Elections Canada

Office of the Chief Electoral Officer

2019–20 Departmental Results Report

Stéphane Perrault
Chief Electoral Officer of Canada

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

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

Table of Contents

Message from the Chief Electoral Officer

I am pleased to present the Office of the Chief Electoral Officer's 2019–20 Departmental Results Report detailing the progress against commitments made in the agency's 2019–20 Departmental Plan. The report contains the results for the entire portfolio, that is, for both Elections Canada and the Office of the Commissioner of Canada Elections.

The year 2019–20 was marked by the successful delivery of the 43rd general election and the adoption of a strategic plan to guide the agency in the coming years. Like all other organizations, in the last weeks of March 2020, the agency was also confronted with an unprecedented public health crisis that continues to impact its operations and its plans.

Stéphane Perrault
Chief Electoral Officer of Canada

Given the evolving security environment we find ourselves in, I am pleased to say there were no significant cybersecurity threats leading up to, or during, the October 21, 2019 election. The agency worked diligently with social media platforms to ensure that inaccuracies were brought to their attention and that Canadians received accurate and timely information. As part of its mandate, Elections Canada must always be ready to conduct an electoral event; therefore, as we began our wrap-up activities following the 43rd general election which resulted in a minority government, we also began preparations to be ready for the next election that may be called at any time.

Beyond the election, the agency finalized the 2020–2028 Strategic Plan with the aim of improving the way we carry out our business. The plan builds on past successes, addresses contemporary perspectives, and provides a vision of the future that includes a vibrant electoral democracy for all Canadians.

As alluded to above, March 2020 introduced exceptional circumstances in the form of a global pandemic. Elections Canada has been closely monitoring the outbreak and its impact. As part of our commitment to be ready to deliver the next election, the agency is considering all factors that may have an effect on the delivery of the 44th general election.

I wish to offer my sincere gratitude to all individuals and organizations that helped the Office of the Chief Electoral Officer fulfill its mandate this fiscal year, particularly the 338 returning officers, the thousands of workers at the general election, and all of our dedicated staff. Their steadfast contributions have never been more important, as we prepare for the possibility of delivering the 44th general election in truly unique circumstances.

Stéphane Perrault
Chief Electoral Officer

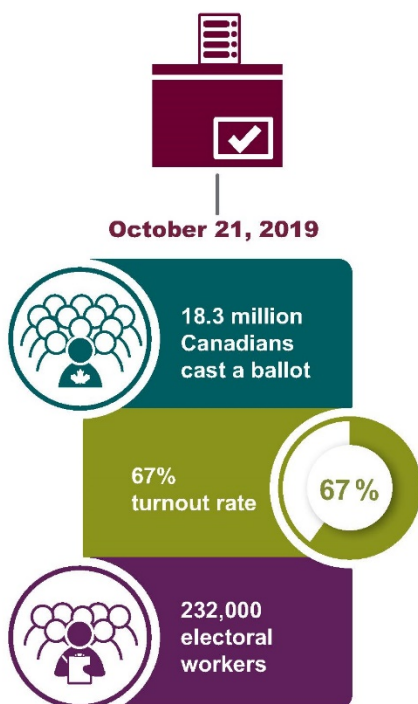# Results at a glance

Resources

Total actual spending

570.9 million dollars

Total workforce

995 full-time equivalents

Key accomplishments

Successful delivery of the 43rd general election

October 21, 2019

18.3 million Canadians cast a ballot

67% turnout rate — 67%

232,000 electoral workers

Key accomplishments in other areas

The rise of social media has given Elections Canada the opportunity to expand its reach to Canadians. The agency used multiple **digital platforms**, including Twitter, Facebook, YouTube, Instagram, Google, and Snapchat to inform Canadians about where, when, and the ways to register and vote in by-elections and the general election.

Coming into force of the *Elections Modernization Act*:

- The establishment of the Register of Future Electors in which Canadian citizens 14 to 17 years of age may consent to be included.

- The establishment of spending limits for third parties and political parties during a defined period before a fixed-date general election. Among other changes, the bill added reporting requirements for third parties engaging in certain partisan activities and advertising.

- Significant added flexibility with respect to how and where electors are served. For example, amendments authorized poll workers to shift roles and tasks within the polling station, as needed. The bill also made changes that will potentially allow electors to vote at any table in a polling station in a future election.

- Important changes with respect to transparency in election advertising. Online platforms with substantial numbers of visitors and displaying partisan or election advertising during a pre-election period and election period are now required to make available a registry of that advertising for public consultation.

- The power of the Commissioner of Canada Elections to impose administrative monetary penalties.

Elections Canada finalized an eight-year **strategic plan**, which speaks to its vision of an electoral democracy that serves all Canadians and that Canadians trust.

Operating context

The Office of the Chief Electoral Officer is an independent, non-partisan agency that reports directly to Parliament and is comprised of two entities: Elections Canada and the Office of the Commissioner of Canada Elections.

As part of its mandate, Elections Canada:

- must be prepared to conduct a federal general election, by-election or referendum

- must administer the political financing provisions of the *Canada Elections Act*

- must monitor compliance with electoral legislation

- may conduct public information campaigns on voter registration, voting, and becoming a candidate

- may conduct education programs on the electoral process

- must provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census

- may carry out studies on alternative voting methods and, with the approval of parliamentarians, test alternative voting processes for future use during electoral events

- may cooperate with and provide assistance to electoral agencies in other countries and international organizations

With all of the extensive changes to the *Canada Elections Act* implemented during the reporting period, Elections Canada focused on transforming its procedures, systems, and applications leading up to the election.

The agency successfully delivered the 43rd general election in the fall of 2019. It ensured that Canadians had easy access to accurate information about the voting process, including where, when, and the ways to register and vote. After the election, Elections Canada redirected its focus to close-out activities, including publishing a report that provides an in-depth description of the key aspects of the preparation and delivery of the election.

The COVID-19 outbreak was an unprecedented challenge that arose at the end of the fiscal year. Elections Canada began closely monitoring the outbreak and its impact. As the 43rd general election resulted in a minority government, the agency's overarching focus was to resume preparations to deliver the next election that could have been called at any time. As part of its ongoing readiness planning, the agency began working on a new operational approach to deliver an election in the context of a pandemic.

As the independent officer responsible for ensuring compliance with, and enforcement of, the *Canada Elections Act*, the Office of the Commissioner of Canada Elections' primary focus in 2019–20 was preparing for the influx of complaints related to the 43rd general election.

In support of these activities, the recruitment and retention of staff continued to be a key consideration throughout the fiscal year. This included the creation of new indeterminate positions to administer and support a new Administrative Monetary Penalties (AMP) regime.

In addition to the AMP regime, the adoption of Bill C-76 also brought about the transfer of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer. This change, which formally came into effect on April 1, 2019, represented a significant undertaking at a critical time in the election preparation cycle. Over the long term, this transfer will improve information-sharing between the two organizations.

For more information on the Office of the Chief Electoral Officer's plans, priorities and results achieved, see the "Results: What we achieved" section of this report.

Results: what we achieved

Core responsibility: Electoral Administration and Oversight

The Office of the Chief Electoral Officer is the independent and non-partisan agency responsible for the electoral administration and oversight of federal elections and referendums. It is headed by the Chief Electoral Officer of Canada.

Description: The Office of the Chief Electoral Officer'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.

Results: In 2019–20, the agency focused on the preparation and delivery of the 43rd general election that was held on October 21, 2019. Elections Canada's first departmental result is to ensure that Canadians can exercise their democratic right to vote. In order to support this departmental result, the agency continued to implement the changes outlined in the *Elections Modernization Act*[i], including modernizing electoral administration in Canada, reinforcing its integrity, and making the voting process more inclusive.

43rd general election

➢ Elections Canada completed all preparations for the delivery of the 43rd general election. Beyond implementing the changes brought forth by the *Elections Modernization Act*, the agency worked diligently to ensure operations at the polls were ready when the election was called. This included:

- updating systems and applications
- distributing electoral material to all 338 electoral districts
- supporting returning officers in procuring services for polling stations
- supporting returning officers in hiring and training election workers

➢ The agency collaborated with national security agencies to safeguard the security and integrity of the electoral process. Protocols were developed to monitor the information environment, including social media, for incidents that could affect the smooth administration of the election. When instances of misinformation occurred, the agency mitigated the situation by redirecting electors to the accurate information. The agency also gathered real-time feedback from electors on events such as weather, power outages, and road closures; this improved situational awareness and efficiency in resolving issues.

➢ Following a successful pilot in 2018–19, the Political Entities Service Centre portal was launched nationally in advance of the 43rd general election. This portal offered a secure and modern self-service approach to:

- submitting candidate nominations

- confirming candidates

- accessing the online repository of electoral products for candidate services, including maps and lists of electors

- preparing, submitting, and managing party financial reports

➢ Elections Canada successfully rolled out a new case management system to 2,200 users, including electoral administrators and a third-party call centre provider. This system included Web forms, VoIP (voice over Internet Protocol), and a new knowledge base that improved the agency's ability to efficiently manage and respond to public enquiries and complaints.

➢ The agency continued to update and modernize the National Register of Electors and focused on three primary goals:

- to ensure elector data and addresses were current and accurate

- to remove inactive and ineligible electors

- to increase registration rates

In service of these goals, Elections Canada worked with the Canada Revenue Agency, Immigration, Refugees and Citizenship Canada, Statistics Canada, Canada Post, and provincial and territorial agencies to collect and validate data and statistical indicators of quality.

Notably, the agency also invested in outreach and promotional efforts directed at new Canadians, persons with disabilities, Canadians who recently turned 18 years old and Indigenous electors, as the registration rates among these groups were significantly below the national average.

To engage future voters (under 18 years old) in learning about the electoral process, the agency offered a student parallel election program. Some 1.2 million elementary and secondary students from all 338 electoral districts took part in Student Vote Canada 2019. This was the largest student vote ever; it was delivered by CIVIX[ii] under contract with Elections Canada.

Thanks to the collaborative work undertaken to update and maintain the Register in 2019–20, Elections Canada achieved the most accurate voters list since the inception of the Register in 1997, with coverage and accuracy levels at 96.4% and 93.3%.

➢ In order to ensure that Canadians had easy access to accurate information on where, when, and the ways to vote, and on the safeguards that protect the integrity of the electoral process, the agency organized the pre-election period and election period Voter Information Campaign that included advertisements:

- on 28 English-speaking and 27 French-speaking mainstream television stations

- on nine ethnic and two Indigenous television stations

- in over 500 daily and weekly publications

- on 723 mainstream radio stations

- on over 100 ethnic and Indigenous radio stations

- on 3,000 digital public transit screens (e.g. at bus stops and subway stations)

- on 2,250 movie screens

- on several digital platforms, including multiple websites and social media sites

Beyond advertisements, the agency provided numerous tools to Canadians, including:

- 45 infographics, videos, and downloadable information products

- the Guide to the federal election[iii] sent to over 15 million households across Canada

- access to information material translated into multiple languages including English, French, and 16 Indigenous languages

Early campaign statistics revealed excellent results. Overall, the agency generated 32.7 million video impressions on YouTube, reached 14.3 million users on Facebook, and received 14.7 million video impressions on Twitter. In total, Elections Canada reached 99% of Canadians on an average of 24 times during the campaign.

Following the campaign, the agency conducted a review to identify strengths, weaknesses, and lessons learned. Surveys and focus groups were conducted in the fall of 2019; preliminary results indicated that electors felt they had all the information they needed to register and vote in the federal election.

➢ Three hundred and thirty-eight returning officers played an instrumental role in the delivery of the general election by establishing their offices and satellite offices across the country. The fixed event date allowed Elections Canada and returning officers to prepare earlier and more extensively. These activities related primarily to polling operations, property leases, and the recruitment of election workers.

As part of the preparation activities for polling operations, the agency and returning officers:

- reviewed polling divisions and the National Register of Electors to organize and select polling places for electors, using routing data and geographic information with automated software

- reviewed addresses in high-mobility neighbourhoods, new housing developments, First Nations reserves, long-term care facilities, and post-secondary residences

- developed plans for targeted updates, including setting up public desks where electors could register or update their information

On June 3, 2019, the Chief Electoral Officer authorized the returning officers to secure and sign leases effective September 1, 2019, for returning offices, polling places, and

external service points. All returning officers complied with the June 30 deadline for business processes, systems, and instruction packages to be ready.

With the aim of hiring more than 248,000 election workers, returning officers began to recruit promptly; however, given the sheer magnitude of the event, recruitment remained a challenge throughout the electoral period. By using diverse hiring methods, including the agency's first national digital recruitment campaign, returning officers were able to hire a total of roughly 232,000 workers, including 18,000 office staff working in Elections Canada offices and about 214,000 election workers assigned to polling sites. Knowing that this challenge will persist, Elections Canada is continuing to review options to optimize its approach for future elections.

The cumulative result of these activities was that Elections Canada and returning officers were ready to deliver electoral services to all Canadians as soon as the general election was called in September 2019.

Beyond the election

➢ Through the stakeholder mobilization programs, Elections Canada was able to complete many key initiatives, including:

- the delivery of 245 workshops/conferences and the launch of two new toolkits for stakeholders for working at a federal election and registering and voting in a federal election through the Inspire Democracy[iv] program

- 120 information-sharing agreements with stakeholder organizations that distributed 316,935 Voter Information Campaign print materials

- the collaboration with stakeholder organizations to develop new targeted materials to meet the needs of their members, including:

    o six resources specific to Indigenous electors

    o five resources specific to new electors

    o 10 resources on accessibility options for voting specific to persons with disabilities

➢ Through the ongoing civic education program aimed at pre-voters (elementary and secondary students under 18 years old), Elections Canada was able to reach more students and teachers than ever before. Key accomplishments include:

- 11 curriculum-linked learning resources, including a new resource on digital literacy, for which 18,451 resource kits were ordered by over 4,000 teachers

- a learning website that received 53,673 unique visitors and where 6,127 educational resources were downloaded

- a teachers' survey that found a 99% satisfaction rate with the resources provided by Elections Canada

- 66 education awareness events across Canada that reached 13,122 participants

- 288 professional learning workshops for 11,244 educators through two pilot projects featuring dedicated educators in Manitoba and the Greater Toronto Area

- programming delivered to participants at seven national student events through Encounters with Canada[v] and Forum for Young Canadians[vi], directly reaching over 800 young leaders from across Canada

➢ The agency created and launched the Register of Future Electors on April 1, 2019, so that youth could pre-register and the voter registration process could be simplified when they turn 18 years old.

➢ Elections Canada continued work to introduce electronic poll books (providing electronic lists of electors and record-keeping at the polls) in order to accelerate services to electors and reduce record-keeping errors made by poll workers. Anticipated improvements were delayed due to emerging priorities following the 43rd general election.

In 2019–20, Elections Canada also delivered on its second departmental result, which is to promote a fair and transparent electoral process, free of undue influence. Numerous initiatives supported the delivery of this result:

➢ The agency worked with lead security agencies to protect the agency's digital assets and monitor the information environment for incidents that could affect the smooth administration of the election. In order to prepare for a range of potential incidents, new monitoring capabilities and cyber-defence strategies were established, including:

- added protections to Elections Canada's network, website, and data centres

- increased ability of the agency to monitor its network and digital services in order to better detect and address potential cyber-threats

- requirement for all employees at Elections Canada headquarters and staff at Elections Canada offices to take cybersecurity training

- resilience testing for phishing attempts

➢ A new centralized social media monitoring and response coordination unit was in operation for the 2019 general election. This unit supported the agency in detecting and quickly responding to security issues, operational incidents, and inaccurate information about the electoral process. The unit detected a number of instances during the election period where inaccurate information about the electoral process was shared. Between August and October 21, 2019, 28 instances of inaccurate information about voting dates and locations as well as accounts impersonating Elections Canada on social media platforms were flagged. The agency worked with the platforms to redirect electors to the Elections Canada website for up-to-date and accurate information.

➢ The agency implemented changes to the political financing regime necessitated by the *Elections Modernization Act*, including significant changes in the regulation of third-

party activity. As part of this work, Elections Canada prepared and disseminated several new tools through multiple channels to raise awareness and provide assistance including:

- a handbook for third parties

- videos on political financing

- information sessions in July 2019

- a workshop in Toronto (May 2019) with members of the agency's stakeholder network

➢ Another priority for 2019–20 was to provide political entities with modern tools and training to help them comply with their obligations under the *Canada Elections Act*. The first phase of a multi-year project was launched and included a new online political financing reporting tool (EFR-online) for parties and electoral district associations. A paperless process for nomination contestants and candidates to electronically file their electoral expense returns and supporting documentation was also introduced.

➢ Elections Canada made improvements to its audit processes and tools by introducing a risk-based audit approach to its compliance activities and the use of data analytics to better identify cases of non-compliance. The agency also finalized preparations for the audit of election expense returns following the general election. Approximately half of the candidates and third parties filed their returns by the statutory deadline of February 21, 2020. Given the uncharted territory of the pandemic, extensions were granted to ensure that candidates and third parties did not become non-compliant.

➢ Throughout 2019–20, Elections Canada maintained its presence on the international scene by participating in various events, including:

- Hosting the GE43 Visitors' Program in October 2019. This event brought together 23 participants from Canada and other countries (Australia, Ethiopia, Madagascar, Mexico, New Zealand, and Sweden) to experience Canada's electoral process first-hand, as well as exchange on key electoral administration policy and operational issues.

- Engaging with the electoral commissions of Australia, New Zealand and the United Kingdom at the Four Countries Bi-Annual Meeting where Chief Electoral Officers discussed emerging electoral administration policy and regulatory issues.

- Engaging with fellow electoral authorities of the Commonwealth on regulatory regimes and best practices in political financing.

- Engaging with electoral administrations in the United States by participating in the winter conference of the National Association of State Election Directors.

- Participating in the seventh international electoral knowledge seminar of the Réseau des compétences électorales francophones, where the agency presented Canada's advance polling service model.

- Presenting preliminary observations from the 43rd general election at the XIV Inter-American Meeting of Electoral Authorities.

Overall, the agency hosted four international delegations at its headquarters for knowledge exchange visits, received 48 international requests regarding Canada's approach to election administration, and participated in eight multilateral forums.

Remaining active in its engagement with electoral management board networks ensured that Elections Canada continued to be at the forefront of trends and issues related to election management. It further enabled Elections Canada to both benchmark its policies and processes and contribute to best practices in the electoral administration field. Benchmarking and fostering a culture of learning and knowledge exchange have been key ingredients in maintaining a fair, secure, and transparent electoral process.

➢ Following the general election, the Chief Electoral Officer submitted his official report[vii] on the administration of the election and the official voting results to the Speaker of the House of Commons. This report provides a description of how the 43rd general election was administered and describes the key aspects of the preparation and delivery of the election. Some close-out activities were still ongoing at year-end. Two additional reports will be released to finalize the review of the election and recommend amendments to the *Canada Elections Act*.

Beyond the 2019 general election, the agency focused on the following key initiatives to ensure a fair and transparent electoral process free of undue influence:

➢ Elections Canada completed its triennial exercise to confirm the minimum number of members required for all registered political parties to maintain their registered status. Two parties that did not comply were deregistered in accordance with the *Canada Elections Act*.

➢ The agency continued to deliver its annual training program for electoral district associations. The training sessions were delivered in person until the advent of the pandemic and then continued to be provided virtually. Training sessions were offered to official agents of candidates before and after the general election to help them comply with the political financing regime of the *Canada Elections Act*.

Key risks

Elections Canada regularly updated its corporate risk framework and monitored the risk environment throughout 2019–20. Early in the year, Elections Canada identified issues related to electoral integrity and security that could compromise the privacy of Canadians and their trust and ability to take part in the electoral process. The agency mitigated these risks by:

➢ monitoring the information environment, including social media, for incidents that could affect the smooth administration of the election. A dedicated team, fluent in 21 languages, examined keywords appearing in public posts on several social media networks to detect misinformation. When the latter appeared, the agency mitigated the

situation by redirecting electors to the accurate information. The agency also gathered real-time feedback from electors on events such as weather, power outages, and road closures. These efforts contributed to improved situational awareness and efficiency in resolving issues. No major incidents of misinformation were detected that would have disrupted services to Canadians or the administration of the electoral process in the 43rd general election.

➢ safeguarding the agency's cybersecurity posture through continuous investment in Elections Canada's network, website, and data centres. No cybersecurity incidents disrupted services to Canadians or the administration of the electoral process in the 43rd general election, due in large part to these efforts.

➢ reviewing its event monitoring and response processes for the 43rd general election to ensure that it quickly and efficiently responded to incidents that arose. In October 2019, severe storms caused considerable snow accumulation and major power outages in parts of Manitoba, triggering a state of emergency. This disrupted plans for advance polls in several electoral districts. The Chief Electoral Officer authorized the early closure of certain polling places affected by the winter conditions and outages. In response to these events, Elections Canada implemented a series of extraordinary measures to accommodate electors who otherwise may not have been able to vote because of evacuations and outages.

Elections Canada will continue to monitor all risks and implement appropriate response strategies.

Results achieved

Departmental Result	Performance Indicator	Target	Actual Results[1]
Canadians can exercise their democratic right to vote	Percentage of polling places that meet Elections Canada's key accessibility criteria	100% by March 31, 2020	2019–20: 94% 2018–19: 97% 2017–18: 99%
	Percentage of electors included in the National Register of Electors	At least 94% by March 31, 2020	2019–20: 96% 2018–19: 94% 2017–18: 92%
	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, 2020	2019–20: 91% 2018–19: 86%[2] 2017–18: N/A
		At least 70% of electors are aware of the option to vote at an advance poll by March 31, 2020	2019–20: 71% 2018–19: 61%[2] 2017–18: N/A
	Percentage of electors' residences that are within a given road distance of their assigned polling place	At least 95% by March 31, 2020	2019–20: 94% 2018–19: 98% 2017–18: 95%
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, 2020	2019–20: 91% 2018–19: 92%[2] 2017–18: 91%
		Candidates: at least 85% by March 31, 2020	2019–20: 82% 2018–19: N/A[2] 2017–18: 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	2019–20: N/A 2018–19: N/A 2017–18: 100%
	Percentage of candidates' campaign returns that Elections Canada posts online within 10 business days of filing	100% by March 31, 2020	2019–20:100% 2018–19: 83% 2017–18: 89%
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls by March 31, 2020	2019–20: within tolerance 2018–19: within tolerance 2017–18: within tolerance
		A deviation under 11% for secondary controls by March 31, 2020	2019–20: within tolerance 2018–19: within tolerance 2017–18: within tolerance

Note 1: Each year reflects the following number of events:

2019–20: 1 by-election, 1 general election
2018–19: 5 by-elections
2017–18: 11 by-elections

Note 2: 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)

	2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
	452,267,740	452,267,740	518,853,769	515,137,124	62,869,384

The difference of $ 62.9 million is primarily a result of increased costs for the 43rd general election, including the impact of Bill C-76 ($20.8 million), other general election expenses ($20.7 million), and the length of the electoral calendar exceeding the minimum 36 days ($3.8 million). It is also a result of one by-election in May 2019 ($1.1 million) and the transfer of the Office of the Commissioner of Canada Elections from the Director of Public Prosecutions ($5.7 million).

Human resources (full-time equivalents)

	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	791	756	-35

The net reduction of 35 full-time equivalents is mainly the result of fewer than planned temporary employees working at the 43rd general election and asset renewal projects, staffing delays, and an increase due to the transfer of the Office of the Commissioner of Canada Elections from the Director of Public Prosecutions.

Financial, human resources and performance information for the Office of Chief Electoral Officer's Program Inventory is available in GC InfoBase[viii].

Office of the Commissioner of Canada Elections

April 1, 2019, marked the administrative return of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer after almost five years with the Office of the Director of Public Prosecutions. This transfer followed the coming into force of certain provisions of the *Elections Modernization Act.*[ix] This transfer will facilitate collaboration between both organizations while maintaining the independence of each office.

Description: The Office of the Commissioner of Canada Elections supports the integrity of Canada's electoral process by ensuring compliance with, and enforcement of, the *Canada Elections Act*[x] and the *Referendum Act.*[xi]

Results: The Commissioner of Canada Elections worked with the Chief Electoral Officer throughout 2019–20 to develop safeguards to maintain his independence. In order to uphold the principles of independence set out in the Act, the Commissioner of Canada Elections and the Chief Electoral Officer agreed to a set of key principles.[xii] These principles guide the relationship between the Commissioner and the Chief Electoral Officer in the exercise and performance of their respective powers, duties and functions while maintaining the institutional separation of the two offices.

43rd general election

➢ In 2019–2020, the Office of the Commissioner of Canada Elections received 8,184 complaints and referrals alleging non-compliance with the requirements of the Canada Elections Act. Of those complaints and referrals, 2,745 were received during the election period between September 11 and October 21, 2019.

➢ Throughout the reporting period, the Office reviewed and evaluated all 8,184 complaints it received, including those in relation to the 43rd federal general election. These reviews were carried out with a view to determine whether:

- the complaint fell within the Commissioner's jurisdiction

- the information provided was sufficient

- an investigation was warranted

There was also work carried out to finalize investigations in relation to previous electoral events.

As a result of investigations concluded in the 2019–20 fiscal year, the Office of the Commissioner of Canada Elections:

- laid six charges against two individuals

- entered into 11 compliance agreements

- issued 64 caution letters and 17 information letters

The choice of compliance or enforcement measure is based on the facts of each case and the factors outlined in the Compliance and Enforcement Policy of the Commissioner of Canada Elections.[xiii] Details of these outcomes are made public on the Commissioner's website.

Beyond the election

➢ In light of the growing complexity of its investigations, the Office of the Commissioner of Canada Elections secured the services of experts who facilitated information-gathering

for these investigations and ensured that all information captured by resources in the course of their work met or exceeded established standards under the law.

➢ In 2019–20, the Office of the Chief Electoral Officer completed all activities surrounding the creation of a new compliance unit. The unit was established to:

- administer the new administrative monetary penalties[xiv] (AMP) regime

- prepare and send information and caution letters

- negotiate compliance agreements and undertakings

➢ In addition to these activities, a six-week public consultation was conducted in the fall on the AMP Policy.[xv] This provided the opportunity for any interested person to submit their comments on the policy to ensure fair, reasonable, and efficient implementation of the AMP regime. As a result of these consultations, changes were made to the policy, including:

- the reclassification of some violations

- additional examples of AMP calculations within the policy

- editorial changes

- clarification of aspects within the application of the AMP regime

Results achieved

	Departmental Result	Performance Indicator	Target	Actual Results[1]
	Compliance and enforcement activities under the *Canada Elections Act* contribute to the integrity of the electoral process	Number and percentage of complaints resulting in compliance measures, broken down by type of measure	80% by March 31, 2020	2019–20: 100%[2] 2018–19: 100%[3] 2017–18: 100%[4]
		Number and percentage of complaints resulting in formal criminal enforcement measures	N/A	2019–20: 100%[2] 2018–19: 100%[3] 2017–18: 100%[4]

Note 1: The program structure changed in 2017–18, which resulted in the combination of compliance and enforcement programs. For this reason, actual results of performance indicators have been combined.

Note 2: For 2019–20, 100% signifies a combination of 81 (83%) caution and information letters sent, 11 (11%) compliance agreements entered into, and six (6%) charges laid.

Note 3: For 2018-19, 100% signifies a combination of 164 (91%) caution letters sent, eight (4.4%) compliance agreements put in place, and eight (4.4%) charges laid.

Note 4: For 2017-18, 100% signifies a combination of 160 (92%) caution letters sent, five (3%) compliance agreements put in place, and eight (5%) charges laid.

The Office of the Commissioner of Canada Elections moved back to the Office of the Chief Elector Officer on April 1, 2019. This move occurred after the publication of the 2019–20 Departmental Plan that displayed planned spending and full-time equivalents. As such, all

financial and human resources data for the Office of the Commissioner of Canada Elections for the 2019–20 fiscal year is included in the Core responsibility: Electoral Administration and Oversight section of this report.

Financial, human resources and performance information for the Office of Chief Electoral Officer's Program Inventory is available in GC InfoBase[xvi].

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:

▸ Acquisition Management Services
▸ Communication Services
▸ Financial Management Services
▸ Human Resources Management Services
▸ Information Management Services
▸ Information Technology Services
▸ Legal Services
▸ Material Management Services
▸ Management and Oversight Services
▸ Real Property Management Services

Results

In 2019–20, Internal Services continued to support the agency. Results of the key initiatives undertaken by Internal Services:

➢ New monitoring capabilities and collaboration channels were established and maintained with national security agencies in order to strengthen Election Canada's security posture. This allowed the agency to protect the services and systems that supported its mandate.

➢ Procurement, contracting, and pay successfully delivered all activities for the election. All contracts were awarded on time and with minimal contract management issues or disputes requiring some form of resolution. Suppliers were very responsive to the added oversight measures when added into their contracts.

All submitted election worker timesheets were processed within the service standard of eight weeks after polling day. In fact, 98% of workers were paid within four weeks. As in any event of this magnitude, some workers' pay needed more attention as the files were incomplete when the returning officers were ready to close their offices. Returning

officers have been working diligently to ensure that any missed timesheets or information is submitted promptly. Elections Canada continues to work on processing and resolving exceptional cases. The agency also processed 22,000 polling site payments by mid-November.

➢ Elections Canada completed its strategic planning exercise that involved targeted consultations with external audiences such as disability groups, Indigenous people, students, new Canadians, academics, other agents of Parliament and political parties. These consultations were instrumental in the development of a strategic plan that targeted continuous improvement in how Elections Canada delivered on its mandate.

For 100 years, Elections Canada has been responsible for free and fair elections and has provided opportunities for Canadians to take part in their democracy. The 2020–28 Strategic Plan[xvii], which builds on the agency's past success, addresses contemporary perspectives, and provides a vision of the future, was finalized in spring of 2020.

➢ Internal Services played a pivotal role in the administrative return to the agency of the Commissioner of Canada Elections. In collaboration with the Office of the Commissioner of Canada Elections, a framework was developed to guide and facilitate the re-integration.

➢ In 2019–20, the Office of the Chief Electoral Officer decided to delay its planned initiatives for the recruitment, training, and remuneration of election workers in favor of prioritizing the replacement of the aging core departmental financial management system.

Budgetary financial resources (dollars)

	2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
$	40,968,036	40,968,036	57,610,681	55,759,213	14,791,177

The increased spending of $14.8 million is mainly due to improvements in the information technology infrastructure and services, as well as the delivery of the 43rd general election.

Human resources (full-time equivalents)

	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	229	239	10

The difference of 10 full-time equivalents is mainly a result of the requirement to hire additional temporary employees to deliver the 43rd general election.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

The following graph presents planned (voted and statutory spending) over time.

Agency Spending Trend

	Actuals			Planned		
	2017–18	2018–19	2019-20	2020-21	2021-22	2022-23
■ Statutory	99.6	151.5	529.4	85.5	85.0	85.7
▨ Voted	31.9	32.2	41.5	48.2	47.4	47.5
Total	131.5	183.7	570.9	133.7	132.4	133.1

Totals may not add up due to rounding.
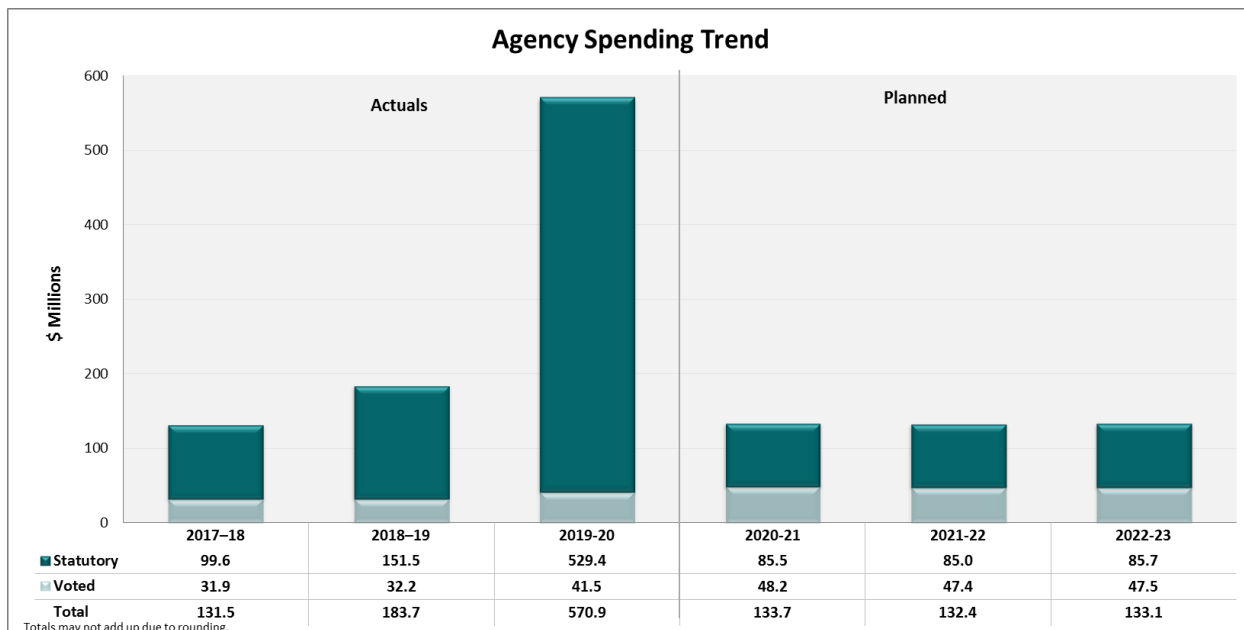
Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)
Electoral Administration and Oversight	452,267,740	452,267,740	82,078,356	80,523,784	518,853,769	515,137,124	120,907,167	N/A
Electoral Compliance and Enforcement	N/A	N/A	7,413,185	7,413,185	N/A	N/A	N/A	N/A
Electoral Operations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	62,296,091
Regulation of Electoral Activities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15,196,088
Electoral Engagement	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10,793,892
Subtotal	452,267,740	452,267,740	89,491,541	87,936,969	518,853,769	515,137,124	120,907,167	88,286,071
Internal Services	40,968,036	40,968,036	44,188,889	44,426,733	57,610,681	55,759,213	62,841,306	43,199,650
Total	493,235,776	493,235,776	133,680,430	132,363,702	576,464,450	570,896,337	183,748,473	131,485,721

The agency's spending pattern reflects the election cycle: spending increases in the year before a general election, peaks in the year of a general election, and decreases sharply in the years following a general election. The majority of the investments associated with the Office of the Chief Electoral Officer's phased approach to asset renewal and electoral services modernization were made in 2018–19, ending the election cycle in 2019–20.

Starting in 2018–19, the agency increased its election operations, as it prepared for the 43rd general election. Expenditures have peaked in 2019–20, as the general election took place in the fall of 2019. In the years following an election (2020–21 and 2021–22) planned spending drops sharply, returning to the usual level as election activities wind down. These variations affect only the statutory portion of the funding.

Lastly, further to the adoption of Bill C-76 in December 2018, Elections Canada and the Office of the Commissioner of Canada Elections were administratively reintegrated in April 2019, while continuing to operate independently of each other as per their mandates. This reintegration is reflected in an increase in expenditures and full-time equivalents starting in 2019–20.

Note: The annual proportion of Internal Services expenditures over the agency's total spending varies significantly. This is due to the election cycle. Over the last four fiscal years, this proportion fluctuated between 10% and 34% annually but had an average of 19%.

Program-level information is available in the GC InfoBase.[xviii]

Estimated cost of the 2019 general election

A current estimate of expenditures for the 43rd general election can be found at elections.ca[xix].

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 Actual full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Electoral Administration and Oversight	N/A	502	791	756	502	515
Electoral Compliance and Enforcement	N/A	N/A	N/A	N/A	48	48
Electoral Operations	277	N/A	N/A	N/A	N/A	N/A
Regulation of Electoral Activities	79	N/A	N/A	N/A	N/A	N/A
Electoral Engagement	72	N/A	N/A	N/A	N/A	N/A
Subtotal	428	502	791	756	550	563
Internal Services	178	216	229	239	244	247
Total	606	718	1,020	995	794	810

The fluctuation in full-time equivalents is a result of the election cycle and largely due to the reasons stated in the Budgetary Performance Summary.

Expenditures by vote

For information on the Office of the Chief Electoral Officer's voted and statutory organizational expenditures, consult the Public Accounts of Canada 2019–2020.[xx]

Government of Canada spending and activities

Information on the alignment of the Office of the Chief Electoral Officer's spending with the Government of Canada's spending and activities is available in GC InfoBase.[xxi]

Financial statements and financial statements highlights

Financial statements

The Office of the Chief Electoral Officer's audited financial statements for the year ended March 31, 2020, are available on the agency's website.[xxii]

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

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–20 Planned results*	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 actual results minus 2019–2020 planned results)	Difference (2019–20 actual results minus 2018–19 actual results)
Total expenses	515,794,873	580,091,000	189,453,000	64,296,127	390,638,000
Total revenues	N/A	N/A	N/A	N/A	N/A
Net cost of operations before government funding and transfers	515,794,873	580,091,000	189,453,000	64,296,127	390,638,000

The net increase in total expenses of $390.6 million in 2019–20 compared with 2018–19 is mainly due to the conduct of the October 2019 general election, an increase in the filling of vacant positions following the implementation of Bill C-76, and a decrease in investments in asset renewal and in electoral services modernization projects, as most projects in this cycle were completed in the last fiscal year. The increase is further due to the transfer of the Commissioner of Canada Elections from the Director of Public Prosecutions.

Likewise, the additional expenditures of $64.3 million over the 2019–20 planned expenditures are mainly due to the same reasons, including the higher than planned spending for the 2019 general election resulting from the impact of Bill C-76, which was adopted after the agency's planned spending was submitted, and an election calendar being longer than the minimum of 36 days. The increase is further due to improvements in information technology infrastructure and

services, as well as the conduct of one by-election. As 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, 2020 (dollars)

Financial information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	78,571,000	32,453,000	46,118,000
Total net financial assets	71,917,000	27,811,000	44,106,000
Departmental net debt	(6,654,000)	(4,642,000)	2,012,000
Total non-financial assets	34,784,000	36,676,000	(1,892,000)
Departmental net financial position	28,130,000	32,034,000	(3,904,000)

Total net liabilities for 2019–20 amount to $78.6 million, an increase of $46 million compared with 2018–19. This increase is mainly explained by the year-end accrued liabilities required for the transfer payments. The increase in total net financial assets is mainly due to the increase in the amount due from the Consolidated Revenue Fund. This last amount increased as a result of an increase in the accrued liabilities. There is also an increase in the accrued receivables of $5 million.

Additional information

Organizational profile

Appropriate minister[s]: The Honourable Dominic LeBlanc, PC, MP

Institutional head: Stéphane Perrault, Chief Electoral Officer of Canada

Ministerial portfolio: President of the Queen's Privy Council for Canada

Enabling instruments:

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

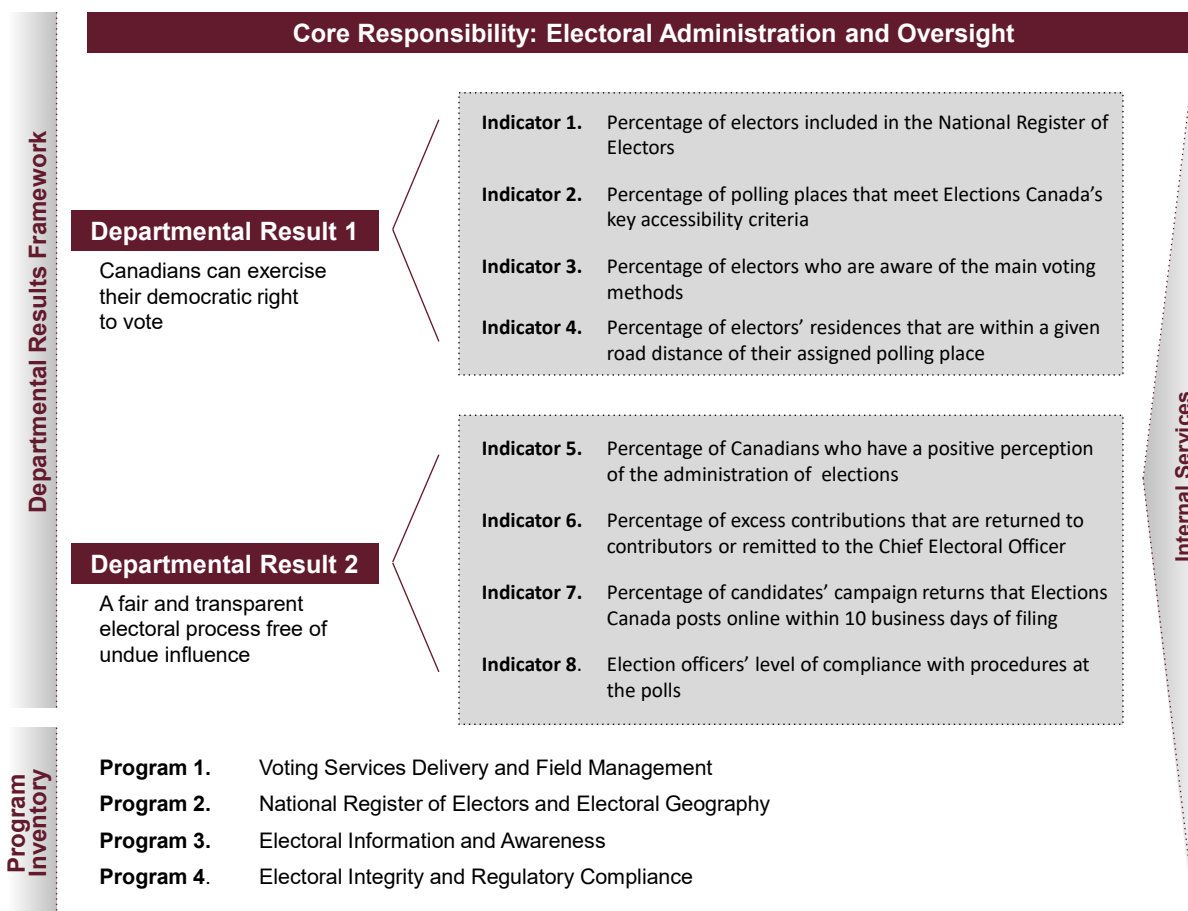**Year of incorporation/commencement:** 1920

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

"Raison d'être, mandate and role: who we are and what we do"[xxvi] is available on the Office of the Chief Electoral Officer's website.

Reporting framework

The Office of the Chief Electoral Officer's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Departmental Results Framework

Core Responsibility: Electoral Administration and Oversight

Departmental Result 1

Canadians can exercise their democratic right to vote

Indicator 1. Percentage of electors included in the National Register of Electors

Indicator 2. Percentage of polling places that meet Elections Canada's key accessibility criteria

Indicator 3. Percentage of electors who are aware of the main voting methods

Indicator 4. Percentage of electors' residences that are within a given road distance of their assigned polling place

Departmental Result 2

A fair and transparent electoral process free of undue influence

Indicator 5. Percentage of Canadians who have a positive perception of the administration of elections

Indicator 6. Percentage of excess contributions that are returned to contributors or remitted to the Chief Electoral Officer

Indicator 7. Percentage of candidates' campaign returns that Elections Canada posts online within 10 business days of filing

Indicator 8. Election officers' level of compliance with procedures at the polls

Internal Services

Program Inventory

Program 1. Voting Services Delivery and Field Management

Program 2. National Register of Electors and Electoral Geography

Program 3. Electoral Information and Awareness

Program 4. Electoral Integrity and Regulatory Compliance

In September 2019, changes were made to the Departmental Results Framework to reflect the administrative reintegration of the Office of the Commissioner of Canada Elections. This new framework was reflected in the 2020–21 Departmental Plan.[xxvii]

Supporting information on the program inventory

Financial, human resources and performance information for the Office of the Chief Electoral Officer Program Inventory is available in GC InfoBase.[xxviii]

New legislation

An overview of all proposed amendments to electoral legislation impacting the Office of the Chief Electoral Officer's business can be found on Elections Canada's website.[xxix]

Judicial decisions and proceedings

An overview of judicial decisions and proceedings that may affect electoral legislation can be found on the Office of the Chief Electoral Officer's website.[xxx]

Supplementary information tables

The following supplementary information tables are available on the Office of the Chief Electoral Officer's website:

➢ Departmental Sustainable Development Strategy[xxxi]

➢ Details on transfer payment programs of $5 million or more[xxxii]

➢ Gender-based analysis plus[xxxiii]

➢ Response to parliamentary committees and external audits[xxxiv]

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.[xxxv] 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

Email

info@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.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department 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 departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

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

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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A 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.

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   *An Act to amend the Canada Elections Act and other Acts and to make certain consequential amendments*,
https://www.parl.ca/LegisInfo/BillDetails.aspx?Language=E&billId=9808070

ii   CIVIX,
https://civix.ca/main/

iii   The Guide to the federal election,
https://www.elections.ca/content.aspx?section=res&dir=pca/ge2019/brochures&document=guideToElection&lang=e

iv   Inspire Democracy,
http://www.inspirerlademocratie-inspiredemocracy.ca/index-eng.asp

v   Encounters with Canada,
https://www.ewc-rdc.ca/pub/en

vi   Forum for Young Canadians,
http://forum.ca/?lang=en

vii   Report on the 43rd General Election of October 21, 2019,
https://www.elections.ca/content.aspx?section=res&dir=rep/off/sta_ge43&document=index&lang=e

viii   GC InfoBase,
https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

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

x   *Canada Elections Act,*
https://laws.justice.gc.ca/eng/acts/e-2.01/index.html

xi   *Referendum Act,*
https://laws-lois.justice.gc.ca/eng/acts/r-4.7/index.html

xii   Guiding principles to the administrative reintegration of the Office of the
Commissioner of Canada Elections,
https://www.elections.ca/content.aspx?section=abo&dir=cce&document=princip&lang=e

xiii   Compliance and Enforcement Policy of the Commissioner of Canada Elections*,*
https://www.cef-cce.ca/content.asp?section=abo&dir=bul&document=p1&lang=e

xiv   Administrative Monetary Penalties,
https://www.cef-cce.ca/content.asp?section=amp&dir=pol&document=index&lang=e

xv   Administrative Monetary Penalties Policy,
https://www.cef-cce.ca/content.asp?section=amp&dir=sum&document=index&lang=e

xvi   GC InfoBase,
https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xvii   2020–28 Strategic Plan,
http://intranet.elections.ca/info/content.asp?section=straplan&dir=&document=stra&lang=e#about

xviii   GC InfoBase,
https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xix   Estimated Cost of the 43rd General Election,
https://www.elections.ca/content.aspx?section=res&dir=rep/off/cou&document=index43&lang=e

xx   Public Accounts of Canada,
https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

xxi   GC InfoBase,
https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xxii   Financial statements,
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=financial&lang=e

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

xxiv   *Electoral Boundaries Readjustment Act*,
http://laws-lois.justice.gc.ca/eng/acts/E-3/

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

xxvi   Raison d'être, mandate and role,
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=rais&lang=e

xxvii   2020–21 Departmental Results Framework,
https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=p6&lang=e

xxviii   GC InfoBase,
https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xxix   New legislation,
http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=opcon&lang=e#a1

xxx   Judicial decisions and proceedings,
http://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=opcon&lang=e#a2

xxxi   Departmental Sustainable Development Strategy,
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=green&lang=e

xxxii   Details on Transfer Payment Programs of $5 million or more,
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2020&document=details&lang=e

xxxiii   Gender-based analysis plus
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=gba&lang=e

xxxiv   Response to parliamentary committees and external audits,
https://www.elections.ca/content.aspx?section=res&dir=rep/dpr/drr2020&document=rpcea&lang=e

xxxv   Report on Federal Tax Expenditures,
https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html