



Office of the  
Chief Electoral Officer  
of Canada

# 2021–22

## Departmental Plan



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Stéphane Perrault  
Chief Electoral Officer of Canada

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for Canada

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ISSN 2371-8218

Cat. no.: SE2-15E-PDF

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## From the Chief Electoral Officer

It is my pleasure to present my Office's 2021–22 Departmental Plan. This plan is intended to provide Canadians with information about the work of the Office of the Chief Electoral Officer for this fiscal year.

At the time of finalizing this plan, much uncertainty remained regarding the timing of the 44th general election and the circumstances under which it might occur. As the 43rd general election in October 2019 resulted in a minority Parliament, our goal has been to ensure that the agency remains prepared to deliver an election at any time. With the emergence of the global pandemic, we have had to adapt our services to ensure the safety of voters and poll workers and meet the needs of vulnerable electors. In 2021–22, we will continue to monitor the pandemic and its impact on Canadians and adjust our services to the evolving environment.



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As we prepare for an election, we must also continue to pursue initiatives that are not tied to the electoral cycle in order to meet the changing needs and expectations of Canadians and maintain a dynamic workforce. With that in mind, we will launch a new long-term digital strategy to help guide the agency in developing digital tools and services that are responsive to user needs; building a more agile infrastructure; and providing access to authoritative data to support our activities. Our digital strategy will also help the agency transition to a more flexible and decentralized work environment.

This fiscal year will also see the launch of the decennial review of electoral boundaries. Though this task requires the independent electoral boundaries commissions leading the effort to operate at arm's length from the agency, we will play a key role in acquiring the data and tools necessary to facilitate their work.

Our work environment is ever-changing, but our priority remains the same: contributing to an electoral democracy that serves all Canadians and that Canadians trust. I am confident that my staff will continue to rise to the challenges ahead and will be prepared to deliver an accessible, safe, and secure voting experience in the 44th general election and beyond.

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Stéphane Perrault  
Chief Electoral Officer of Canada



## Plans at a Glance

An important element of elections in Canada is the ability to bring together communities in a display of commitment to democratic government. During the COVID-19 pandemic, this will become a critical point of vulnerability as public health authorities continue to advise that Canadians limit interactions and avoid congregating in indoor spaces. These circumstances are front-of-mind as the agency prepares to deliver an accessible, safe, and secure 44th general election.

In collaboration with key partners in health and security, Elections Canada will focus on the vision set forth in [Strategic Plan 2020–28](#):<sup>i</sup> upholding an electoral democracy that serves all Canadians and that Canadians trust. Activities in service of this vision will include:

- ▶ **addressing the operational challenges related to the COVID-19 pandemic** by:
  - planning for the distribution of personal protective equipment;
  - improving the accessibility and effectiveness of the processes and systems that support voting by mail;
  - adapting training activities to allow for their virtual delivery; and
  - implementing any temporary adjustments to the [Canada Elections Act](#)<sup>ii</sup> that Parliament sees fit to enact.
- ▶ **providing Canadians with reliable and multilingual information on the ways to register, vote, and be a candidate**, as well as on the safeguards that protect participants in, and the integrity of, electoral events.
- ▶ **continuing to monitor the information environment** to identify and, if appropriate, take action in response to:
  - incidents that could affect the smooth administration of an election;
  - inaccurate information about the electoral process; or
  - social media accounts and websites that impersonate the agency.
- ▶ **maintaining and improving our security posture** by:
  - continuing to strengthen our information technology infrastructure and monitoring practices;
  - ensuring new systems and processes are well integrated into the existing infrastructure and properly planning for the protection of related data and information; and
  - safeguarding against human error by training employees and field staff on cyber security.

While the date of the next general election is unknown, Elections Canada will remain ready to deliver it successfully, whenever it occurs.

For more information on Election Canada’s plans, priorities, and planned results, see the [Core Responsibilities: Planned Results and Resources, and Key Risks](#) section of this report beginning on page 4.

## Core Responsibilities: Planned Results and Resources, and Key Risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### 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.

#### Planning Highlights

In 2021–22, the agency will continue to improve its services so that Canadians can exercise their democratic rights to vote and be a candidate in a fair, secure, and transparent electoral process.

#### Looking ahead to the next election

In 2021–22, Elections Canada will assess operational vulnerabilities and focus on the initiatives required to maintain readiness for a general election or by-election. Being prepared to deliver such events is an integral part of the agency's mandate and will be supported by the following initiatives:

- ▶ Elections Canada will continue to work on identifying opportunities to improve the experience of electors and candidates. This will involve fine-tuning systems, procedures, and products, and supporting returning officers as they begin to prepare to deliver optimal operations for the next electoral event.
- ▶ As part of these preparations, Elections Canada will review and refine its polling station operations and staffing model to align with the needs of voters and the requirements of the *Canada Elections Act*.<sup>iii</sup> This will include developing strategies to address staffing and recruitment issues, and looking for opportunities to optimize registration and voting procedures.
- ▶ The agency will continue to maintain the National Register of Electors by refining its processes and collaborating with various electoral management bodies and other key partners. The National Register of Electors is a permanent, continually updated database of Canadians who are eligible to vote in general elections, by-elections, and referendums. The agency's ongoing work in this area facilitates the collection and validation of elector information in advance of an election.
- ▶ As with the previous general election, Elections Canada will develop a multimedia information campaign, which will include a secure website, messages delivered through Elections Canada's social media channels, shareable digital information products,



educational videos, and a national advertising campaign. These efforts will enable electors to access all the facts they need about when, where, and the ways to register and vote.

- ▶ [Inspire Democracy](#)<sup>iv</sup> workshops will be offered on becoming a candidate, working in an election, and registering and voting.
- ▶ In preparation for the next general election, Elections Canada will continue to update its resources for political entities, including handbooks, guidelines, and interpretation notes on the application of the [Canada Elections Act](#)<sup>v</sup> to political entities.

In addition to preparing for the next election, the agency will focus on the following initiatives to support programs and services that enable Canadians to vote and be a candidate:

- ▶ Elections Canada will continue to deepen its cooperative relationships with federal agencies, such as Statistics Canada and Immigration, Refugees and Citizenship Canada, and with provincial and territorial electoral management bodies to further improve the accuracy of the information in the National Register of Electors.
- ▶ The agency will continue to implement the Register of Future Electors, simplifying the process of adding young Canadians to the National Register of Electors when they become eligible to vote. In the longer term, this pre-registration should increase the accuracy and coverage in the National Register of Electors of Canadians for the 18-34 age group, where the gap between the estimated number of electors and that of registered electors is the largest.
- ▶ Elections Canada will work to make voting as accessible as possible. The agency is expanding its capacity to administer and process voting by mail and aims to develop, obtain and adapt assistive voting technology for use by electors with a disability. Building on initiatives already in place, Elections Canada will strive to continuously improve the accessibility of the electoral process and will publish its Accessibility Plan as required by the [Accessible Canada Act](#).<sup>vi</sup>

## Operating in a complex electoral environment

Ongoing monitoring activities allow the agency to remain well-positioned to anticipate, detect, and respond to emerging concerns. The COVID-19 pandemic has resulted in numerous operational challenges that could affect, or be perceived to affect, the security and integrity of the electoral process. Given that the *Canada Elections Act* provides the agency with the flexibility to modify certain procedures, the agency will proactively implement the following initiatives:

- ▶ Elections Canada will remain ready to implement administrative measures that promote the health and safety of electors and election workers at polling stations and other points of service. These measures include the distribution of personal protective equipment and upgrades to targeted business processes and systems in order to improve the accessibility and effectiveness of voting by mail.
- ▶ Elections Canada has also recommended a legislative response to current circumstances that would allow for temporary adjustments but leave the Act and the electoral system unchanged once the pandemic period is behind us. The agency will implement any legislative changes that Parliament may see fit to enact.

- ▶ Elections Canada will continue to consult with federal and provincial health authorities and a broad array of stakeholders, as it implements any legislative changes and administrative measures necessary for the delivery of an accessible, safe, and secure election amid the COVID-19 pandemic.

The agency will also focus on the following initiatives designed to maintain trust in the electoral process:


- ▶ Elections Canada will continue to modernize the data collection and management methods used to update and maintain the National Register of Electors and the Register of Future Electors.
- ▶ Elections Canada will oversee the mandatory audits of poll officials at any general election or by-election called within the fiscal year.
- ▶ The agency will continue to deliver its training program for electoral district associations. Training sessions are offered to financial agents and chief executive officers every year and are part of the agency's ongoing commitment to help political entities comply with the political financing regime of the *Canada Elections Act*.<sup>vii</sup>
- ▶ Elections Canada will continue to provide civic education and mobilize stakeholders through new and revised learning tools. These will be shared with educators and used at conferences, professional development events, and *Inspire Democracy*<sup>viii</sup> workshops. Given the pandemic context, plans will be developed to pivot certain workshops to digital events.
- ▶ The agency will virtually attend international events and bilateral engagements with other electoral management bodies, including those from emerging democracies. This will contribute to the dissemination of knowledge and expertise, and ensure that the agency remains on the leading edge of trends and issues related to electoral management.
- ▶ Elections Canada will maintain electoral geography databases in partnership with Statistics Canada and produce up-to-date mapping products. These maps will be used to visualize online polling sites along with proximities to advance and regular polling stations.
- ▶ Elections Canada will also begin preparations in alignment with the *Electoral Boundaries Readjustment Act*<sup>ix</sup> to support the work of the independent electoral boundaries commissions. It is the mandate of these commissions to ensure that electoral districts and their boundaries are revised to reflect changes and movements in Canada's population as per the findings of the 2021 census.

## Key Risks


As the independent, non-partisan agency mandated to administer all aspects of federal elections and referendums, Elections Canada is committed to ensuring that Canadians can exercise their democratic rights to vote and be a candidate. With this comes a variety of risks, especially in recent times where the COVID-19 pandemic has introduced new challenges, including: administering an election during pandemic circumstances, ensuring the ongoing health and safety of employees at headquarters and in the field, maintaining trust in the electoral process in the face of increasing amounts of disinformation, and properly safeguarding the security of events and the personal information of Canadians.

Throughout its 100-year history, the agency has demonstrated a capacity for innovation, evolution, and adaptation that has allowed it to mitigate risk and successfully deliver electoral events, no matter the circumstances. This year will be no different. Monitoring activities are ongoing, both nationally and internationally, to identify and analyze any recent developments, or disinformation or security issues that would need to be addressed. Active collaboration with key partners in health and security ensures that operational plans are adapted to reflect the most recent advice and best practices. Elections Canada has also implemented a steering committee to manage and provide oversight for key readiness activities that address vulnerabilities related to administering an election during a pandemic. Looking to its foundational systems and processes, Elections Canada is continually improving its overall security posture and communication channels both at headquarters and in the field, which allows new risks to be identified and mitigated promptly.

## Planned Results for Electoral Administration and Oversight

	Departmental Result	Departmental Result Indicator	Target	Actual Results <sup>1</sup>
Canadians can exercise their democratic rights to vote and to be a candidate		Percentage of electors included in the National Register of Electors	At least 94% by March 2022	2019–20: 96% 2018–19: 94% 2017–18: 92%
		Percentage of polling stations that meet Elections Canada's key accessibility criteria	100% by March 2022	2019–20: 94% 2018–19: 97% 2017–18: 99%
		Percentage of electors' residences that are within 6 kilometres of their assigned polling place on polling day	At least 95% by March 2022	2019–20: 94% 2018–19: 94% 2017–18: Not available
		Percentage of electors' residences that are within 12 kilometres of their assigned polling place on advance polling days	At least 95% by March 2022	2019–20: 91% 2018–19: 94% 2017–18: Not available
		Number of electors who attended the Inspire Democracy workshop on "Becoming a candidate"	At least 30 by March 2022	2019–20: Not available 2018–19: Not available 2017–18: Not available
		Percentage of candidates who are satisfied with the services and products provided by Elections Canada	At least 90% by March 2022	2019–20: Not available 2018–19: Not available 2017–18: Not available
Canadians receive electoral information and services that meet their needs			At least 90% of electors are aware of the option to vote at a polling station on election day by March 2022	2019–20: 91% 2018–19: 86% 2017–18: Not available
		Percentage of electors who are aware of the main voting methods	At least 70% of electors are aware of the option to vote at an advance poll by March 2022	2019–20: 71% 2018–19: 61% 2017–18: Not available
		Percentage of electors who are satisfied with the information provided by Elections Canada	At least 85% by March 2022	2019–20: Not available 2018–19: Not available 2017–18: Not available

Note 1: Unless otherwise stated, "Not available" indicates that the performance indicator was not in effect at that time, and therefore, historical data may not be available.



Departmental Result	Departmental Result Indicator	Target	Actual Results <sup>1</sup>
Canada maintains a fair, secure, and transparent electoral process free of undue influence	Percentage of Canadians who have a positive perception of the administration of elections	At least 95% of electors by March 2022	2019–20: 91% 2018–19: 92% 2017–18: 91%
		At least 85% of candidates by March 2022	2019–20: 82% 2018–19: Not available <sup>2</sup> 2017–18: Not available <sup>2</sup>
	Number of security incidents with a demonstrable effect on the electoral process	0 by March 2022	2019–20: Not available 2018–19: Not available 2017–18: Not available
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls by March 2022	2019–20: Within tolerance 2018–19: Within tolerance 2017–18: Within tolerance
		A deviation under 11% for secondary controls by March 2022	2019–20: Within tolerance 2018–19: Within tolerance 2017–18: Within tolerance
	Percentage of ineligible contributions that are returned to contributors or remitted to the Chief Electoral Officer at the request of Elections Canada	At least 90% by March 2022	2019–20: Not available <sup>3</sup> 2018–19: Not available <sup>4</sup> 2017–18: 100%
	Percentage of financial returns (all entities except third parties) that Elections Canada posts online within 10 business days of filing	100% by March 2022	2019–20: 100% 2018–19: 83% 2017–18: 89%
	Percentage of candidate returns for which the audit is completed within 12 months of the submission deadline	100% by March 2022	2019–20: Not available 2018–19: Not available 2017–18: Not available

Note 1: Unless otherwise stated, “Not available” indicates that the performance indicator was not in effect at that time, and therefore, historical data may not be available.


Note 2: Candidates are only polled following a general election. Electors are polled following general elections and by-elections.

Note 3: No contributions were required to be returned at the request of the Chief Electoral Officer in 2019–20.

Note 4: No contributions were required to be returned at the request of the Chief Electoral Officer in 2018–19.

Financial, human resources, and performance information for the Office of the Chief Electoral Officer's Program Inventory is available in the [GC InfoBase](#).<sup>x</sup>

## Planned Budgetary Financial Resources for Electoral Administration and Oversight


 2021–22 Budgetary Spending (as indicated in Main Estimates)	2021–22 Planned Spending	2022–23 Planned Spending	2023–24 Planned Spending
	112,848,442	112,848,442	120,161,578
			90,909,740

The fluctuation in planned spending over these fiscal years is due to several causes, including:

- ▶ maintaining election readiness during a minority government period;
- ▶ conducting and supporting electoral boundaries redistribution, which should peak in 2022–23;
- ▶ investing in electoral services modernization and asset renewal projects, which should peak in 2022–23.

Financial, human resources, and performance information for the Office of the Chief Electoral Officer's Program Inventory is available in the [GC InfoBase](#).<sup>xi</sup>

## Planned Human Resources for Electoral Administration and Oversight

 2021–22 Planned Full-time Equivalents	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents
790	808	623

The fluctuation in planned full-time equivalents is largely explained by the same reasons stated in the table on planned budgetary financial resources.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).<sup>xii</sup>

# Electoral Compliance and Enforcement

The Commissioner of Canada Elections is the independent officer responsible for ensuring compliance with, and enforcement of, the *Canada Elections Act*<sup>xiii</sup> and the *Referendum Act*.<sup>xiv</sup> The *Canada Elections Act* defines and regulates activities during the pre-writ and writ periods. The Commissioner and his staff work to ensure that political entities, third-party organizations, stakeholder groups and other individuals engaged in the electoral process do so in compliance with the rules.

## Description

Compliance and Enforcement activities under the *Canada Elections Act* and the *Referendum Act* are conducted by the Office of the Commissioner of Canada Elections (OCCE) in an independent, impartial and fair manner.


## Planning Highlights

In 2021–22, the Commissioner of Canada Elections will continue to ensure compliance with, and enforcement of, the *Canada Elections Act* through the application of administrative measures and

the laying of criminal charges to contribute to the integrity of the electoral process. This work will be supported by the following initiatives:


- ▶ The Commissioner of Canada Elections will continue to review and investigate complaints related to the 43rd general election.
- ▶ Barring delays in the transfer of files resulting from the pandemic, the OCCE will review referrals received from Elections Canada, including those with respect to the financial returns of candidates, registered parties, and third parties.
- ▶ As required, the OCCE will impose administrative monetary penalties to address various violations of the *Canada Elections Act*<sup>xv</sup>, with a view to ensuring compliance.

### Planned Results for Electoral Compliance and Enforcement

	Departmental Result	Departmental Result Indicator	Target	Actual Results
	Compliance and enforcement activities under the <i>Canada Elections Act</i> contribute to the integrity of the electoral process	Percentage of complaints resulting in compliance measures	100% by March 2022	2019–20: 100% 2018–19: 100% 2017–18: 100%
		Percentage of complaints resulting in formal criminal enforcement measures	100% by March 2022	2019–20: 100% 2018–19: 100% 2017–18: 100%


Financial, human resources, and performance information for the Office of the Chief Electoral Officer's Program Inventory is available in the [GC InfoBase](#).<sup>xvi</sup>

### Planned Budgetary Financial Resources for Electoral Compliance and Enforcement

	2021–22 Budgetary Spending (as indicated in Main Estimates)	2021–22 Planned Spending	2022–23 Planned Spending	2023–24 Planned Spending
	7,968,296	7,968,296	7,989,549	7,995,890

Financial, human resources, and performance information for the Office of the Chief Electoral Officer's Program Inventory is available in the [GC InfoBase](#).<sup>xvii</sup>

### Planned Human Resources for Electoral Compliance and Enforcement

	2021–22 Planned Full-time Equivalents	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents
	44	44	44

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).<sup>xviii</sup>

# Internal Services: Planned Results

## 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 services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

## Planning Highlights

To support the Office of the Chief Electoral Officer in achieving its departmental results, Internal Services will provide essential support and oversight to employees at headquarters as well as field staff. As the agency is focused on preparing for the next general election, Internal Services will ensure transparent, effective, and efficient activities to support electoral needs, such as:

- ▶ procurement and acquisition of goods and services;
- ▶ supplying technology and telecommunications;
- ▶ establishing budgets; and
- ▶ processing payments.

Internal Services will also play a key role in supporting information technology-enabled projects, such as updating foundational applications and modernizing political financing systems, while simultaneously providing the day-to-day services required to effectively deliver the agency's mandate.


With an eye to continually evolving its technology-based services, the agency will finalize and begin implementing a digital strategy. This work will align with the Office of the Chief Electoral Officer's strategic vision and investments into a future-focused business model while providing Canadians with access to virtual services and tools. The outputs of this digital strategy will allow the agency to access sound data in order to understand the needs of Canadians and remain an authoritative source of information about the electoral process.

Elections Canada will strive to recruit talent with the skill sets and competencies required to advance the agency's digital strategy and will continue to implement its Leadership Renewal program. This program aims to develop potential leaders at Elections Canada by strengthening their leadership competencies and broadening their electoral management perspective. This succession planning will be critical to guarding against the loss of corporate knowledge, as retirement projections indicate that a significant number of the agency's executives will be eligible for retirement within the next five years.



In support of Election Canada’s organizational health framework and legislative requirements, the agency will continue to focus on critical activities that support a workforce that is representative, diverse, and inclusive. Hiring, supporting and retaining employees with disabilities is a high priority in the agency’s employment equity, diversity and inclusion efforts. Elections Canada will publish its Accessibility Plan as required by the [Accessible Canada Act](#).<sup>xix</sup>

### Planned Budgetary Financial Resources for Internal Services


	2021–22 Budgetary Spending (as indicated in Main Estimates)	2021–22 Planned Spending	2022–23 Planned Spending	2023–24 Planned Spending
	52,049,466	52,049,466	55,596,442	47,058,662

The fluctuation in planned spending over these fiscal years is due to several causes, including:

- ▶ maintaining election readiness during a minority government period;
- ▶ investing in electoral services modernization and asset renewal projects, which should peak in 2022–23.

Financial, human resources, and performance information for the Office of the Chief Electoral Officer’s Program Inventory is available in the [GC InfoBase](#).<sup>xx</sup>

### Planned Human Resources for Internal Services

	2021–22 Planned Full-time Equivalents	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents
	281	286	265

The fluctuation in planned full-time equivalents is largely explained by the same reasons stated in the Planned budgetary financial resources table.

Financial, human resources, and performance information for the Office of the Chief Electoral Officer’s Program Inventory is available in the [GC InfoBase](#).<sup>xxi</sup>

## Spending and Human Resources

This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years' actual spending.

### Financial Framework

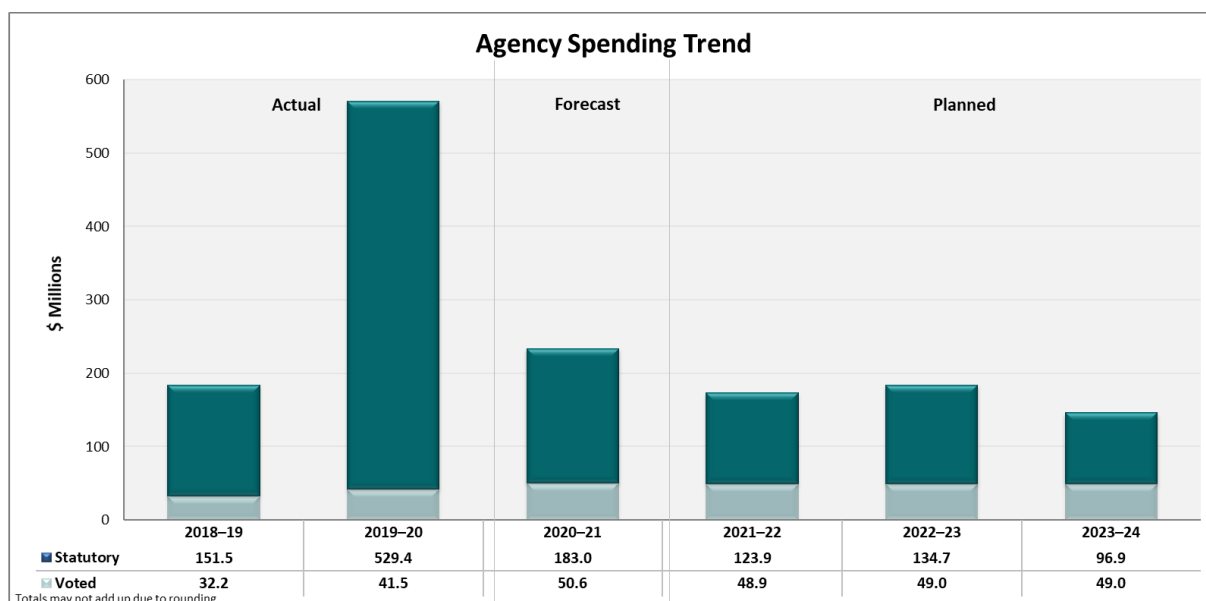
Elections Canada's unique dual-funding mechanism and planning practices are part of its mandate. The agency is partly funded by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows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

Under Canada's parliamentary system, general elections are scheduled to take place on fixed dates but can still be called in advance, particularly during a minority government. By-elections, which take place whenever seats in the House of Commons become vacant, are also unpredictable, as Elections Canada has no control over their frequency and timing. Legislative changes and market forces for procured goods and services can also significantly impact a general election.

### Planned Spending

#### Departmental Spending 2018–19 to 2023–24

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



## Budgetary Planning Summary for Core Responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Election Canada's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core Responsibilities and Internal Services	2018–19 Expenditures	2019–20 Expenditures	2020–21 Forecast Spending	2021–22 Budgetary Spending (as indicated in Main Estimates)	2021–22 Planned Spending	2022–23 Planned Spending	2023–24 Planned Spending
Electoral Administration and Oversight	120,907,167	515,137,124	169,353,414	112,848,442	112,848,442	120,161,578	90,909,740
Electoral Compliance and Enforcement <sup>1</sup>	N/A	N/A	7,815,477	7,968,296	7,968,296	7,989,549	7,995,890
<b>Subtotal</b>	<b>120,907,167</b>	<b>515,137,124</b>	<b>177,168,891</b>	<b>120,816,738</b>	<b>120,816,738</b>	<b>128,151,127</b>	<b>98,905,630</b>
Internal Services	62,841,306	55,759,213	56,397,450	52,049,466	52,049,466	55,596,442	47,058,662
<b>Total</b>	<b>183,748,473</b>	<b>570,896,337</b>	<b>233,566,341</b>	<b>172,866,204</b>	<b>172,866,204</b>	<b>183,747,569</b>	<b>145,964,292</b>

<sup>1</sup>Core responsibility added to reflect the reintegration of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer effective April 1, 2019. Annual expenditures are not available prior to 2019–20.

The total planned spending shows the year-to-year fluctuation in resources. The spending pattern is a result of 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 as election activities wind down.

During 2018–19, Elections Canada completed its work on initiatives in asset renewal and electoral services modernization for that election cycle and also increased its election operations, as it prepared for the 43rd general election. The peak in 2019–20 includes expenditures related to the delivery of the general election, as it took place in the fall of 2019. In the years following an election (2020–21 and 2021–22), expenditures are expected to decrease; but this time they are not expected to do so to their typical levels due to the current context of a minority government and pandemic. The agency had to return to a state of full readiness immediately after the 43rd general election, which included implementing the necessary adaptive measures for an election held during a pandemic. Additionally, the decennial electoral boundaries redistribution began in 2020–21. These variations affect only the statutory portion of the funding.

As stated in the 2020–21 Department Plan, the agency's new cycle of investments toward service modernization and asset renewal is expected to total approximately \$50 million over four years (planned funding profile: \$7 million for 2020–21, \$14 million for 2021–22, \$21 million for 2022–23 and \$8 million for 2023–24). These investments are aligned with the agency's new digital strategy and serve to ensure that a secure and reliable infrastructure supports the electoral process that will meet the expectations of Canadians. At this time, approved projects include the modernization of the National Register of Electors; the migration of the agency's financial system to the standard solution of the Government of Canada; the replacement of systems that support the political financing program; and the acquisition of virtual tool kits for employees who work remotely.

As shown on the graph, the agency's voted appropriation increased as a result of the Budget 2018 measure on Rebalancing Elections Canada's Expenditures, and following the coming into force of the *Elections Modernization Act*<sup>xxii</sup> and *An Act to amend the Canada Elections Act (political*

*financing*).<sup>xxiii</sup> 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 starting in 2019–20.

Note: The annual proportion of internal services expenditures over the agency’s total spending varies significantly by fiscal year. This is mostly due to the election cycle. In the years covered above, it varies between 10% and 34%, with an average of 22% over the period.

## Planned Human Resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Election Canada’s departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human Resources Planning Summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2018–19 Actual FTEs	2019–20 Actual FTEs	2020–21 Forecast FTEs	2021–22 Planned FTEs	2022–23 Planned FTEs	2023–24 Planned FTEs
Electoral Administration and Oversight	502	756	684	790	808	623
Electoral Compliance and Enforcement <sup>1</sup>	N/A	N/A	42	44	44	44
<b>Subtotal</b>	<b>502</b>	<b>756</b>	<b>726</b>	<b>834</b>	<b>852</b>	<b>667</b>
Internal Services	216	239	265	281	286	265
<b>Total</b>	<b>718</b>	<b>995</b>	<b>991</b>	<b>1,115</b>	<b>1,138</b>	<b>932</b>

<sup>1</sup> Core responsibility added to reflect the reintegration of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer effective April 1, 2019. Annual full-time equivalents are not available prior to 2019–20.

The fluctuation in full-time equivalents is also a result of the election cycle, largely explained by the same reasons stated in the Budgetary planning summary. Also noteworthy, though the number of full-time equivalents has been gradually increasing as a result of the Budget 2018 measure on Rebalancing Elections Canada’s Expenditures, and the implementation of both the *Elections Modernization Act*<sup>xxiv</sup> and *An Act to amend the Canada Elections Act (political financing)*<sup>xxv</sup> this growth is expected to stabilize in 2021–22. Lastly, the administrative reintegration of the Office of the Commissioner of Canada Elections in April 2019 is also responsible for the increase in full-time equivalents.

## Estimates by Vote

Information on Elections Canada’s organizational appropriations is available in the [2021–22 Main Estimates](#).<sup>xxvi</sup>

## Future-Oriented Condensed Statement of Operations

The condensed future-oriented statement of operations provides an overview of Elections Canada’s operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [Elections Canada's website](#).<sup>xxvii</sup>

### **Future-Oriented Condensed Statement of Operations for the year ending March 31, 2022 (dollars)**

<b>Financial Information</b>	<b>2020–21 Forecast Results</b>	<b>2021–22 Planned Results</b>	<b>Difference (2021–22 Planned Results minus 2020–21 Forecast Results)</b>
Total expenses	203,187,230	189,955,170	-13,232,059
Total revenues	-	-	-
Net cost of operations before government funding and transfers	203,187,230	189,955,170	-13,232,059

The net decrease of \$13.2 million is largely explained by a decrease in expenses for activities related to the preparation for the 44th general election, which should peak in 2020–21.

# Corporate Information

## Organizational Profile

**Appropriate Minister:**

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

**Institutional Head:**

Stéphane Perrault, Chief Electoral Officer of Canada

**Organization:**

Office of the Chief Electoral Officer

**Enabling instruments:**

- ▶ *Canada Elections Act*, S.C. 2000, c. 9<sup>xxviii</sup>
- ▶ *Electoral Boundaries Readjustment Act*, R.S.C., 1985, c. E-3<sup>xxix</sup>
- ▶ *Referendum Act*, S.C. 1992, c. 30<sup>xxx</sup>

**Year of incorporation/commencement:**

1920

## Raison d’être, Mandate and Role: Who We Are and What We Do

Information on the agency’s raison d’être, mandate and role is available on [Elections Canada’s website](#).<sup>xxxi</sup>

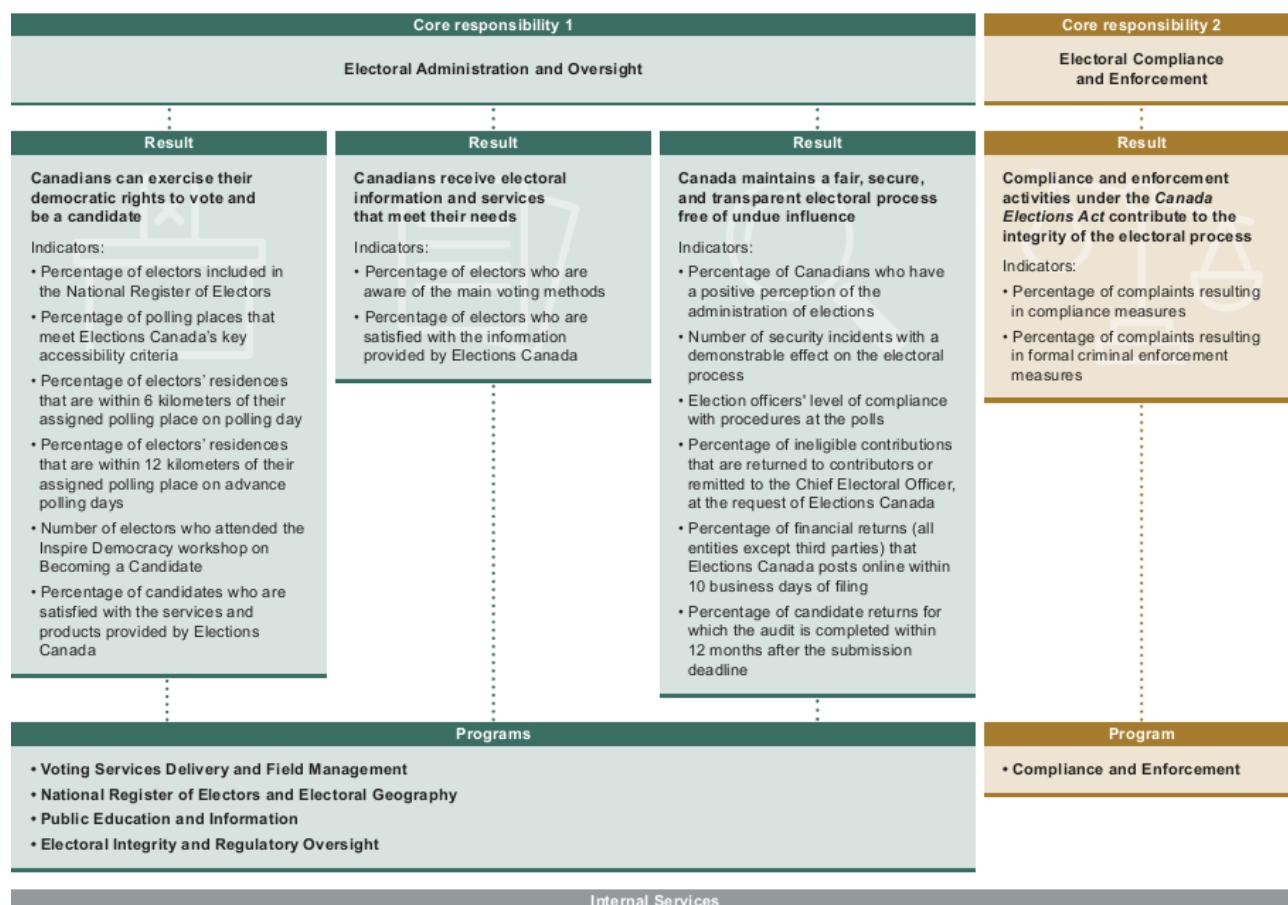
## Operating context

Information on the operating context is available on [Elections Canada’s website](#).<sup>xxxii</sup>

## Reporting Framework

Elections Canada's approved Departmental Results Framework and Program Inventory for 2021–22 are as follows:

### Elections Canada's Departmental Results Framework



## Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Election Canada’s Program Inventory is available in the [GC InfoBase](#).<sup>xxxiii</sup>

## Supplementary Information Tables

The following supplementary information tables are available on [Elections Canada’s website](#):<sup>xxxiv</sup>

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on Transfer Payment Programs
- ▶ Gender-based Analysis Plus
- ▶ Legislative Amendments
- ▶ Judicial Proceedings

## Federal Tax Expenditures

The Office of the Chief Electoral Officer’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xxxv</sup> This report provides detailed information on tax expenditures, including objectives, historical background, and references to related federal spending programs, as along with evaluations, research papers, and gender-based analysis. The tax measures presented in this report are solely 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](https://elections.ca)

#### Email

[info@elections.ca](mailto: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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental 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 factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

### **departmental results framework (cadre ministériel des résultats)**

A framework that consists of the department's core responsibilities, 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 and what doesn't. 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. 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 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 2020–21 Departmental Plan, government-wide priorities refers to 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 in which 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 up to the expected result.

**planned spending (dépenses prévues)**

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

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

**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.

**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 Strategic Plan 2020–28,  
<http://intranet.elections.ca/info/content.asp?section=straplan&dir=&document=stra&lang=e>
- ii *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- iii *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- iv Inspire Democracy,  
<http://www.inspirerlademocratie-inspiredemocracy.ca/index-eng.asp>
- v *Canada Elections Act*  
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- vi *Accessible Canada Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- vii *Canada Elections Act*,  
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- viii Inspire Democracy,  
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- ix *Electoral Boundaries Readjustment Act*,  
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- x GC InfoBase,  
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<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
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- xiv *Referendum Act*,  
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- xv *Canada Elections Act*,  
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<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
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- xviii GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xix *Accessible Canada Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xx GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxi GC InfoBase,  
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- xxii *Elections Modernization Act*,  
[https://laws-lois.justice.gc.ca/eng/annualstatutes/2018\\_31/page-1.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html)

- xxiii *An Act to amend the Canada Elections Act (political financing)*,  
[https://laws-lois.justice.gc.ca/eng/annualstatutes/2018\\_20/FullText.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_20/FullText.html)
- xxiv *Elections Modernization Act*,  
[https://laws-lois.justice.gc.ca/eng/annualstatutes/2018\\_31/page-1.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/page-1.html)
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[https://laws-lois.justice.gc.ca/eng/annualstatutes/2018\\_20/FullText.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_20/FullText.html)
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<https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxvii Detailed future-oriented statement of operations,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2021&document=fut&lang=e>
- xxviii *Canada Elections Act*, S.C. 2000, c. 9,  
<https://laws-lois.justice.gc.ca/eng/acts/E-2.01/>
- xxix Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3,  
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- xxx *Referendum Act*, S.C. 1992, c. 30,  
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- xxxii Information on the agency's operating context,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2021&document=rais&lang=e>
- xxxiii GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxiv Supplementary Information Tables,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp&document=index&lang=e>
- xxxv Report on Federal Tax Expenditures,  
<https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>