



Office of the  
Chief Electoral Officer  
of Canada

# 2022–23

## Departmental Plan



---

Stéphane Perrault  
Chief Electoral Officer of Canada

---

The Honourable Dominic LeBlanc, P.C., Q.C., M.P.  
Minister of Intergovernmental Affairs, Infrastructure  
and Communities



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](https://elections.ca)



ElectionsCanE



@ElectionsCan\_E



ElectionsCanadaE



Elections Canada



electionscan\_e

ISSN 2371-8218  
Cat. no.: SE2-15E-PDF

© Chief Electoral Officer of Canada, 2022

All rights reserved



## Table of Contents

From the Chief Electoral Officer .....	1
Plans at a Glance.....	3
Core Responsibilities: Planned Results and Resources .....	4
Regulatory Oversight .....	4
Electoral Administration .....	8
Electoral Boundaries Readjustment Administration .....	12
Internal Services: Planned Results .....	14
Spending and Human Resources .....	16
Financial Framework.....	16
Planned Spending.....	16
Planned Human Resources .....	17
Estimates by Vote .....	18
Future-Oriented Condensed Statement of Operations.....	18
Corporate Information .....	20
Organizational Profile .....	20
Raison d'être, Mandate and Role: Who We Are and What We Do .....	20
Operating context.....	20
Reporting Framework.....	21
Supporting Information on the Program Inventory .....	22
Supplementary Information Tables .....	22
Federal Tax Expenditures.....	23
Organizational Contact Information.....	24
Appendix: Definitions .....	25
Endnotes.....	28



# From the Chief Electoral Officer

It is my pleasure to present my Office's 2022–23 Departmental Plan. This plan is intended to provide Canadians with information about the work of the Office of the Chief Electoral Officer for this upcoming fiscal year.

Elections Canada successfully delivered the 44th general election on September 20, 2021. As this election resulted in a minority Parliament, our immediate priority is to ensure that the agency is well-positioned to deliver the next election, which could be called at any time.

During fiscal year 2022–23, Elections Canada will continue to focus on wrapping up the 44th general election. This work includes seeing that the independent audit of poll worker performance is completed and auditing the financial returns of political entities. Conducting an election during the COVID-19 pandemic presented Elections Canada with unique challenges, along with opportunities for improvement. The agency will carry out comprehensive post-election assessments and surveys to review the experience of electors, candidates and election workers and to identify lessons learned and areas for improvement. The agency will also publish a retrospective report on the 44th general election, informed by our post-event reviews, as well as a report recommending legislative changes to improve the administration of the [Canada Elections Act](#).<sup>i</sup>

Elections Canada will also continue to work on its long-term digital strategy. This strategy will guide how we enhance our future service offerings for all electors. We will invest in making our services more agile, and in technologies that add incremental value and provide authoritative data, to support our decision making. Our digital strategy will also help us to become more responsive to the needs of Canadians while we work in a hybrid work environment.

Finally, this fiscal year, Elections Canada will support the decennial review of electoral boundaries. Though the 10 independent electoral boundaries commissions leading this effort operate at arm's length from the agency, we will play a key role in providing them with the tools and data necessary to do their work.

While our work environment is ever-changing, our vision remains the same: upholding an electoral democracy that serves all Canadians and that Canadians trust. Regardless of what the future may hold, I am confident that we will be able to rise to the challenges ahead.



Stéphane Perrault  
Chief Electoral Officer of Canada

---

Stéphane Perrault  
Chief Electoral Officer of Canada





## Plans at a Glance

As the general election of September 20, 2021 resulted in a minority government, Elections Canada will begin preparing to deliver the 45th general election, in addition to finalizing the close-out activities for the 44th general election. We will publish a detailed retrospective report on the 44th general election, informed by post-election reviews, public opinion research and feedback from stakeholders and voters. We will also publish a recommendations report that will outline proposed legislative changes to help the agency improve the administration of the [Canada Elections Act](#).<sup>ii</sup>

In addition to event-specific tasks, Elections Canada will continue to focus on the vision set forth in the [Strategic Plan 2020–28](#).<sup>iii</sup> to uphold an electoral democracy that serves all Canadians and that Canadians trust. To achieve this vision, we will:

- ▶ improve the multilingual and accessible resources required for Canadians to understand how to register, vote and become a candidate;
- ▶ enhance processes and systems in order to facilitate how Canadians vote and become a candidate, while also ensuring the accuracy and integrity of the electoral process;
- ▶ monitor the information environment in order to identify security issues that could prevent the agency from delivering on any part of its mandate or that would impact electoral integrity; and,
- ▶ support the 10 independent commissions as they review the electoral district boundaries in their provinces.

As the agency moves toward a digital future, Elections Canada will adopt a hybrid and flexible work model, where the majority of staff will work remotely. Despite its challenges, working remotely has proven to be a viable operational model with many benefits, not only in terms of doing business, but also in offering employees a workplace of choice. The agency will integrate new methods and technologies into its day-to-day operations that will allow it to be both creative and flexible as it fully adopts this new work model.

The agency will also begin implementing its digital strategy to support the evolving needs of electoral management. Through service improvements and the use of emerging technologies, Elections Canada will deliver on its mandate more efficiently by:

- ▶ enabling access to sound data to understand the needs of Canadians and inform business decisions;
- ▶ improving the agency's agility in managing electoral events, allowing it to more rapidly adjust to evolving needs;
- ▶ establishing services and tools that are responsive to community needs and can be accessed virtually by all stakeholders; and,
- ▶ ensuring the agency is the authoritative source of information about the electoral process for Canadians.

While the year ahead will bring challenges, it will also present an opportunity to make real progress toward providing Canadians with a more inclusive, convenient and efficient voting experience in future elections.

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

This section contains detailed information on the department's planned results and resources for each of its core responsibilities.

## Regulatory Oversight

### Description

The Office of the Chief Electoral Officer works to ensure integrity throughout the electoral process through two separate organizational components: Elections Canada (EC) and Office of the Commissioner of Canada Elections (OCCE). EC administers the political financing regime in the [Canada Elections Act](#) (CEA),<sup>iv</sup> ensures the policies, advice, and guidance are in place to facilitate election administration in accordance with the CEA, and monitors compliance of political entities with the political financing requirements in the CEA. The OCCE ensures compliance with, and enforcement of, the CEA and the [Referendum Act](#).<sup>v</sup>

### Planning Highlights

In 2022–23, Elections Canada will continue its activities to close out the 44th general election and prepare to facilitate the administration of an election, which could be called at any time.

Elections Canada will also undertake the following initiatives to enable a sound political financing regime:

- ▶ Continuing to modernize the political financing program by enhancing business intelligence and data analysis strategies and tools to address areas of risk in order to improve the efficiency and effectiveness of audit work.
- ▶ Implementing program improvements based on the findings from the lessons learned exercise for the 43rd general election with regard to training, guidance materials and audit methodologies.
- ▶ Conducting risk-based audits of financial returns of candidates, political parties and third parties for the 44th general election.
- ▶ Updating the multi-year audit plan for political entities.
- ▶ Continuing to deliver yearly training sessions to financial agents and chief executive officers of electoral district associations as part of the agency's ongoing commitment to help political entities comply with the financing regime outlined in the [Canada Elections Act](#).<sup>vi</sup>
- ▶ Conducting the [triennial confirmation of members of political parties](#)<sup>vii</sup> where, in order to retain their political status and validate membership information, all registered parties and eligible parties provide the Chief Electoral Officer with the names and addresses of the members in their party.
- ▶ Developing a policy and directives on the registration of political parties.
- ▶ Continuing to provide legal risk assessment services to support the agency in the delivery of general elections, by-elections and referendums.
- ▶ Identifying opportunities for improvement to the political financing systems and data management processes.

As part of its post-event reporting, the agency will complete a comprehensive retrospective report that will evaluate the performance of specific election activities using information and data

collected from post-election analyses, returning officers' reports, research, surveys and feedback from key stakeholder groups. Elections Canada will also draft and table in Parliament a recommendations report outlining how certain legislative changes could enable the agency to improve the administration of the *Canada Elections Act*<sup>viii</sup> in future electoral events.

In addition to its evaluation and reporting activities, Elections Canada will focus on the following initiatives designed to maintain trust in the electoral process:


- ▶ Overseeing the independent audit of poll worker performance during the 44th general election. The agency will also facilitate the mandatory audits of poll officials at any general election or by-election called within the fiscal year.
- ▶ Monitoring the information environment and acting upon instances of misleading or inaccurate information, while ensuring that the agency is the authoritative source of information about the electoral process for Canadians.

In parallel to the work led by Elections Canada, the Office of the Commissioner of Canada Elections (OCCE) will ensure compliance with, and enforcement of, the *Canada Elections Act* by continuing to review and investigate complaints related to the 43rd and 44th general elections.

The OCCE will also review all referrals received from Elections Canada, including those relating to the financial returns of candidates, registered parties and third parties. Where required, the Commissioner will take compliance and enforcement action, including but not limited to the imposition of administrative monetary penalties<sup>1</sup> or the laying of criminal charges to address various violations of the *Canada Elections Act*.


## Planned Results for Regulatory Oversight

The following table shows, for Regulatory Oversight, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

 Departmental Result	Departmental Result Indicator	Target	Actual Results
Canada has a fair, secure, and transparent electoral process free of undue influence	Percentage of electors who have a positive perception of the administration of by-elections	At least 90% by March 2023	2020–21: 93% 2019–20: Not applicable <sup>1</sup> 2018–19: 92%
	Election officers' level of compliance with procedures at the polls in a by-election	Deviation under 2% for key controls at by-elections and deviation under 11% for secondary controls at by-elections by March 2023	2020–21: Within tolerance 2019–20: Within tolerance 2018–19: Within tolerance

Note 1: Unless otherwise stated, "Not applicable" indicates that the performance indicator cannot be gathered as the correlating event (by-election or general election) did not occur.

<sup>1</sup> As of June 13, 2019, the Commissioner of Canada Elections may levy administrative monetary penalties for illegal voting violations and violations committed under Parts 16 (Communications), 17 (Third Parties) or 18 (Political Financing) of the *Canada Elections Act*.

	Departmental Result	Departmental Result Indicator	Target	Actual Results
Canada has a fair, secure, and transparent electoral process free of undue influence		Percentage of political party and electoral district association financial returns (filed with all mandatory documents) that are published on Election Canada's website within 10 business days of filing	100% by March 2023	2020–21: Not available <sup>2</sup>
		Number of security incidents with a demonstrable effect on the electoral process	0 by March 2023	2020–21: 0 2019–20: Not available <sup>2</sup> 2018–19: Not available <sup>2</sup>
		Percentage of Office of the Commissioner of Canada Elections files closed within 18 months	At least 80% by March 2023	2020–21: Not available <sup>2</sup>
		Percentage of electors who have a positive perception of the administration of a general election	At least 90% by the 45th general election	2020–21: Not applicable <sup>1</sup> 2019–20: 91% 2018–19: Not applicable <sup>1</sup>
		Election officers' level of compliance with procedures at the polls in a general election	Deviation under 2% for key controls at a general election and deviation under 11% for secondary controls at a general election by the 45th general election	2020–21: Not applicable <sup>1</sup> 2019–20: Within tolerance 2018–19: Not applicable <sup>1</sup>
		Percentage of candidate financial returns (filed with all mandatory documents) that are published on Election Canada's website within 10 business days of filing	100% by the 45th general election	2020–21: Not available <sup>2</sup>
		Percentage of candidate financial returns for which the audit is completed within 12 months of the statutory or extended submission deadline	100% by the 45th general election	2020–21: 82% 2019–20: Not available <sup>2</sup> 2018–19: Not available <sup>2</sup>


Note 1: Unless otherwise stated, "Not applicable" indicates that data for the performance indicator cannot be gathered as the correlating event (by-election or general election) did not occur.

Note 2: 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.

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

## Planned Budgetary Financial Resources for Regulatory Oversight

The following table shows, for Regulatory Oversight, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.


	2022–23 Budgetary Spending (as indicated in Main Estimates)	2022–23 Planned Spending	2023–24 Planned Spending	2024–25 Planned Spending
	29,607,678	29,607,678	28,558,719	23,950,512

The fluctuation in planned spending over these fiscal years is mainly due to the closing of the 44th general election, including the audit of financial returns of candidates and political parties.

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 Human Resources for Regulatory Oversight

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents	2024–25 Planned Full-time Equivalents
	214	196	164

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 is available in the [GC InfoBase](#).<sup>xi</sup>

# Electoral Administration

## Description

Elections Canada prepares for, delivers, and reports on federal general elections, by-elections, and referendums in accordance with the legislative framework and educates electors, first-time electors, and future electors to enable Canadians' participation in an inclusive electoral process.

## Planning Highlights

### Maintaining Electoral Readiness

Being prepared to deliver electoral events is an integral part of the agency's mandate and will be supported by the following initiatives:

- ▶ Fine-tuning systems, procedures, and products to support returning officers as they begin to prepare for the next electoral event.
- ▶ Continuing to work on identifying opportunities to improve the experience of electors and candidates.
- ▶ Reviewing and refining the polling station operation and staffing models to ensure that voting services are universally accessible and convenient, and that they align with the requirements set out in the [Canada Elections Act](#).<sup>xii</sup> This will include streamlining operations at the polls and bringing both rigour and predictability to the way electors experience voter services.
- ▶ Continuing to collaborate with federal agencies, such as the Canada Revenue Agency, Statistics Canada, and Immigration, Refugees and Citizenship Canada, and with provincial and territorial agencies and electoral management bodies to further improve the accuracy of the information in the National Register of Electors.<sup>2</sup>
- ▶ Participating in bilateral engagements with other electoral management bodies and in international events and initiatives, such as [ACE: The Electoral Knowledge Network](#), in order to share the agency's experiences and lessons learned and stay up to date on trends and issues related to electoral management.
- ▶ Continuing to partner with Statistics Canada to maintain electoral geography databases and produce up-to-date mapping materials. These tools will be used to visualize polling sites online, along with proximities to advance and election day polling stations.
- ▶ Refreshing the multimedia information campaign that maintains electors' access to the information they need about when, where, and the ways to register and vote.

### Enabling Canadians to Vote and Be a Candidate

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:

- ▶ Offering [Inspire Democracy](#)<sup>xiii</sup> workshops on becoming a candidate, registering, and voting. The agency will also begin developing new Inspire Democracy learning tools for stakeholders and educators to use at conferences and professional development events.
- ▶ Continuing to offer educational materials to support educators in teaching about elections and democracy.


---

<sup>2</sup> Created in 1997, the National Register of Electors is a permanent, continually updated database of Canadians who are qualified to vote in federal elections and referendums. It contains the name, address, gender and date of birth of each elector, along with a unique identifier to help track changes to the elector's registration record. Elections Canada uses the information in the Register to create lists of electors at the beginning of federal elections and referendums. Canadians may opt out of the National Register of Electors and will not lose their right to vote if they do so.

- ▶ Continuing to implement the Register of Future Electors in order to streamline the process of adding young Canadians to the National Register of Electors when they become eligible to vote.
- ▶ Building on initiatives that are already in place in order to continuously improve the accessibility of the electoral process and publishing the agency’s first Accessibility Plan as required by the [Accessible Canada Act](#).<sup>xiv</sup>
- ▶ Reviewing the engagement strategies with and voting services for Indigenous electors and electors in remote communities in order to reduce their barriers to participating in elections.
- ▶ Working with post-secondary institutions and student associations to set up permanent Vote on Campus services.


## Planned Results for Electoral Administration

The following table shows, for Electoral Administration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

	Departmental Result	Departmental Result Indicator	Target	Actual Results
	Canada has an inclusive, accessible, and reliable electoral process	Percentage of electors satisfied with their overall voting experience in a by-election	At least 85% by March 2023	2020–21: Not available <sup>2</sup>
		Percentage of polling places in a by-election that meet all 15 mandatory accessibility criteria	100% by March 2023	2020–21: Not available <sup>2</sup> 2019–20: Not available <sup>2</sup> 2018–19: 97%
		Percentage of eligible electors included in the National Register of Electors	At least 95% by March 2023	2020–21: 96% 2019–20: 96% 2018–19: 94%
		Percentage of young electors (18-24) included in the National Register of Electors	At least 80% by March 2023	2020–21: Not available <sup>2</sup>
		Percentage of future electors (17 year-olds) in the Register of Future Electors	At least 25% by March 2023	2020–21: Not available <sup>2</sup>
		Percentage of electors satisfied with their overall voting experience in a general election	At least 85% by the 45th general election	2020–21: Not applicable <sup>1</sup>

Note 1: Unless otherwise stated, “Not applicable” indicates that data for the performance indicator cannot be gathered as the correlating event (by-election or general election) did not occur.

Note 2: 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
	Canada has an inclusive, accessible, and reliable electoral process	Percentage of electors satisfied with the information received from Elections Canada on the voting process	At least 90% by the 45th general election	2020–21: Not applicable <sup>1</sup> 2019–20: Not available <sup>2</sup> 2018–19: Not applicable <sup>1</sup>
		Percentage of candidates satisfied with the overall quality of service received from Elections Canada	At least 75% by the 45th general election	2020–21: Not applicable <sup>1</sup> 2019–20: Not available <sup>2</sup> 2018–19: Not applicable <sup>1</sup>
		Percentage of polling places in a general election that meet all 15 mandatory accessibility criteria	100% by the 45th general election	2020–21: Not applicable <sup>1</sup> 2019–20: 94% 2018–19: Not applicable <sup>1</sup>
		Percentage of non-voters who did not vote due to reasons related to the electoral process	5% or less by the 45th general election	2020–21: Not applicable <sup>1</sup>
		Number of schools that register to participate in Student Vote	At least 7,500 by the 45th general election	2020–21: Not applicable <sup>1</sup>


Note 1: Unless otherwise stated, “Not applicable” indicates that data for the performance indicator cannot be gathered as the correlating event (by-election or general election) did not occur.

Note 2: 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.

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

## Planned Budgetary Financial Resources for Electoral Administration

The following table shows, for Electoral Administration, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.


	2022–23 Budgetary Spending (as indicated in Main Estimates)	2022–23 Planned Spending	2023–24 Planned Spending	2024–25 Planned Spending
	112,959,453	112,959,453	115,220,503	112,950,759

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 Human Resources for Electoral Administration**

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents	2024–25 Planned Full-time Equivalents
	536	523	521

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

# Electoral Boundaries Readjustment Administration

## Description

Elections Canada provides independent provincial commissions with financial and administrative services to support the readjustment of the federal electoral boundaries and enable the commissions to carry out their obligations under the *Electoral Boundaries Readjustment Act*.<sup>xviii</sup>


## Planning Highlights

The *Constitution Act, 1867*<sup>xix</sup> and the *Electoral Boundaries Readjustment Act*<sup>xx</sup> require that the number of seats in the House of Commons, and the boundaries of federal electoral districts, be reviewed after each decennial census in order to account for changes and movements in Canada's population. This work is led by 10 independent electoral boundaries commissions, which receive financial and administrative support from Elections Canada. Throughout 2022–23, the agency will support the work of the commissions by:

- ▶ Providing each commission with the census population numbers and maps showing the distribution of the population in the province.
- ▶ Launching a multimedia campaign to inform Canadians about the redistribution process.
- ▶ Preparing, in collaboration with Natural Resources Canada, paper and electronic maps of all electoral districts as described in the commissions reports as well as the finalized maps once redistribution is completed.
- ▶ Acting as a liaison between the Speaker of the House of Commons and the 10 electoral boundaries commissions.
- ▶ Processing payment of all expenses related to the redistribution process and providing equipment, technical support, and any other necessary administrative support.

## Planned Results for Electoral Boundaries Readjustment Administration

The following table shows, for Electoral Boundaries Readjustment Administration, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.


	Departmental Result	Departmental Result Indicator	Target	Actual Results
	Independent electoral boundaries commissions can deliver their final report according to legislative requirements	Percentage of commissioners who are satisfied with the services and support they received	At least 90% by March 2023	2020–21: Not applicable <sup>1</sup>

Note 1: Reported in years that the program has been active.

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>

## Planned Budgetary Financial Resources for Electoral Boundaries Readjustment Administration

The following table shows, for Electoral Boundaries Readjustment Administration, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.


	2022–23 Budgetary Spending (as indicated in Main Estimates)	2022–23 Planned Spending	2023–24 Planned Spending	2024–25 Planned Spending
	7,011,500	7,011,500	1,099,000	N/A

This spending pattern is a result of the decennial electoral boundaries redistribution cycle, which began in 2020–21 and is expected to finish in 2023–24.

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

## Planned Human Resources for Electoral Boundaries Readjustment Administration

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents	2024–25 Planned Full-time Equivalents
	33	6	0

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

# Internal Services: Planned Results

## Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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 enable the Office of the Chief Electoral Officer to achieve its results, Internal Services will provide the required support and oversight to employees at the agency's headquarters and to election administrators across the country.

Internal Services will also help Elections Canada acquire the necessary tools and resources to adapt to an ever-changing digital landscape and better serve Canadians and employees. The development of an investment plan framework will help the agency to define its digital transformation priorities, track planned spending, and enable sound governance.

As outlined in its digital strategy, the agency's digital transformation priorities for 2022–23 are to define and launch foundation-setting projects that enable access to sound data, establish the standards by which Elections Canada will produce user-centric services in the future, and develop a multi-year roadmap to guide the update of legacy services.

Elections Canada will update and publish its policy on processing complaints. Concurrently, the agency will establish a complaints management framework that will define the intake, triage, and escalation processes to respond to complaints in a timely fashion. In doing so, Elections Canada aims to decrease systemic and recurring problems and improve its capacity to implement satisfactory resolutions for Canadians.


The agency will develop and implement a flexible and hybrid work model that will establish Elections Canada as an employer of choice. The transition toward this model will require multiple changes, including in human resources, technology, and facilities. Priority activities in 2022–23 include creating telework guidelines and optimizing the workspaces, tools, and technologies that employees will need wherever they work.

To build a more representative workforce, Elections Canada will establish milestones that support employment equity, diversity, and inclusion. As the agency moves toward a more flexible hybrid

work model, Elections Canada will continue to prioritize hiring, supporting, and retaining employees from the designated groups<sup>3</sup> of the *Employment Equity Act*.<sup>xxiv</sup>


### Planned Budgetary Financial Resources for Internal Services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

	2022–23 Budgetary Spending (as indicated in Main Estimates)	2022–23 Planned Spending	2023–24 Planned Spending	2024–25 Planned Spending
	53,931,294	53,931,294	52,371,800	55,760,645

### Planned Human Resources for Internal Services

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

	2022–23 Planned Full-time Equivalents	2023–24 Planned Full-time Equivalents	2024–25 Planned Full-time Equivalents
	269	269	274

<sup>3</sup> Women, Indigenous peoples, persons with disabilities, and members of visible minorities.

# Planned Spending and Human Resources

This section provides an overview of the agency’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

## Financial Framework

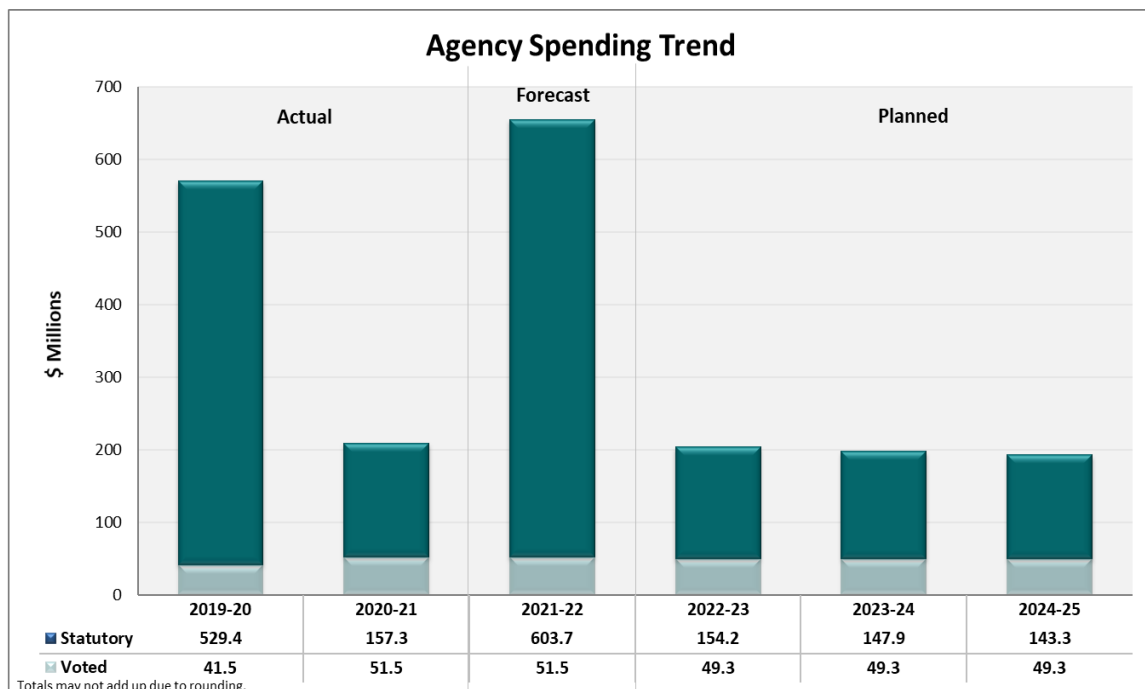
Elections Canada’s unique dual-funding mechanism and planning practices are part of its mandate. The agency is partly funded by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows 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 2019–20 to 2024–25

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 information on spending for each of Election Canada's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core Responsibilities and Internal Services	2019–20 Expenditures	2020–21 Expenditures	2021–22 Forecast Spending	2022–23 Budgetary Spending (as indicated in Main Estimates)	2022–23 Planned Spending	2023–24 Planned Spending	2024–25 Planned Spending
Electoral Administration and Oversight <sup>1</sup>	515,137,124	143,558,420	572,852,577	N/A	N/A	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	N/A	7,770,484	7,003,925	N/A	N/A	N/A	N/A
Electoral Oversight <sup>2</sup>	N/A	N/A	N/A	29,607,678	29,607,678	28,558,719	23,950,512
Electoral Administration <sup>2</sup>	N/A	N/A	N/A	112,959,453	112,959,453	115,220,503	112,950,759
Electoral Boundaries Readjustment Administration <sup>2</sup>	N/A	N/A	N/A	7,011,500	7,011,500	1,099,000	N/A
<b>Subtotal</b>	<b>515,137,124</b>	<b>151,328,904</b>	<b>579,856,502</b>	<b>149,578,631</b>	<b>149,578,631</b>	<b>144,878,222</b>	<b>136,901,271</b>
Internal Services	55,759,213	57,501,257	75,403,312	53,931,294	53,931,294	52,371,800	55,760,645
<b>Total</b>	<b>570,896,337</b>	<b>208,830,161</b>	<b>655,259,814</b>	<b>203,509,925</b>	<b>203,509,925</b>	<b>197,250,022</b>	<b>192,661,916</b>

Note 1: These core responsibilities will no longer be reported on after 2021–2022.

Note 2: These are new core responsibilities; therefore, there is no data for previous years.

The total planned spending shows the year-to-year fluctuation in resources. The agency's spending pattern generally reflects the election cycle: spending increases in the fiscal year before a general election, peaks in the fiscal year of an election and decreases sharply in the fiscal year following an election.

During the period presented in the table, the Office of the Chief Electoral Officer delivered two general elections: the 43rd general election in fiscal year 2019–20 and the 44th general election in 2021–22. In the years following an election, the agency's expenditures generally decrease. However, in the context of a minority government and COVID-19, Election Canada had to return a full state of readiness immediately after both the 43rd and 44th general elections and prepare to implement adaptive measures needed to hold an election during a pandemic. As a result, expenditures did not decrease to their typical post-event levels. Additionally, the decennial redistribution of federal electoral boundaries began in 2020–21. These variations affect only the statutory portion of the funding.

As stated in the 2020–21 Departmental Plan, the agency's new cycle of investments in service modernization and asset renewal is expected to total approximately \$50 million over four years (planned funding profile: \$10 million for 2020–21, \$8 million for 2021–22, \$13 million for 2022–23 and \$19 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 in a way 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, the long-term accommodation strategy and future of work, and the acquisition of virtual toolkits for employees who work remotely.

As shown in the graph, the agency's voted appropriation increased as a result of the Budget 2018 measure on rebalancing Elections Canada's expenditures, funding for signed collective bargaining agreements and the coming into force of the *Elections Modernization Act*<sup>xxv</sup> and *An Act to amend the Canada Elections Act (political financing)*.<sup>xxvi</sup>

Note: The annual expenditures by Internal Services as a proportion of 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 29%, with an average of 17% over the period.

## Planned Human Resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Election Canada's core responsibilities and for its internal services for 2022–23 and the other relevant years.

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

Core Responsibilities and Internal Services	2019–20 Actual FTEs	2020–21 Actual FTEs	2021–22 Forecast FTEs	2022–23 Planned FTEs	2023–24 Planned FTEs	2024–25 Planned FTEs
Electoral Administration and Oversight <sup>1</sup>	756	651	911	N/A	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	N/A	43	43	N/A	N/A	N/A
Electoral Oversight <sup>2</sup>	N/A	N/A	N/A	214	196	164
Electoral Administration <sup>2</sup>	N/A	N/A	N/A	536	523	521
Electoral Boundaries Readjustment Administration <sup>2</sup>	N/A	N/A	N/A	33	6	N/A
<b>Subtotal</b>	<b>756</b>	<b>694</b>	<b>954</b>	<b>783</b>	<b>725</b>	<b>685</b>
Internal Services	239	262	295	269	269	274
<b>Total</b>	<b>995</b>	<b>956</b>	<b>1,249</b>	<b>1,052</b>	<b>994</b>	<b>959</b>

Note 1: These core responsibilities will no longer be reported on after 2021–2022.

Note 2: These are new core responsibilities; therefore, there is no data for previous years

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.

## Estimates by Vote

Information on Elections Canada's organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>xxvii</sup>

## Future-Oriented Condensed Statement of Operations

The future oriented condensed statement of operations provides an overview of Elections Canada's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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>xxviii</sup>



**Future-Oriented Condensed Statement of Operations for the year ending March 31, 2023 (dollars)**

Financial Information	2021–22 Forecast Results	2022–23 Planned Results	Difference (2022–23 Planned Results minus 2021–22 Forecast Results)
Total expenses	690,330,601	218,145,638	-472,184,963
Total revenues	N/A	N/A	N/A
Net cost of operations before government funding and transfers	690,330,601	218,145,638	-472,184,963

The agency estimates \$218.1 million in expenses for 2022–23. This represents a decrease of \$472.2 million from the 2021–22 forecast results. This difference is mainly due to the conduct of the 44th general election which took place on September 20, 2021. The majority of the expenses of the general election are incurred in 2021–22.

# Corporate Information

## Organizational Profile

**Appropriate Minister:**

The Honourable Dominic LeBlanc, P.C., Q.C., M.P. Minister of Intergovernmental Affairs,  
Infrastructure and Communities

**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>xxix</sup>
- ▶ *Electoral Boundaries Readjustment Act*, R.S.C., 1985, c. E-3<sup>xxx</sup>
- ▶ *Referendum Act*, S.C. 1992, c. 30<sup>xxxi</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>xxxii</sup>

## Operating context

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

## Reporting Framework

Elections Canada's approved Departmental Results Framework and Program Inventory for 2022–23 are as follows:

### Office of the Chief Electoral Officer - Departmental Results Framework

Core Responsibility	Core Responsibility	Core Responsibility
Regulatory Oversight	Electoral Administration	Electoral Boundaries Readjustment Administration
Result	Result	Result
Canada has a fair, secure, and transparent electoral process free of undue influence	Canada has an inclusive, accessible, and reliable electoral process	Independent electoral boundaries commissions can deliver their final report according to legislative requirements
Performance Indicators	Performance Indicators	Performance Indicators
Annual	Annual	Annual
<ul style="list-style-type: none"> <li>Percentage of electors who have a positive perception of the administration of by-elections</li> <li>Election officers' level of compliance with procedures at the polls in a by-election</li> <li>Percentage of political party and electoral district association financial returns (filed with all mandatory documents) that are published on Elections Canada's website within 10 business days of filing</li> <li>Number of security incidents with a demonstrable effect on the electoral process</li> <li>Percentage of Office of the Commissioner of Canada Elections files closed within 18 months</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of electors satisfied with their overall voting experience in a by-election</li> <li>Percentage of polling places in a by-election that meet all 15 mandatory accessibility criteria</li> <li>Percentage of eligible electors included in the National Register of Electors</li> <li>Percentage of young electors (18-24) included in the National Register of Electors</li> <li>Percentage of future electors (17 year olds) in the Register of Future Electors</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of commissioners who are satisfied with the services and support they received*</li> </ul> <p>*Reported in years the program is active (i.e. 3 out of every 10 years)</p>
General Election	General Election	
<ul style="list-style-type: none"> <li>Percentage of electors who have a positive perception of the administration of a general election</li> <li>Election officers' level of compliance with procedures at the polls in a general election</li> <li>Percentage of candidate financial returns (filed with all mandatory documents) that are published on Election Canada's website within 10 business days of filing</li> <li>Percentage of candidate financial returns for which the audit is completed within 12 months of the statutory or extended submission deadline</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of electors satisfied with their overall voting experience in a general election</li> <li>Percentage of electors satisfied with the information received from Elections Canada on the voting process</li> <li>Percentage of candidates satisfied with the overall quality of service received from Elections Canada</li> <li>Percentage of polling places in a general election that meet all 15 mandatory accessibility criteria</li> <li>Percentage of non-voters who did not vote due to reasons related to the electoral process</li> <li>Number of schools that register to participate in Student Vote</li> </ul>	
Programs	Programs	Programs
<ul style="list-style-type: none"> <li>Political Entities Regulatory Compliance</li> <li>Electoral Integrity and Regulatory Policy</li> <li>Office of the Commissioner of Canada Elections</li> </ul>	<ul style="list-style-type: none"> <li>Voting Services</li> <li>Field Management</li> <li>Electoral Data Services</li> <li>Public Education and Information</li> </ul>	<ul style="list-style-type: none"> <li>Electoral Boundaries Readjustment Administration</li> </ul>
Internal Services		

## Changes to the Approved Reporting Framework Since 2021–22

Structure		2022–23	2021–22	Change	Reason for change
<b>CORE RESPONSIBILITY</b>		Electoral Administration	Electoral Administration & Oversight	Title change	Note 1
	<b>PROGRAM</b>	Voting Services	Voting Services Delivery and Field Management	New program	Note 2
	<b>PROGRAM</b>	Field Management	Voting Services Delivery and Field Management	New program	Note 2
	<b>PROGRAM</b>	Electoral Data Services	National Register of Electors and Electoral Geography	New program	Note 2
	<b>PROGRAM</b>	Public Education and Information	Public Education and Information	New program	Note 2
<b>CORE RESPONSIBILITY</b>		Regulatory Oversight	Electoral Compliance & Enforcement	Title change	Note 1
	<b>PROGRAM</b>	Political Entities Regulatory Compliance	Electoral Integrity and Regulatory Oversight	New program	Note 2
	<b>PROGRAM</b>	Electoral Integrity and Regulatory Policy	Electoral Integrity and Regulatory Oversight	New program	Note 2
	<b>PROGRAM</b>	Office of the Commissioner of Canada Elections	Compliance and Enforcement	New program	Note 2
<b>CORE RESPONSIBILITY</b>		Electoral Boundaries Readjustment Administration	n/a	New program	Note 1
	<b>PROGRAM</b>	Electoral Boundaries Readjustment Administration	National Register of Electors and Electoral Geography	New program	Note 2

Note 1: New core responsibilities were defined for the agency following the release of the agency's Strategic Plan, the results of an internal strategic review, and the identification of gaps and lessons learned from implementing the *Policy on Results*.

Note 2: Programs were reviewed and realigned with the agency's new Strategic Plan. The number of programs increased, while the scope of all programs changed to address inefficiencies and gaps.

## 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>xxxiv</sup>

## Supplementary Information Tables

The following supplementary information tables are available on [Elections Canada's website](#).<sup>xxxv</sup>

- ▶ Reporting on Green Procurement
- ▶ Details on Transfer Payment Programs
- ▶ Gender-based Analysis Plus
- ▶ New Legislation
- ▶ Judicial Decisions and Proceedings

# Federal Tax Expenditures

The Office of the Chief Electoral Officer's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. 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>xxxvi</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

# 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

### **departmental result (résultat ministériel)**

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians.

Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

**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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department’s programs that describes how resources are organized to carry out the department’s core responsibilities and achieve its planned 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.

**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 *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- ii *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- iii Strategic Plan 2020–28,  
<https://www.elections.ca/content.aspx/content.aspx?section=abo&dir=stra&document=index&lang=e>
- iv *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- v *Referendum Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/r-4.7/index.html>
- vi *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- vii Triennial Confirmation of Members of Political Parties,  
<https://www.elections.ca/content.aspx?section=pol&dir=tri&document=index&lang=e>
- viii *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- ix GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- x GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xi GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xii *Canada Elections Act*,  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- xiii Inspire Democracy,  
<http://www.inspirerlademocratie-inspiredemocracy.ca/index-eng.asp>
- xiv *Accessible Canada Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xv GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xvi GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

- 
- xvii GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
  - xviii *Electoral Boundaries Readjustment Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/E-3/page-1.html>
  - xix *Constitution Act, 1867*,  
<https://laws-lois.justice.gc.ca/eng/const/index.html>
  - xx *Electoral Boundaries Readjustment Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/E-3/index.html>
  - xxi GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
  - xxii GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
  - xxiii GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
  - xxiv *Employment Equity Act*,  
<https://laws-lois.justice.gc.ca/eng/acts/E-5.401/FullText.html>
  - xxv *Elections Modernization Act*  
[https://laws.justice.gc.ca/eng/AnnualStatutes/2018\\_31/](https://laws.justice.gc.ca/eng/AnnualStatutes/2018_31/)
  - xxvi 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)
  - xxvii 2021–22 Main Estimates,  
<https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
  - xxviii Detailed future-oriented statement of operations,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2022&document=fut&lang=e>
  - xxix *Canada Elections Act*, S.C. 2000, c. 9,  
<https://laws-lois.justice.gc.ca/eng/acts/E-2.01/>
  - xxx *Electoral Boundaries Readjustment Act*, R.S.C., 1985, c. E-3,  
<https://laws-lois.justice.gc.ca/eng/acts/E-3/>
  - xxxi *Referendum Act*, S.C. 1992, c. 30,  
<https://laws-lois.justice.gc.ca/eng/acts/R-4.7/>

- xxxii Information on the agency's raison d'être, mandate and role,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2022&document=rais&lang=e>
- xxxiii Information on the agency's operating context,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2022&document=rais&lang=e>
- xxxiv GC InfoBase,  
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxv Supplementary Information Tables,  
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp&document=index&lang=e>
- xxxvi Report on Federal Tax Expenditures,  
<https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>