology for the audit of political entities that includes updated selection criteria, and updates to guidance materials for political entities. Work also progressed on new and updated tools for auditors.

Results Achieved

Departmental Results	Performance Indicators	Target	Actual Results[1]
Canadians Can Exercise Their Democratic Right to Vote	Percentage of polling stations that meet Elections Canada's key accessibility criteria	100% by March 31, 2019	2018–19: 97% 2017–18: 99% 2016–17: 98%
	Percentage of electors included in the National Register of Electors	At least 94% by March 31, 2019	2018–19: 94% 2017–18: 92% 2016–17: 93%
	Percentage of electors who are aware of the main voting methods	At least 90% of electors are aware of the option to vote at a polling station on election day by March 31, 2019	2018–19: 86%[2] 2017–18: N/A 2016–17: N/A
		At least 70% of electors are aware of the option to vote at an advance poll by March 31, 2019	2018–19: 61%[2] 2017–18: N/A 2016–17: N/A
	Percentage of electors' residences that are within a given road distance of their assigned polling station	At least 95% by March 31, 2019	2018–19: 98% 2017–18: 95% 2016–17: 90%
A Fair and Transparent Electoral Process Free of Undue Influence	Percentage of Canadians who have a positive perception of the administration of elections	Electors: at least 95% by March 31, 2019	2018–19: 92%[2] 2017–18: 91% 2016–17: 92%
		Candidates: at least 85% by March 31, 2020	2018–19: N/A[2] 2017–18: N/A 2016–17: N/A
	Percentage of excess contributions that are returned to contributors or remitted to the Chief Electoral Officer	At least 90% by March 31, 2021	2018–19: N/A 2017–18: 100% 2016–17: N/A
	Percentage of candidates' campaign returns that Elections Canada posts online within 10 business days of filing	100% by March 31, 2019	2018–19: 83% 2017–18: 89% 2016–17: N/A
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls by March 31, 2019	2018–19: within tolerance 2017–18: within tolerance 2016–17: within tolerance
		A deviation under 11% for secondary controls by March 31, 2019	2018–19: within tolerance 2017–18: within tolerance 2016–17: within tolerance

[1]Note: Each year reflects the following number of by-elections:
2018–19: 5 by-elections
2017–18: 11 by-elections
2016–17: 1 by-election

[2]Note: Targets were based on general election survey results. By-elections are not comparable to general election results nor should they be compared to other by-election results.

Budgetary Financial Resources (dollars)

2018–19 Main Estimates	2018–19 Planned Spending	2018–19 Total Authorities Available for Use	2018–19 Actual Spending (Authorities Used)	2018–19 Difference (Actual minus Planned)
94,074,700	94,074,700	121,937,558	120,907,167	26,832,467

The difference of $26.8M is mainly due to the conduct of five by-elections, the preparation for the 43rd general election and the reprofiling of expenditures in support of electoral services modernization projects that were not part of the agency's Main Estimates.

Further detail is available in the section of this report.

Human Resources (Full-Time Equivalents)

2018–19 Planned	2018–19 Actual	2018–19 Difference (Actual minus Planned)
475	502	27

The difference of 27 full-time equivalents is mainly a result of the requirement for additional temporary employees for electoral services modernization projects and the preparation for the 43rd general election.

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 required to meet an organization's corporate obligations. Internal Services refers to the activities and resources of the 10 distinct service categories that support program delivery, regardless of an organization's Internal Services delivery model.

The 10 service categories are:

- Acquisition Management Services
- Communications Services
- Financial Management Services
- Human Resources Management Services
- Information Management Services
- Information Technology Services
- Legal Services
- Materiel Management Services
- Management and Oversight Services
- Real Property Management Services

Results

In 2018–19, Internal Services continued to support the agency's efforts to ensure that Canadians can exercise their democratic right to vote as part of a fair and transparent electoral process free of undue influence.

DID YOU KNOW?

Elections Canada is dedicated to improving cybersecurity. The agency's security strategy is built on four pillars:

- Leadership
- Collaboration
- Prevention and mitigation
- Detection and response

Elections Canada approved the Security Strategy and Departmental Security Plan in the fall of 2018. The agency undertook key initiatives to improve cybersecurity, focusing on higher-risk online system areas, including:

- Modernization of the agency's network infrastructure and data centres
- Improved security and credential management
- Improvements to organizational information management practices

The agency established a new Security Steering Committee that developed incident management protocols for the 43rd general election. The agency also worked with

lead security agencies to share information; discuss roles, responsibilities and protocols under potential scenarios; and plan communications.

Elections Canada's business continuity plan was in the final stages of revision by March 31, 2019, to enable critical services to be delivered to stakeholders in the event of a major incident.

Budgetary Financial Resources (dollars)

2018–19 Main Estimates	2018–19 Planned Spending	2018–19 Total Authorities Available for Use	2018–19 Actual Spending (authorities used)	2018–19 Difference (Actual minus Planned)
41,137,302	41,137,302	63,387,075	62,841,306	21,704,004

The difference of $21.7M is mainly due to the preparation for the 43rd general election and the reprofiling of expenditures for asset renewal projects that were not part of the agency's Main Estimates.

Further details can be found in the Financial Statement Highlights section of this report.

Human Resources (Full-Time Equivalents)

2018–19 Planned	2018–19 Actual	2018–19 Difference (Actual minus Planned)
208	216	8

The difference of 8 full-time equivalents is mainly a result of the requirement for additional temporary employees for the preparation for the 43rd general election.

Analysis of Trends in Spending and Human Resources

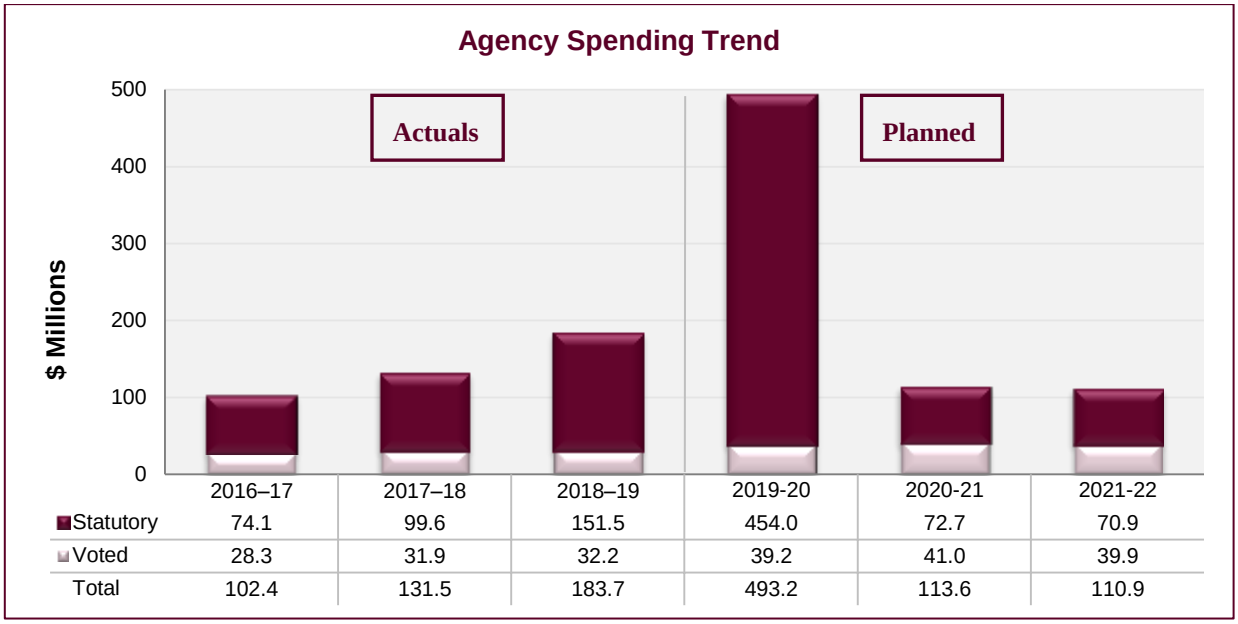
Elections Canada's Financial Framework

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 of Canada.

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



Note: Totals may not add up due to rounding.

Budgetary Performance Summary for Programs and Internal Services (dollars)

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
Electoral Administration and Oversight	94,074,700	94,074,700	452,267,740	77,937,719	121,937,558	120,907,167	n/a	n/a
Electoral Operations	n/a	n/a	n/a	n/a	n/a	n/a	62,296,091	47,152,229
Regulation of Electoral Activities	n/a	n/a	n/a	n/a	n/a	n/a	15,196,088	12,698,073
Electoral Engagement	n/a	n/a	n/a	n/a	n/a	n/a	10,793,892	8,835,883
Subtotal	**94,074,700**	**94,074,700**	**452,267,740**	**77,937,719**	**121,937,558**	**120,907,167**	**88,286,071**	**68,686,185**
Internal Services	41,137,302	41,137,302	40,968,036	35,706,323	63,387,075	62,841,306	43,199,650	33,745,539
Total	**135,212,002**	**135,212,002**	**493,235,776**	**113,644,042**	**185,324,633**	**183,748,473**	**131,485,721**	**102,431,724**

The agency's spending pattern is a result of the election cycle and is typical for the agency. In 2016–17, Elections Canada initiated a process for asset renewal and electoral services modernization; the bulk of these expenditures was incurred in 2018–19 and will diminish in 2019–20.

Starting in 2018–19, the agency increased its field operations as it prepared to conduct the 43rd general election, which will peak in the 2019–20 expenditures. In the years following an election (2020–21), expenditures drop sharply, returning to their usual level as election activities wind down. These variations affect only the statutory portion of the funding.

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 34%, with an average of 18%.

Further details can be found in the Financial Statement Highlights section of this report.

Actual Human Resources

Human Resources Summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Electoral Administration and Oversight	n/a	n/a	475	502	791	507
Electoral Operations	262	277	n/a	n/a	n/a	n/a
Regulation of Electoral Activities	87	79	n/a	n/a	n/a	n/a
Electoral Engagement	71	72	n/a	n/a	n/a	n/a
Subtotal	**420**	**428**	**475**	**502**	**791**	**507**
Internal Services	143	178	208	216	229	239
Total	**563**	**606**	**683**	**718**	**1,020**	**746**

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.[xi]

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.[xii]

Financial Statements and Financial Statements Highlights

Financial Statements

Elections Canada's audited financial statements for the year ended March 31, 2019, are available on the Elections Canada website.[xiii] They include the Statement of Management Responsibility Including Internal Control over Financial Reporting, as well as the annex for fiscal year 2018–19.

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, 2019 (dollars)

Financial Information	2018–19 Planned results	2018–19 Actual	2017–18 Actual	Difference (2018–19 actual minus 2018–19 planned)	Difference (2018–19 actual minus 2017–18 actual)
Total expenses	139,587,000	189,453,000	138,263,000	49,866,000	51,190,000
Total revenues	n/a	n/a	n/a	n/a	n/a
Net cost of operations before government funding and transfers	139,587,000	189,453,000	138,263,000	49,866,000	51,190,000

The increase of $51.2 million in total expenses in 2018–19 over 2017–18 is mainly due to the preparation for the 43rd general election, the investments into asset renewal, and electoral services modernization projects.

The variance of $49.9 million between 2018–19 planned and actual results include expenditures for events that could not be included at the time the agency submitted its Main Estimates due to their uncertainty:

- The conduct of five by-elections for which the timing was unknown
- Additional work required to implement the *Elections Modernization Act*[xiv] and the *Act to Amend the Canada Elections Act (political financing)*[xv] enacted during 2018–19
- The timing of disbursements in support of Elections Canada's service modernization and asset renewal projects, which are dependent on the actual progress of initiatives, the decisions made through the agency's iterative project gating process, and the results of tendering for the award of goods and services contracts

Condensed Statement of Financial Position (unaudited) as of March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	32,453,000	24,921,000	7,532,000
Total net financial assets	27,811,000	20,732,000	7,079,000
Organization net debt	(4,642,000)	(4,189,000)	(453,000)
Total non-financial assets	36,676,000	30,895,000	5,781,000
Departmental net financial position	32,034,000	26,706,000	5,328,000

Total net liabilities for 2018–19 are at $32.5 million, an increase of $7.5 million (30%) from 2017–18. 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 organization's net debt and total non-financial assets is due to an increase in tangible capital assets of $4.8 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

Organization: Office of the Chief Electoral Officer

Year of Incorporation/Commencement: 1920

Enabling Instruments:

- *Canada Elections Act, S.C. 2000, c. 9*[xvi]
- *Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3*[xvii]
- *Referendum Act, S.C. 1992, c. 30*[xviii]

Raison d'être, Mandate and Role

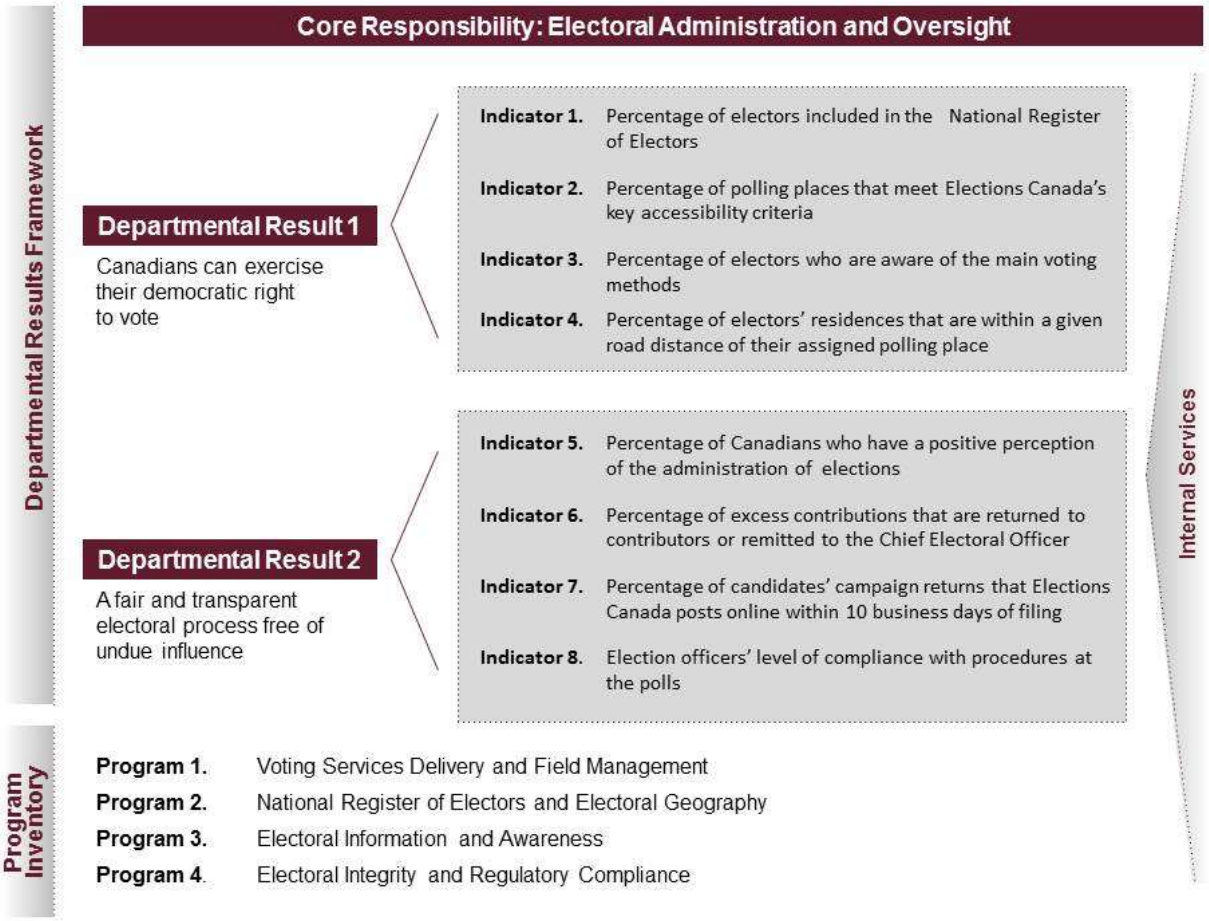
The Raison d'être, mandate and role[xix] is available on Elections Canada's website.

Operating Context and Key Risks

Information on the agency's operating context and the key risks[xx] is available on Elections Canada's website. This includes a summary of proposed legislative amendments affecting the agency's business, as well as an overview of judicial decisions and proceedings that may affect electoral legislation.

Reporting Framework

Elections Canada's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:



There were no changes to this Reporting Framework in 2018–19. The reporting framework is being reviewed in 2019–20.

Other

New Legislation

An overview of all proposed amendments to electoral legislation impacting Elections Canada's business can be found on Elections Canada's website.[xxi]

Judicial Decisions and Proceedings

An overview of judicial decisions and proceedings that may affect electoral legislation can be found on Elections Canada's website.[xxii]

Supplementary Information Tables

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

- Departmental Sustainable Development Strategy[xxiii]
- Gender-based analysis plus[xxiv]
- Internal audits[xxv]
- Response to parliamentary committees and external audits[xxvi]

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*.[xxvii] 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
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 2018–19 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

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[ii] *Elections Modernization Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html

[iii] Elections and Democracy, https://electionsanddemocracy.ca/

[iv] Social media site, https://www.facebook.com/DemocracyCA

[v] *Elections Modernization Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html

[vi] *Elections Modernization Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html

[vii] Notice in Canada Gazette, http://gazette.gc.ca/rp-pr/p1/2019/2019-01-19/html/parliament-parlement-eng.html#pe2

[viii] *Elections Modernization Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html

[ix] *An Act to amend the Canada Elections Act (political financing)* https://www.parl.ca/LegisInfo/BillDetails.aspx?Language=E&billId=8978368

[x] Canada Elections Act, https://laws-lois.justice.gc.ca/eng/acts/E-2.01/index.html

[xi] Public Account of Canada, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[xii] GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

[xiii] 2018-19 Departmental Results Report, http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=financial&lang=e

[xiv] *Elections Modernization Act*, https://www.parl.ca/LegisInfo/BillDetails.aspx?Language=E&billId=9808070

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[xvi] *Canada Elections Act*, http://laws-lois.justice.gc.ca/eng/acts/E-2.01/

[xvii] *Electoral Boundaries Readjustment Act*, http://laws-lois.justice.gc.ca/eng/acts/E3/

[xviii] *Referendum Act*, http://laws-lois.justice.gc.ca/eng/acts/R-4.7/

[xix] Raison d'être, mandate and role, http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=rais&lang=e

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[xxii] Judicial Proceedings, http://ispdevwww.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=opcon&lang=e#a2

[xxiii] Departmental Sustainable Development Strategy, http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=green&lang=e

[xxiv] Gender-based analysis plus (GBA+), http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=gba&lang=e

[xxv] Internal Audits, http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=audit&lang=e

[xxvi] Response to Parliamentary Committees and External Audits, http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2019&document=rpcea&lang=e

[xxvii] Report on Federal Tax Expenditures https://www.fin.gc.ca/purl/taxexp-eng.asp