



Office of the
Chief Electoral Officer
of Canada

2022–23

Departmental Results Report



Stéphane Perrault
Chief Electoral Officer of Canada

The Honourable Dominic LeBlanc, P.C., K.C., M.P.
Minister of Public Safety, Democratic Institutions
and Intergovernmental Affairs

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



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From the Chief Electoral Officer

I am pleased to present the Office of the Chief Electoral Officer's 2022–23 Departmental Results Report, detailing the progress against the commitments made in the agency's 2022–23 Departmental Plan. This report contains the results for the entire portfolio; that is, for both Elections Canada and the Office of the Commissioner of Canada Elections.

In 2022–23, Elections Canada completed the closeout of the 44th general election. This included completing the audit of financial returns for candidates, political parties and third parties, as well as publishing the independent audit on the performance of election officers. In accordance with the [Canada Elections Act](#)ⁱ, I also presented a [recommendations report](#)ⁱⁱ proposing legislative amendments that would, in my opinion, be desirable for a better administration of the Act.



Stéphane Perrault
Chief Electoral Officer of Canada

Elections Canada also launched several initiatives as part of its long-term digital strategy, with a vision to enhance service offerings for all electors. This includes foundational work such as the development of a new database infrastructure that will improve the agency's ability to manage and leverage its important data holdings, as well as the development of an electronic list of electors to improve the efficiency, quality and integrity of services at the polls.

Additionally, throughout 2022–23, Elections Canada actively supported the work of the electoral boundaries commissions in reviewing the electoral boundaries following the latest decennial census. While the commissions worked independently, Elections Canada provided the tools and data needed for them to fulfill their responsibilities.

Finally, following the end of Mr. Yves Côté's ten-year term as the Commissioner of Canada Elections, Ms. Caroline J. Simard was sworn in as the new commissioner. I am confident that Ms. Simard and her team will make important contributions to protecting the integrity of the electoral process and maintaining the public's trust in federal elections, just as Mr. Côté did before her.

Amidst an ever-changing work environment, in 2022–23, Elections Canada remained steadfast in its vision of upholding an electoral democracy that serves all Canadians and that Canadians trust. While our immediate goal remains maintaining readiness to conduct electoral events, the agency continues to make meaningful improvements toward delivering a more inclusive, convenient and efficient voting experience for Canadians.

Stéphane Perrault
Chief Electoral Officer of Canada

Results at a Glance

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

What Funds Were Used?

The agency's total actual spending for 2022–23 was \$213,133,374.

Who Was Involved?

The agency's total workforce (full-time equivalents) for 2022–23 was 1,037.

Key Results Achieved

In 2022–23, Elections Canada completed the closeout of the 44th general election while remaining prepared to deliver the next general election, which could have been called at any time. As part of this closeout, in June 2022, the Chief Electoral Officer tabled a [recommendations report](#)ⁱⁱⁱ in Parliament that outlined proposed legislative changes to improve the administration of the *Canada Elections Act*.^{iv}

Elections Canada also played a significant role in providing administrative support for the decennial review of electoral boundaries. Throughout the process, the agency ensured that the commissions had the resources and information needed to fulfill their duties and conduct their reviews effectively.

As part of its comprehensive review of electoral services for Indigenous people, Elections Canada conducted listening and dialogue sessions with over 230 Indigenous communities across the country. These sessions focused on identifying current strengths, opportunities for improvement and communities where pilot projects could be launched.

To promote employment equity, diversity and inclusion within the agency, Elections Canada developed an [Accessibility Plan](#)^v with the goal of enhancing accessibility across all aspects of the agency's operations; including facilities, services and communications. The agency also devised a comprehensive recruitment strategy and middle manager leadership program to prioritize the recruitment and retention of individuals from the designated groups identified in the *Employment Equity Act*.^{vi}

Transitioning toward a common hybrid work model, Elections Canada prepared for a phased return to the office by engaging with employees, implementing guidelines and planning enhancements to the on-site experience, including the design of collaborative spaces and transformed work areas.

Throughout 2022–23, Elections Canada remained committed to continuously improving its operations to serve the needs of all Canadians.

For more information on the Office of the Chief Electoral Officer's plans, priorities and results achieved, see the "[Results: What We Achieved](#)" section of this report.

Results: What We Achieved

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),^{vii} 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](#).^{viii}

Results

In 2022–23, Elections Canada continued activities to close out the 44th general election and prepared to facilitate the administration of the next election, which could have been called at any time.

In the area of political financing, Elections Canada undertook the following initiatives:

- ▶ Modernizing the political financing program to improve the efficiency and effectiveness of audit work and updating training, guidance materials and audit methodologies to reflect lessons learned from the 43rd general election. This included:
 - Updates to the training and guidance materials for political entities to render the content more comprehensive and its presentation more consistent and user-friendly.
 - The development and refinement of tools used to select files for audit, as well as to identify off-trend campaign returns, transactional anomalies and potential instances of non-compliance. A sampling methodology for detailed audits was also introduced, as well as a holdback in the accelerated reimbursement program to reduce the number of instances where overpayments would need to be returned to the Receiver General.
 - The publication of two interpretation notes: one on the [use of voter databases by political entities](#)^{ix} that clarifies how associated expenses should be reported, and the other on the [management of assets of deregistered electoral district associations](#)^x that clarifies how irregular transfers are treated and why.
- ▶ Completing risk-based audits of financial returns from candidates, political parties and third parties for the 44th general election, and issuing associated reimbursements (where applicable) within the established performance targets.
- ▶ Delivering training sessions to financial agents and chief executive officers of electoral district associations that strengthened the ability of political entities to comply with the financing regime outlined in the *Canada Elections Act*. Additionally, newly registered financial agents were provided with an introduction to political financing rules to assist them in their role.
- ▶ Developing a new policy on political party registration, as well as a risk-based approach for the [triennial confirmation of members of political parties](#),^{xi} that aimed to balance verifying the validity of membership declarations with minimizing the burden on political parties. This approach allowed for a quicker validation for most parties when compared

to previous exercises; the gain in efficiency allowed the agency to focus on performing higher risk validations. With the exception of one party, the triennial confirmation was completed by March 31, 2023.

- ▶ Developing improvements to political financing systems and data management processes, such as enabling paperless auditing, accelerated reimbursements to candidate campaigns and notices of assessment.

In June 2022, as part of its post-event reporting, the Chief Electoral Officer presented to the Speaker of the House of Commons a [recommendations report](#)^{xii} which proposed legislative changes that would, in his opinion, improve the administration of the *Canada Elections Act*.^{xiii} This included recommendations presented by the Commissioner of Canada Elections,^{xiv} which focused on enhancing compliance and enforcement measures outlined in the *Canada Elections Act*.

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


- ▶ Publishing the [independent audit on the performance of election officers during the 44th general election](#).^{xv} The agency also oversaw the [independent audit of poll worker performance during the Mississauga–Lakeshore by-election](#)^{xvi} held on December 12, 2022.
- ▶ Monitoring the information environment for narratives, trends and matters of interest related to the electoral process and acting to address instances of misleading or inaccurate information about the electoral process.

During the same period, the Office of the Commissioner of Canada Elections (OCCE) ensured compliance with, and enforcement of, the *Canada Elections Act*. Throughout the reporting period, the OCCE received 1,808 new files, of which 1,557 were referrals from Elections Canada. During the 2022–23 fiscal year, the OCCE issued notices of violation, resulting in the imposition of administrative monetary penalties, to 54 individuals. Additionally, during the same period, three undertakings were accepted, one compliance agreement was entered into and 535 caution letters and 33 information letters were issued.

Results Achieved for Regulatory Oversight

The following table shows, for Regulatory Oversight, the results achieved, the performance 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.

In the table below, unless otherwise stated, “Not applicable” indicates that data for the performance indicator could not be gathered as the correlating event (by-election or general election) did not occur in that fiscal year. The 44th general election was held on September 20, 2021, and there were no by-elections held in 2021–22.


	Departmental Result	Departmental Result Indicator	Target	Actual Results ¹
	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	2022–23: 89% 2021–22: Not applicable 2020–21: 93%
		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	2022–23: Within tolerance 2021–22: Not applicable 2020–21: Within tolerance
		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	2022–23: 58.6% ² 2021–22: Not available 2020–21: Not available
		Number of security incidents ³ with a demonstrable effect ⁴ on the electoral process	0 by March 2023	2022–23: 0 2021–22: 0 2020–21: 0
		Percentage of Office of the Commissioner of Canada Elections files closed within 18 months	At least 80% by March 2023	2022–23: 88.9% 2021–22: Not available 2020–21: Not available
		Percentage of electors who have a positive perception of the administration of a general election	At least 90% by the 45th general election	2022–23: Not applicable 2021–22: 90% 2020–21: Not applicable

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: 16 of 18 political party annual financial returns were published on Election Canada's website within 10 business days of filing. 824 of 1,416 electoral district association financial returns were published on Election Canada's website within 10 business days of filing.

Note 3: A security incident is an event that affects the availability, confidentiality, or integrity of the electoral process.

Note 4: Demonstrable effect is the interruption or suspension of electoral services in one or more electoral districts.

	Departmental Result	Departmental Result Indicator	Target	Actual Results ¹
Canada has a fair, secure, and transparent electoral process free of undue influence		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	2022–23: Not applicable 2021–22: Outside tolerance ⁵ 2020–21: Not applicable
		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	2022–23: 47% 2021–22: Not available 2020–21: Not available
		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	2022–23: 100% 2021–22: Not available ⁶ 2020–21: 82% ⁷

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 5: Controls are within tolerance if they do not lead to a major finding or pervasive observation. One pervasive observation was made relating to a single secondary control. Details regarding this pervasive observation are included in the [Independent audit report on the performance of the duties and functions of election officers – 44th General Election](#).^{xvii}


Note 6: Results for the 44th general election are reported in 2022–23.

Note 7: These results are related to the 43rd general election.

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

Budgetary Financial Resources (dollars) for Regulatory Oversight

The following table shows, for Electoral Administration and Oversight, budgetary spending for 2022–23, as well as actual spending for that year.

	2022–23 Main Estimates	2022–23 Planned spending ¹	2022–23 Total authorities available for use ²	2022–23 Actual spending (authorities used)	2022–23 Difference (Actual spending minus Planned spending)
	29,607,678	29,607,678	30,865,962	30,602,013	994,335

Note 1: Planned spending is the amount the Office of the Chief Electoral Officer planned to spend in a given fiscal year, as set out in the Main Estimates and in the Departmental Plan for that year.


Note 2: Total authorities available for use refer to the authorities available for spending in a given fiscal year, including those granted after Main Estimates and adjustments for statutory spending.

The net difference of \$1.0 million is explained by a \$5.5 million underestimation (deficit) of the reimbursement of election expenses to parties and candidates and a \$4.5 million surplus, primarily related to hiring fewer temporary employees than planned and reprofiling investments.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xix}

Human Resources (full-time equivalents) for Regulatory Oversight

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

	2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	214	183	(31)

The difference of 31 full-time equivalents is mainly the result of having fewer than planned temporary employees working at the Commissioner of Canada Elections and conducting the audit of the candidates' financial returns of the 44th general election.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xx}

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.

Results

Maintaining Electoral Readiness

An integral part of Elections Canada's mandate is to remain prepared for delivering electoral events. This was achieved by completing the following key activities:

- ▶ Updating the agency's systems, procedures and products to maintain an appropriate state of readiness for a general election, including deploying new computer equipment and software to returning officers.
- ▶ Identifying opportunities to improve the experience of electors and candidates and preparing to operationalize these improvements before the next general election, including a new policy on ordinary and advance voting to improve service offerings in remote communities and consultations with post-secondary institutions and student associations regarding resuming Vote on Campus services.
- ▶ Conducting simulations for a "vote at any desk" service model¹ supported by a prototype of the electronic list of electors. The agency also developed the necessary application, and acquired the necessary equipment, to pilot this model in a future by-election.
- ▶ Collaborating with federal agencies like the Canada Revenue Agency, Statistics Canada and Immigration, Refugees and Citizenship Canada, as well as provincial and territorial agencies and electoral management bodies, to ensure the accuracy of information in the National Register of Electors. This collaboration involved an independent assessment of the Register's quality and its alignment with the National Geographic Database.²
- ▶ In order to strengthen the agency's ability to deliver fair, secure and transparent elections while evaluating and standardizing its policies and processes and contributing to best practices in the field of electoral administration, Elections Canada engaged in various international events alongside other electoral management bodies and key partners. In 2022–23, Elections Canada:
 - Completed its two-year term as the Coordinator for [ACE: The Electoral Knowledge Network](#).^{xxi}
 - Attended 14 international events on a diverse range of subjects related to electoral management, including disinformation and communication, electoral integrity, inclusion and accessibility, and challenges to democracy in the current environment.
 - Engaged in active bilateral engagement with key international and national electoral management bodies.
 - Organized a roundtable on trust in elections with all provincial and territorial electoral management bodies.

¹ The "vote at any desk" service model permits poll workers to direct electors waiting in line to the first available voting desk rather than having each desk serve electors from one particular polling division.

² The National Geographic Database is a shared database between Statistics Canada and Elections Canada. The database contains roads, road names and address ranges. It also includes separate reference layers containing physical and cultural features, such as hydrography and hydrographic names, railroads and power transmission lines.

- Continued involvement with electoral administrations in the United States through the winter conference of the [National Association of State Election Directors](#).^{xxii}
- ▶ Partnering with Statistics Canada to maintain electoral geography databases and produce up-to-date mapping materials that serve to visualize polling sites online and their proximity to advance and election day polling stations.

Enabling Canadians to Vote and Be a Candidate


In addition to preparing for the next election, Elections Canada focused on enabling Canadians to vote and be candidates through various initiatives:

- ▶ Offering [Inspire Democracy](#)^{xxiii} information and resources that covered topics such as [becoming a candidate](#),^{xxiv} [working at a federal election](#)^{xxv} and [registering and voting](#).^{xxvi} The agency also worked on updating Inspire Democracy learning tools for stakeholders and educators to use at conferences and professional development events.
- ▶ Providing [educational materials](#)^{xxvii} to support educators in teaching about elections and democracy, and participating in 168 events across Canada, reaching approximately 12,583 people. The agency also collaborated closely with the New Brunswick Ministry of Education to update the civics curriculum in the province.
- ▶ Adding 123,106 new records to the Register of Future Electors and transitioning 59,373 young Canadians to the National Register of Electors when they became eligible to vote.
- ▶ Publishing the agency's first [Accessibility Plan](#),^{xxviii} as required by the [Accessible Canada Act](#).^{xxix} The plan outlines Elections Canada's commitment to ensuring full and equal participation of people with disabilities in all aspects of the electoral process, and sets goals for removing barriers and becoming more accessible.
- ▶ Developing an engagement strategy to connect with First Nations, Métis and Inuit peoples across Canada in urban, remote and rural settings. Elections Canada conducted approximately 60 listening and dialogue sessions with 234 communities and organizations on current electoral services. Through these events, the agency gathered input on what was working well, areas for improvement and opportunities for collaboration. Using the collected feedback, Elections Canada identified organizations where pilot projects could be launched and used to inform recommendations for improvements to Indigenous electoral services.
- ▶ Establishing a working group with representatives from 14 national and provincial organizations, with members from over 165 student organizations and 320 post-secondary institutions, to prepare to reintroduce Vote on Campus services.


Results Achieved for Electoral Administration

The following table shows, for Electoral Administration, the results achieved, the performance 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.

In the table below, unless otherwise stated, “Not applicable” indicates that data for the performance indicator could not be gathered as the correlating event (by-election or general election) did not occur in that fiscal year. The 44th general election was held on September 20, 2021, and there were no by-elections held in 2021–22.

	Departmental Result	Departmental Result Indicator	Target	Actual Results ¹
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	2022–23: 95% 2021–22: Not applicable 2020–21: Not available
		Percentage of polling places in a by-election that meet all 15 mandatory accessibility criteria	100% by March 2023	2022–23: 100% 2021–22: Not applicable 2020–21: Not available
		Percentage of eligible electors included in the National Register of Electors	At least 95% by March 2023	2022–23: 95.1% 2021–22: 97% 2020–21: 96%
		Percentage of young electors (18-24) included in the National Register of Electors	At least 80% by March 2023	2022–23: 74% 2021–22: Not available 2020–21: Not available
		Percentage of future electors (17 year-olds) in the Register of Future Electors	At least 25% by March 2023	2022–23: 15.8% 2021–22: Not available 2020–21: Not available
		Percentage of electors satisfied with their overall voting experience in a general election	At least 85% by the 45th general election	2022–23: Not applicable 2021–22: 96% 2020–21: Not applicable
		Percentage of electors satisfied with the information received from Elections Canada on the voting process	At least 90% by the 45th general election	2022–23: Not applicable 2021–22: 94% 2020–21: Not applicable
		Percentage of candidates satisfied with the overall quality of service received from Elections Canada	At least 75% by the 45th general election	2022–23: Not applicable 2021–22: 86% 2020–21: Not applicable
		Percentage of polling places in a general election that meet all 15 mandatory accessibility criteria	100% by the 45th general election	2022–23: Not applicable 2021–22: 94% 2020–21: Not applicable


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
	Canada has an inclusive, accessible, and reliable electoral process	Percentage of non-voters who did not vote due to reasons related to the electoral process	5% or less by the 45th general election	2022–23: Not applicable 2021–22: 7.1% 2020–21: Not applicable
		Number of schools that register to participate in Student Vote	At least 7,500 by the 45th general election	2022–23: Not applicable 2021–22: 7,628 2020–21: Not applicable

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xxx}

Budgetary Financial Resources (dollars) for Electoral Administration

The following table shows, for Electoral Administration, budgetary spending for 2022–23, as well as actual spending for that year.

	2022–23 Main Estimates	2022–23 Planned spending ¹	2022–23 Total authorities available for use ²	2022–23 Actual spending (authorities used)	2022–23 Difference (Actual spending minus Planned spending)
	112,959,453	112,959,453	104,793,315	104,296,961	(8,662,492)

Note 1: Planned spending is the amount the Office of the Chief Electoral Officer planned to spend in a given fiscal year, as set out in the Main Estimates and in the Departmental Plan for that year.


Note 2: Total authorities available for use refer to the authorities available for spending in a given fiscal year, including those granted after Main Estimates and adjustments for statutory spending.

The net difference of \$8.7 million is primarily a result of postponing some planned preparation activities for the 45th general election, as well as the reprofile of some investments in digital transformation priorities. On the other hand, there is the inclusion of the cost to conduct a by-election, which was not part of the agency's Main Estimates.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xxxi}

Human Resources (full-time equivalents) for Electoral Administration

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

	2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	536	506	(30)

The difference of 30 full-time equivalents is largely explained by the same reasons stated in the table showing the 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](#).^{xxxii}

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*.^{xxxiii}

Results


The *Constitution Act, 1867*^{xxxiv} and the *Electoral Boundaries Readjustment Act* 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 supported the work of the commissions by:

- ▶ Providing demographic and socio-economic data from the 2021 Census to each commission through a mapping software developed by Elections Canada.
- ▶ Creating a [dedicated website](#)^{xxxv} to inform Canadians about the redistribution process. For the first time, four commissions³ chose to upload to this website the full inventory of public comments and feedback received throughout their consultation periods.
- ▶ Developing and implementing communication strategies and media plans, which included advertising campaigns, web content, social media posts and news releases, for each commission.
- ▶ Collaborating with Natural Resources Canada to create maps of all electoral districts, as described in the commission reports. Proposed boundaries maps, completed in July 2022, and preliminary boundaries maps, completed in January 2023, enabled a better understanding of the new limits.
- ▶ Editing, translating and transmitting the commission reports to the House of Commons and referring any objections from members of Parliament to the commissions.
- ▶ Processing payments for all expenses related to the redistribution process and providing the necessary equipment, technical support and administrative assistance in a timely manner.

³ New Brunswick, Quebec, Ontario, and Manitoba

Results Achieved for Electoral Boundaries Readjustment Administration

The following table shows, for Electoral Boundaries Readjustment Administration, the results achieved, the performance 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 ¹
	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	2022–23: Not available ² 2021–22: Not available 2020–21: Not available


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

Note 2: Since four electoral commissions and the Standing Committee on Procedure and House Affairs (PROC) requested extensions, the survey to measure satisfaction will be completed in summer 2023.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xxxvi}

Budgetary Financial Resources (dollars) for Electoral Boundaries Readjustment Administration

The following table shows, for Electoral Boundaries Readjustment Administration, budgetary spending for 2022–23, as well as actual spending for that year.

	2022–23 Main Estimates	2022–23 Planned spending ¹	2022–23 Total authorities available for use ²	2022–23 Actual spending (authorities used)	2022–23 Difference (Actual spending minus Planned spending)
	7,011,500	7,011,500	10,119,938	10,119,938	3,108,438

Note 1: Planned spending is the amount the Office of the Chief Electoral Officer planned to spend in a given fiscal year, as set out in the Main Estimates and in the Departmental Plan for that year.


Note 2: Total authorities available for use refer to the authorities available for spending in a given fiscal year, including those granted after Main Estimates and adjustments for statutory spending.

The difference of \$3.1 million is primarily the result of higher-than-expected operating costs, mainly related to advertising and media buying for the commissions.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xxxvii}

Human Resources (full-time equivalents) for Electoral Boundaries Readjustment Administration

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

	2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	33	28	(5)

The difference of five full-time equivalents is mainly the result of having fewer-than-planned temporary employees due to staffing delays.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xxxviii}

Internal Services

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

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

Results

To enable the Office of the Chief Electoral Officer to achieve its results, Internal Services provided support and oversight to employees at the agency’s headquarters and to election administrators across the country. Internal Services also played a crucial role in helping Elections Canada acquire the necessary tools and resources to adapt to an evolving digital landscape and better serve both Canadians and employees.

With an aim to improve short- and long-term planning, Elections Canada implemented an investment framework to support its digital strategy efforts. The framework established priorities for digital projects and enabled high-level tracking of planned spending.

Elections Canada made progress implementing its digital strategy, working on foundational projects and updates to legacy services and systems. This work will improve the agency’s data management capacity and includes:

- ▶ Developing an enterprise data model that will standardize how Elections Canada labels and uses its data and allow the agency to identify and eliminate redundancies.
- ▶ Designing an enterprise data repository that will better enable of the agency to collect, manage and store its data.

The agency also began moving many of its day-to-day desktop services to the cloud; this not only improved the performance and reliability of services for agency employees but also increased the collaboration potential between staff at headquarters and election administrators across the country.

In response to the insights gathered through extensive consultations with stakeholders, including other government departments, Elections Canada established a draft framework to formalize and publicize the agency’s approach to managing complaints with a view to improving satisfactory resolutions for Canadians.

Moving toward a hybrid work model, Elections Canada worked to optimize workspaces and technologies to support employees across different working locations, both on and off site. This included the introduction of videoconferencing technology for hybrid meetings. The agency formalized work arrangements for all employees and published comprehensive telework guidelines to ensure the safety and security of employees and Elections Canada assets and information while working off site. Resources and training materials to support hybrid work, such as a telework suitability self-assessment, telework location health and safety parameters, best practices for hybrid work, team charters and a guide to hybrid meetings were also made available to staff. Elections Canada released one floor of its 30 Victoria Street location, representing 10% of the agency's office space.

In December 2022, following direction from the Treasury Board of Canada Secretariat, Elections Canada began preparing for a phased return to the office. In anticipation of the impacts of this change, the agency developed comprehensive guidelines and policies to facilitate a seamless and well-coordinated transition. Beginning the week of March 6, 2023, most employees⁴ were expected to work on site, at their designated workplace, for one fixed day per week and by the week of March 27, 2023, employees were working on site two or more days per week. Throughout the process, Elections Canada actively engaged with employees, communicating proactively, addressing concerns and providing support. To enhance the on-site experience, Elections Canada introduced workplace ambassadors,⁵ created collaboration spaces, increased the number of workstations available and transformed small, enclosed rooms into project rooms, shared executive offices and focus rooms.

Elections Canada also took steps to build a more representative workforce by developing a recruitment strategy and a middle manager leadership program to promote employment equity and diversity, and launched an interactive speaker series for executives, hiring managers and all-staff. To support the hiring and retention of employees from designated groups⁶ of the *Employment Equity Act*,^{xxxix} Elections Canada also made several courses supporting diverse hiring mandatory for staff.

In anticipation of the potential Public Service Alliance of Canada strike, the agency identified essential positions and collaborated with the Treasury Board of Canada Secretariat and union representatives to ensure that the agency was able to prepare and deliver any elections that may have been called.

Contracts Awarded to Indigenous Businesses


The Office of the Chief Electoral Officer is a Phase 1 department and as such must ensure that a minimum 5% of the total value of the contracts it awards to Indigenous businesses by the end of 2022–23. In its 2023–24 Departmental Plan, the department forecasted that, by the end of 2022–23, it would award 5% of the total value of its contracts to Indigenous businesses.

⁴ Certain exceptions were provided in alignment with the [Direction on prescribed presence in the workplace](#).^{xlii}

⁵ Workplace ambassadors offered many services to employees such as providing basic technical support, assisting in booking workstations and meeting rooms, providing first aid, physical security and emergency response, obtaining office supplies and providing information on building amenities.

⁶ Women, Indigenous peoples, persons with disabilities and members of visible minorities.

As shown in the following table, the Office of the Chief Electoral Officer awarded 3.4% of the total value of its contracts to Indigenous businesses in 2022–23. While the target was not met in this fiscal year, the agency achieved a 100% improvement over results from 2021–22.⁷

	Contracting Performance Indicators	2022–23 Results
	Total value of contracts ¹ awarded to Indigenous businesses ² (A)	\$4,545,125.09
	Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$135,336,785.11
	Value of exceptions approved by deputy head (C)	\$0
	Proportion of contracts awarded to Indigenous businesses $[B / (A-C) \times 100]$	3.4%

Note 1: Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards. May include subcontracts.

Note 2: For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)^{xi} for contracts under the [Procurement Strategy for Aboriginal Business](#)^{xii} and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.


Note 3: Includes contract amendments.

Elections Canada's achievements regarding procurement with Indigenous businesses include:

- ▶ An annual spending increase of 1%, an approximate 50% increase in value directed to Indigenous business in fiscal year 2022–23 compared to the total of contracts and amendments awarded to Indigenous businesses during fiscal year 2021–22.
- ▶ All procurement and contracting services employees completed the [Indigenous Considerations in Procurement](#)^{xlii} course with the Canada School of Public Service.
- ▶ The mandatory minimum of 5% was made a corporate priority; all procurement planning and requests now require the consideration of possible Indigenous procurement strategies.

Budgetary Financial Resources (dollars) for Internal Services

The following table shows, for Internal Services, budgetary spending for 2022–23, as well as actual spending for that year.

	2022–23 Main Estimates	2022–23 Planned spending ¹	2022–23 Total authorities available for use ²	2022–23 Actual spending (authorities used)	2022–23 Difference (Actual spending minus Planned spending)
	53,931,294	53,931,294	68,510,395	68,114,464	14,183,170

Note 1: Planned spending is the amount the Office of the Chief Electoral Officer planned to spend in a given fiscal year, as set out in the Main Estimates and in the Departmental Plan for that year.

Note 2: Total authorities available for use refer to the authorities available for spending in a given fiscal year, including those granted after Main Estimates and adjustments for statutory spending.


The difference of \$14.2 million is primarily the result of preparation costs for the 45th general election, investments in digital transformation priorities, and increased requirements for project support.

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xliii}

⁷ In 2021–22, 1.7% of contracts were awarded to Indigenous businesses.

Human Resources (full-time equivalents) for Internal Services

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

	2022–23 Planned full-time equivalents	2022–23 Actual full-time equivalents	2022–23 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	269	320	51

The difference of 51 full-time equivalents is largely explained by the same reasons stated in the table showing the budgetary financial resources.

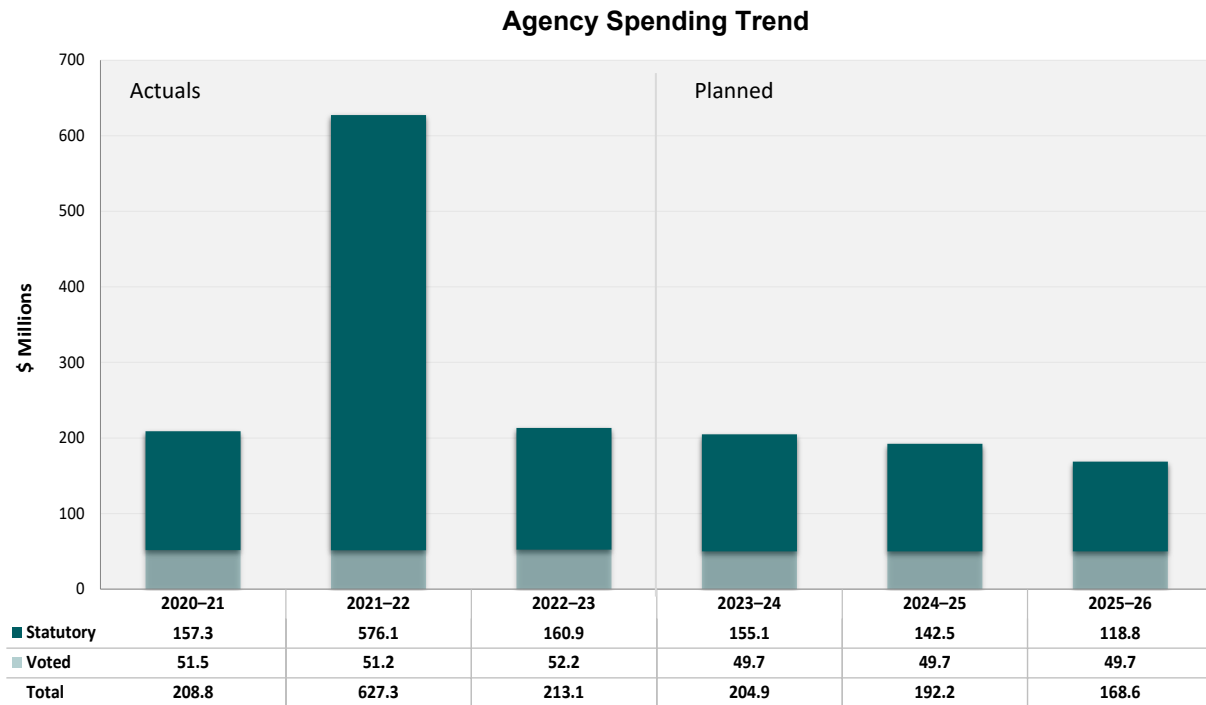
Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).^{xliv}

Spending and Human Resources

Spending

Spending 2020–21 to 2025–26

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



*Totals may not add up due to rounding

The agency's spending pattern generally reflects the election cycle. Additional details are available in the [Budgetary Performance Summary for Core Responsibilities and Internal Services \(dollars\)](#) section of this plan.

Budgetary Performance Summary for Core Responsibilities and Internal Services (dollars)

The “Budgetary Performance Summary for Core Responsibilities and Internal Services (dollars)” table presents the budgetary financial resources allocated for the Office of the Chief Electoral Officer’s core responsibilities and for internal services.

Core Responsibilities and Internal Services	2022–23 Main Estimates	2022–23 Planned spending ¹	2023–24 Planned spending ¹	2024–25 Planned spending ¹	2022–23 Total authorities available for use ²	2020–21 Actual spending (authorities used)	2021–22 Actual spending (authorities used)	2022–23 Actual spending (authorities used)
Electoral Administration and Oversight	N/A	N/A	N/A	N/A	N/A	143,558,420	555,990,903	N/A
Electoral Compliance and Enforcement	N/A	N/A	N/A	N/A	N/A	7,770,484	7,267,285	N/A
Regulatory Oversight ³	29,607,678	29,607,678	27,183,202	22,183,052	30,865,962	N/A	N/A	30,602,013
Electoral Administration ⁴	112,959,453	112,959,453	115,109,165	111,921,261	104,793,315	N/A	N/A	104,296,961
Electoral Boundaries Readjustment Administration ⁵	7,011,500	7,011,500	1,037,393	0	10,119,938	N/A	N/A	10,119,938
Subtotal	149,578,631	149,578,631	143,329,760	134,104,313	145,779,214	151,328,904	563,258,188	145,018,911
Internal Services ⁶	53,931,294	53,931,294	61,524,450	58,134,589	68,510,395	57,501,257	64,029,660	68,114,464
Total	203,509,925	203,509,925	204,854,210	192,238,902	214,289,609	208,830,161	627,287,848	213,133,374

Note 1: Planned spending is the amount the Office of the Chief Electoral Officer planned to spend in a given fiscal year, as set out in the Main Estimates and in the Departmental Plan for that year.

Note 2: Total authorities available for use refer to the authorities available for spending in a given fiscal year, including those granted after Main Estimates and adjustments for statutory spending.

Note 3: Core responsibility replaces the Electoral Compliance and Enforcement core responsibility used in previous years.

Note 4: Core responsibility replaces the Electoral Administration and Oversight core responsibility used in previous years.

Note 5: Before fiscal year 2022–23, expenditures for the decennial electoral boundaries redistribution exercise were under the Electoral Administration and Oversight core responsibility.

Note 6: The annual proportion of Internal Services expenditures over the agency’s total spending varies significantly. This is due to the election cycle. Over the last four fiscal years, this proportion fluctuated between 10 percent and 34 percent annually but had an average of 15 percent.

The agency’s spending pattern generally reflects the election cycle: statutory 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.

The agency expenditures peaked in 2021–22 as the 44th general election took place in the fall of 2021. Spending decreased in 2022–23 but did not return to the usual level due to the fact that the 44th general election resulted in a minority government. In 2022–23, the agency initiated preparations for the 45th general election and conducted a by-election, which increased actual spending. Additionally, the decennial electoral boundaries redistribution exercise began in 2020–21 and will conclude in 2023–24.

These variations affect only the statutory portion of the funding.

Human Resources

The “Human Resources Summary for Core Responsibilities and Internal Services” table presents the full-time equivalents (FTEs) allocated to each of the Office of the Chief Electoral Officer’s core responsibilities and to internal services.

Human Resources Summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2020–21 Actual FTEs	2021–22 Actual FTEs	2022–23 Planned FTEs	2022–23 Actual FTEs	2023–24 Planned FTEs	2024–25 Planned FTEs
Electoral Administration and Oversight	651	896	N/A	N/A	N/A	N/A
Electoral Compliance and Enforcement	43	43	N/A	N/A	N/A	N/A
Regulatory Oversight ¹	N/A	N/A	214	183	196	162
Electoral Administration ²	N/A	N/A	536	506	554	549
Electoral Boundaries Readjustment Administration ³	N/A	N/A	33	28	6	0
Subtotal	694	939	783	717	756	711
Internal Services	262	311	269	320	303	298
Total	956	1,250	1,052	1,037	1,059	1,009

Note 1: Core responsibility replaces the Electoral Compliance and Enforcement core responsibility used in previous years.

Note 2: Core responsibility replaces the Electoral Administration and Oversight core responsibility used in previous years.

Note 3: Before fiscal year 2022–23, full-time equivalents for the decennial electoral boundaries redistribution exercise were under the Electoral Administration and Oversight core responsibility.

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

Expenditures by Vote

For information on the Office of the Chief Electoral Officer’s voted and statutory organizational expenditures, consult the [Public Accounts of Canada 2022](#).^{xlv}

Government of Canada Spending and Activities

Information on the alignment of the Office of the Chief Electoral Officer’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xlvi}

Financial Statements and Financial Statements Highlights

Financial Statements

The Office of the Chief Electoral Officer’s financial statements (unaudited) for the year ended March 31, 2023, are available on the agency’s [website](#).^{xlvii}

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

Financial Statement Highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 Planned results*	2022–23 Actual results	2021–22 Actual results	Difference (2022–23 Actual results minus 2022–2023 Planned results)	Difference (2022–23 Actual results minus 2021–22 Actual results)
Total expenses	218,145,638	220,020,412	673,152,093	1,874,774	(453,131,681)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	218,145,638	220,020,412	673,152,093	1,874,774	(453,131,681)

The net decrease in total expenses of \$453.1 million in 2022–23 when compared with 2021–22 is mainly due to the conduct of the September 2021 general election, for which a significant proportion of expenses was incurred in 2021–22.

The difference of \$1.9 million between actual and planned results is mainly explained by higher-than-expected operating costs related to advertising and media buying for the electoral boundaries commissions.

The 2022–23 planned results information is provided in the [Election Canada’s Future-Oriented Statement of Operations and Notes 2022–23](#).^{xlviii}

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	31,972,110	72,257,717	(40,285,607)
Total net financial assets	24,257,305	67,124,312	(42,867,007)
Departmental net debt	(7,714,805)	(5,133,405)	(2,581,400)
Total non-financial assets	47,791,655	42,942,176	4,849,479
Departmental net financial position	40,076,850	37,808,771	2,268,079

For 2022–23, the largest amounts included in the net liabilities are \$13.6 million in accrued liabilities, \$8.1 million in provisions for vacation leave and severance benefits, and \$5.5 million for accrued salaries and benefits. Financial assets include \$19.1 million due from the Consolidated Revenue Fund and \$5.1 million in accounts receivables. Non-financial assets include \$24.0 million in consumable supplies, \$18.2 million in fixed assets, and \$5.5 million in prepaid expenditures.

The \$40.3 million decrease in total net liabilities for 2022–23 when compared with 2021–22 is mostly explained by the year-end accrued liabilities required for transfer payments. The \$42.9 million decrease in total net financial assets is mainly because of a decrease in the amount due from the Consolidated Revenue Fund, which was a result of a decrease in the accrued liabilities. The \$4.8 million net increase in non-financial assets is mainly due to a \$5.8 million increase in consumable supplies required to deliver an election in a minority government, a \$5.4 million decrease in fixed assets, and a \$4.4 million increase in prepaid expenditures.

The 2022–23 planned results information is provided in the [Election Canada’s Future-Oriented Statement of Operations and Notes 2022–23](#).^{xlix}

Corporate Information

Organizational Profile

Appropriate Minister:

The Honourable Dominic LeBlanc, P.C., K.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. 9ⁱ](#)
- ▶ [Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3^{li}](#)
- ▶ [Referendum Act, S.C. 1992, c. 30^{lii}](#)

Year of incorporation/commencement:

1920

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

“Raison d'être, mandate and role: who we are and what we do” is available on [Office of the Chief Electoral Officer's website.](#)^{liii}

Operating Context

Information on the operating context is available on [Office of the Chief Electoral Officer's website.](#)^{liv}

Reporting Framework

The Office of the Chief Electoral Officer's Departmental Results Framework and Program Inventory of record for 2022–23 are shown below:

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"> Percentage of electors who have a positive perception of the administration of by-elections Election officers' level of compliance with procedures at the polls in a by-election 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 Number of security incidents with a demonstrable effect on the electoral process Percentage of Office of the Commissioner of Canada Elections files closed within 18 months 	<ul style="list-style-type: none"> Percentage of electors satisfied with their overall voting experience in a by-election Percentage of polling places in a by-election that meet all 15 mandatory accessibility criteria Percentage of eligible electors included in the National Register of Electors Percentage of young electors (18-24) included in the National Register of Electors Percentage of future electors (17 year olds) in the Register of Future Electors 	<ul style="list-style-type: none"> Percentage of commissioners who are satisfied with the services and support they received* <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"> Percentage of electors who have a positive perception of the administration of a general election Election officers' level of compliance with procedures at the polls in a general election Percentage of candidate financial returns (filed with all mandatory documents) that are published on Election Canada's website within 10 business days of filing Percentage of candidate financial returns for which the audit is completed within 12 months of the statutory or extended submission deadline 	<ul style="list-style-type: none"> Percentage of electors satisfied with their overall voting experience in a general election Percentage of electors satisfied with the information received from Elections Canada on the voting process Percentage of candidates satisfied with the overall quality of service received from Elections Canada Percentage of polling places in a general election that meet all 15 mandatory accessibility criteria Percentage of non-voters who did not vote due to reasons related to the electoral process Number of schools that register to participate in Student Vote 	
Programs	Programs	Programs
<ul style="list-style-type: none"> Political Entities Regulatory Compliance Electoral Integrity and Regulatory Policy Office of the Commissioner of Canada Elections 	<ul style="list-style-type: none"> Voting Services Field Management Electoral Data Services Public Education and Information 	<ul style="list-style-type: none"> Electoral Boundaries Readjustment Administration
Internal Services		

Supporting Information on the Program Inventory

Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program Inventory is available in [GC InfoBase](#).^{lv}

Supplementary Information Tables

The following supplementary information tables are available on [Office of the Chief Electoral Officer's website](#).^{lvi}

- ▶ Reporting on Green Procurement
- ▶ Details on Transfer Payment Programs
- ▶ Gender-based Analysis Plus
- ▶ Response to Parliamentary Committees and External Audits
- ▶ New legislation
- ▶ Judicial decisions and proceedings

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{lvii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational Contact Information

General enquiries

Address

Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6

Telephone

1-800-463-6868 (toll-free in Canada and the United States)
001-800-514-6868 (toll-free in Mexico)
613-993-2975 (from anywhere in the world)

For people who are deaf or hard of hearing:

TTY 1-800-361-8935 (toll-free in Canada and the United States)

Fax

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

Website

elections.ca

Email

info@elections.ca

Media information

Telephone

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

Fax

613-954-8584

Appendix: Definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

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

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

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

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

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

experimentation (*expérimentation*)

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

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#):^{lviii} building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

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

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

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

plan (*plan*)

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

planned spending (*dépenses prévues*)

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

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

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

result (*résultat*)

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

Indigenous business (*entreprise autochtones*)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the Indigenous Business Directory.

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 Meeting New Challenges: Recommendations from the Chief Electoral Officer of Canada following the 43rd and 44th General Elections,
https://www.elections.ca/content.aspx?section=res&dir=rep/off/rec_2022&document=index&lang=e
- iii Meeting New Challenges: Recommendations from the Chief Electoral Officer of Canada following the 43rd and 44th General Elections,
https://www.elections.ca/content.aspx?section=res&dir=rep/off/rec_2022&document=index&lang=e
- iv *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- v Accessibility Plan,
<https://www.elections.ca/content.aspx?section=abo&dir=al1y&document=index&lang=e>
- vi *Employment Equity Act*,
<https://laws-lois.justice.gc.ca/eng/acts/E-5.401/FullText.html>
- vii *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- viii *Referendum Act*,
<https://laws-lois.justice.gc.ca/eng/acts/r-4.7/index.html>
- ix Interpretation Note: 2022-03 (February 2023), Voter Databases and Election Expenses,
<https://www.elections.ca/content.aspx?section=res&dir=gui/app/2022-03&document=index&lang=e>
- x Interpretation Note: 2022-02 (June 2022), Irregular Transfers Between Affiliated Political Entities,
<https://www.elections.ca/content.aspx?section=res&dir=gui/app/2022-02&document=index&lang=e>
- xi Triennial Confirmation of Members of Political Parties,
<https://www.elections.ca/content.aspx?section=pol&dir=tri&document=index&lang=e>
- xii Meeting New Challenges: Recommendations from the Chief Electoral Officer of Canada following the 43rd and 44th General Elections,
https://www.elections.ca/content.aspx?section=res&dir=rep/off/rec_2022&document=index&lang=e
- xiii *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>

- xiv Recommendations Report: 2019 and 2021 General Elections,
<https://cef-cce.ca/content.asp?section=rep&dir=rep9&document=index&lang=e>
- xv Independent audit report on the performance of the duties and functions of election officers – 44th General Election,
<https://www.elections.ca/content.aspx?section=res&dir=rec/eval/pes2021/ege&document=ex-au-index&lang=e>
- xvi Independent audit of poll worker performance during the Mississauga–Lakeshore by-election
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