



Office of the  
Chief Electoral Officer  
of Canada

# 2024–25

## Departmental Plan



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Stéphane Perrault  
Chief Electoral Officer of Canada

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# Plans at a Glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years. Election Canada's [raison d'être](#), [mandate](#), [role](#) and [operating context](#) can be found on the agency's webpage.

## Key Priorities

- ▶ Ensuring the agency's ability to deliver an election at any time under the new representation orders.
- ▶ Improving the voter experience at the polls through the introduction of an electronic list of electors that will allow greater flexibility in how the agency delivers its services.
- ▶ Making the voting process more inclusive by completing the Indigenous electoral services review and beginning the implementation of the actions required to remove barriers for Indigenous electors.
- ▶ Reinforcing the agency's capacity to deliver secure and reliable elections by upgrading key components of the agency's infrastructure; in 2024–25 this will include replacing the payroll system for election workers and transferring Elections Canada's digital assets from the King Edward data centre to a more modern facility.

## Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

While not officially part of this spending reduction exercise, Elections Canada prioritizes sound stewardship and value for money across all of its activities. As the agency prepares for the next general election, the investments in its programs and activities will be prudent, align with its strict internal budget management controls and prioritize initiatives that strengthen trust and confidence in the electoral system and uphold the security and integrity of Canada's democracy.

## Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

### Name of Core Responsibility

#### **ELECTORAL ADMINISTRATION**

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**Departmental Result:** Canada has an inclusive, accessible, and reliable electoral process.

**Planned spending:** \$140,011,295

**Planned human resources:** 750

Elections Canada will remain ready to conduct the 45th general election, recognizing that this event may be called at any time. The agency will also focus on initiatives that, in advance of the 45th general election, improve the quality of voter services and the overall integrity of the electoral process. This will include piloting, securing and making other improvements to the electronic list of electors, with the aim of being in a position to use them on a large scale by October 2025. Elections Canada will also continue to improve its electoral services to Indigenous communities.

More information about [Electoral Administration](#) can be found in the full departmental plan.

## **REGULATORY OVERSIGHT**

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**Departmental Result:** Canada has a fair, secure, and transparent electoral process free of undue influence.

**Planned spending:** \$27,036,727

**Planned human resources:** 198

Elections Canada will continue to strengthen its regulatory function through a variety of measures designed to promote trust in the electoral process. New regulatory policies, aligned with the electoral integrity framework, will be published to offer insight into how the agency makes decisions and bring greater transparency and predictability to the electoral process. Elections Canada will also continue to monitor the environment and correct misleading or inaccurate information as required to strengthen confidence in the electoral process and provide support to electoral district associations and political parties as they reorganize in response to the revised electoral map.

Simultaneously, the Office of the Commissioner of Canada Elections (OCCE) will continue to enforce compliance with the [Canada Elections Act](#). This includes conducting reviews, investigations and potentially taking actions, such as imposing administrative monetary penalties or pursuing criminal charges. The results of these initiatives, which aim to ensure the integrity and transparency of Canada's electoral processes, will be reported on the OCCE's [website](#).

More information about [Regulatory Oversight](#) can be found in the full departmental plan.

## **ELECTORAL BOUNDARIES READJUSTMENT ADMINISTRATION**

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**Departmental Result:** Independent electoral boundaries commissions can deliver their final report according to legislative requirements.

**Planned spending:** \$0

**Planned human resources:** 0

This core responsibility will remain dormant until the agency begins to prepare to support the work of the commissions in alignment with the next decennial census.

More information about [Electoral Boundaries Readjustment Administration](#) can be found in the full departmental plan.

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## From the Chief Electoral Officer

I am pleased to present my office’s 2024–25 Departmental Plan. This plan is intended to provide Canadians with an overview of the Office of the Chief Electoral Officer’s priorities for the upcoming fiscal year.

As the 44th general election resulted in a minority Parliament, Elections Canada’s immediate priority remains to ensure that the agency is prepared to conduct the next general election, whenever it is called. Given the recent redistribution exercise, this will include updating systems and conducting election readiness activities to align with the changes required by the recent Representation Orders.



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Chief Electoral Officer of Canada

As the agency prepares for the 45th general election, it is also paramount that we continue to improve the voter experience at the polls by modernizing and introducing more flexibility and efficiency into our processes. To that end, Elections Canada will continue work to implement the secure use of electronic lists of electors to allow voters to cast their ballot at any table within their designated polling location. In addition to reducing overall wait times, this will allow election workers to direct electors to tables staffed by individuals who can provide services in the official language of their choice.

Elections Canada will also continue to place a strong emphasis on inclusiveness and removing barriers to voting for Indigenous electors. Leveraging the engagement that has taken place with First Nations, Inuit and Métis electors, we will identify key areas for improvement and begin implementing the required changes. As part of this work, the agency will also prioritize collaborating with parliamentarians to obtain the required authorities for piloting a ballot that reflects the Indigenous linguistic reality of Nunavut electors.

In order to reinforce our capacity to deliver on the objectives outlined above, Elections Canada will also undertake two key infrastructure modernization initiatives: replacing our current payroll system for election workers and moving to a more modern and secure data centre. Together these initiatives will allow us to streamline our processes, improve the security of our assets and ultimately better serve election workers and Canadians at large.

Ensuring trust in the electoral process remains our foremost objective. By addressing these priorities and engaging with Canadians, Elections Canada aims to strengthen confidence in the electoral system. We remain steadfast in our commitment to upholding the integrity of our democracy and ensuring that all eligible Canadians can exercise their right to vote.

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Stéphane Perrault  
Chief Electoral Officer of Canada

# Plans to Deliver on Core Responsibilities and Internal Services

## Core Responsibilities and Internal Services:

- ▶ Electoral Administration
- ▶ Regulatory Oversight
- ▶ Electoral Boundaries Readjustment Administration
- ▶ Internal Services

## Electoral Administration

### In this section:

- ▶ Description
- ▶ Quality of Life Impacts
- ▶ Results and Targets
- ▶ Plans to Achieve Results
- ▶ Snapshot of Planned Resources in 2024–25
- ▶ Program Inventory

### 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.

### Quality of Life Impacts

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Confidence in institutions” and “Voter Turnout,” by preparing for, delivering and reporting on federal general elections, by-elections and referendums in accordance with the legislative framework. This core responsibility also contributes to the “Society” domain and, more specifically, “Sense of pride/belonging to Canada,” by educating electors and future electors to enable Canadians to participate in an inclusive electoral process.

### Results and Targets

The following table shows, for each departmental result related to Electoral Administration, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

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. 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 in 2021–22 on September 20, 2021 and there was one by-election<sup>1</sup> held in 2022–23.

**Table 1: Indicators, Results and Targets for Departmental Result**

Indicator	2020–21 Result <sup>1</sup>	2021–22 Result <sup>1</sup>	2022–23 Result <sup>1</sup>	Target	Date to Achieve
Percentage of electors satisfied with their overall voting experience in a by-election	Not Available	Not applicable	95%	At least 85%	March 2025
Percentage of polling places in a by-election that meet all 15 mandatory accessibility criteria	Not Available	Not applicable	100%	100%	March 2025
Percentage of eligible electors included in the National Register of Electors	96%	97%	95.1%	At least 95%	March 2025
Percentage of young electors (18-24) included in the National Register of Electors	Not Available	Not available	74%	At least 80%	March 2025
Percentage of future electors (17 year-olds) in the Register of Future Electors	Not Available	Not available	15.8%	At least 25%	March 2025
Percentage of electors satisfied with their overall voting experience in a general election	Not Applicable	96%	Not applicable	At least 85%	The 45th general election
Percentage of electors satisfied with the information received from Elections Canada on the voting process	Not Applicable	94%	Not applicable	At least 90%	The 45th general election
Percentage of candidates satisfied with the overall quality of service received from Elections Canada	Not Applicable	86%	Not applicable	At least 75%	The 45th general election
Percentage of polling places in a general election that meet all 15 mandatory accessibility criteria	Not Applicable	94%	Not applicable	100%	The 45th general election
Percentage of non-voters who did not vote due to reasons related to the electoral process	Not Applicable	7.1%	Not applicable	5% or less	The 45th general election

<sup>1</sup> The Mississauga–Lakeshore by-election was held on December 12, 2022.

Indicator	2020–21 Result <sup>1</sup>	2021–22 Result <sup>1</sup>	2022–23 Result <sup>1</sup>	Target	Date to Achieve
Number of schools that register to participate in Student Vote	Not Applicable	7,628	Not applicable	At least 7,500	The 45th general election

Table 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.

The financial, human resources, and performance information for the Office of the Chief Electoral Officer’s Program Inventory is available in the [GC InfoBase](#).

## Plans to Achieve Results

Being prepared to deliver federal electoral events is an integral part of the agency’s mandate. In advance of the next general election, Elections Canada will focus on the following initiatives to support programs and services that enable Canadians to vote and be a candidate:

- ▶ Updating systems and operations to ensure that the agency is prepared to conduct a general election under the newly established electoral boundaries by April 22, 2024
- ▶ Preparing to securely implement an electronic list of electors<sup>2</sup> for use in a designated number of polling locations.
- ▶ Complete the Indigenous electoral services review and begin the implementation of required actions.
- ▶ Increasing the accessibility of Elections Canada’s voting services by providing a mobile application that will enable visually impaired and blind electors to independently verify the mark on their ballot using their personal devices.
- ▶ Preparing to pilot a ballot that reflects the Indigenous linguistic reality of Nunavut electors.
- ▶ Introducing a new address and geospatial service that will centralize address information, enhance data referencing, automate map production, and enable the creation of thematic maps.

In alignment with the agency’s [2023 to 2027 Departmental Sustainable Development Strategy](#), the Office of the Chief Electoral Officer will also work towards measuring, and in the long-term reducing, the environmental impact of its electoral operations.

## Snapshot of Planned Resources in 2024–25

- ▶ **Planned spending:** \$140,011,295
- ▶ **Planned full-time resources:** 750

## Program Inventory

Electoral Administration is supported by the following programs in the program inventory:

- ▶ Voting Services

<sup>2</sup> Electronic lists of electors are currently used at local Elections Canada offices for voting by special ballot. Current procedures at advance and ordinary polls include the use of a paper list of electors that contains the names of those who are registered to vote in each polling division.

- ▶ Field Management
- ▶ Electoral Data Services
- ▶ Public Education and Information

Supporting information on planned expenditures, human resources, and results related to Elections Canada’s program inventory is available on [GC Infobase](#).

## Regulatory Oversight

### In this section:

- ▶ [Description](#)
- ▶ [Quality of Life Impacts](#)
- ▶ [Results and Targets](#)
- ▶ [Plans to Achieve Results](#)
- ▶ [Snapshot of Planned Resources in 2024–25](#)
- ▶ [Program Inventory](#)

### 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), 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*.

### Quality of Life Impacts

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Confidence in Institutions” and “Personal Safety” through all of the activities mentioned in the core responsibility description.

### Results and Targets

The following table shows, for each departmental result related to Regulatory Oversight, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

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 in 2021–22 on September 20, 2021 and there was one by-election<sup>3</sup> held in 2022–23.

<sup>3</sup> The Mississauga–Lakeshore by-election was held on December 12, 2022.

**Table 2: Indicators, Results and Targets for Departmental Result**

Indicator	2020–21 Result <sup>1</sup>	2021–22 Result <sup>1</sup>	2022–23 Result <sup>1</sup>	Target	Date to Achieve
Percentage of electors who have a positive perception of the administration of by-elections	93%	Not applicable	89%	At least 90%	March 2025
Election officers' level of compliance with procedures at the polls in a by-election	Within tolerance	Not applicable	Within tolerance	Deviation under 2% for key controls at by-elections and deviation under 11% for secondary controls at by-elections	March 2025
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	Not available	Not available	58.6% <sup>2</sup>	100%	March 2025
Number of security incidents <sup>3</sup> with a demonstrable effect <sup>4</sup> on the electoral process	0	0	0	0	March 2025
Percentage of Office of the Commissioner of Canada Elections files closed within 18 months	Not available	Not available	88.9%	At least 80%	March 2025
Percentage of electors who have a positive perception of the administration of a general election	Not applicable	90%	Not applicable	At least 90%	The 45th general election
Election officers' level of compliance with procedures at the polls in a general election	Not applicable	Outside tolerance <sup>5</sup>	Not applicable	Deviation under 2% for key controls at a general election and deviation under 11% for secondary controls at a general election	The 45th general election
Percentage of candidate financial returns (filed with all mandatory documents) that are published on Elections Canada's website within 10 business days of filing	Not available	Not available	47%	100%	The 45th general election
Percentage of candidate financial returns for which the audit is completed within	82% <sup>6</sup>	Not available <sup>7</sup>	100%	100%	The 45th general election

Indicator	2020–21 Result <sup>1</sup>	2021–22 Result <sup>1</sup>	2022–23 Result <sup>1</sup>	Target	Date to Achieve
12 months of the statutory or extended submission deadline					

Table 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.

Table 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.

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

Table Note 4: A “demonstrable effect” is the interruption or suspension of electoral services in one or more electoral districts.

Table 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](#).

Table Note 6: These results are related to the 44th general election.

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

The financial, human resources, and performance information for the Office of the Chief Electoral Officer’s Program Inventory is available in the [GC InfoBase](#).

## Plans to Achieve Results

To enable a sound political financing regime and support the implementation of its multi-year audit plan for political entities, the agency will focus on the following initiatives:

- ▶ Supporting electoral district associations as they close their operations or transfer to new districts after the new electoral boundaries come into effect.
- ▶ Beginning work related to replacing the existing registration service for political entities with an online self-service option. This option will provide users with direct access to their data and the status of their applications, send automated reminders and improve functionalities related to online submissions.

To reinforce trust in the electoral process, Elections Canada will also prioritize the following initiatives:

- ▶ Maintaining the agency’s position as the authoritative source of information regarding the federal electoral process by vigilantly monitoring the information environment and addressing instances of misleading or inaccurate information as needed.
- ▶ Working with civil society organizations, educators, academics, political entities and other government partners to develop a unified and coherent strategy for upholding trust and integrity.
- ▶ Developing and publishing new regulatory policies that are aligned with the electoral integrity framework and that bring greater transparency and predictability to the electoral process.

Following the recent conclusion of the electoral boundaries readjustments by 10 independent commissions, the agency will, as part of its closeout activities, perform a review of the processes that governed this work and, if applicable, publish any ensuing recommendations of an administrative or legislative nature.

Concurrently, the Office of the Commissioner of Canada Elections will ensure compliance with, and enforcement of, the *Canada Elections Act* by reviewing and investigating referrals and complaints related to all federal electoral events.

Where appropriate, the Commissioner will take compliance and enforcement actions, including, but not limited to, the imposition of administrative monetary penalties or the laying of criminal charges. Cases resulting in formal compliance or enforcement measures will be posted regularly on the [Commissioner of Canada Elections website](#) throughout the reporting period.

### **Snapshot of Planned Resources in 2024–25**

- ▶ **Planned spending:** \$27,036,727
- ▶ **Planned full-time resources:** 198

### **Program Inventory**

Regulatory Oversight is supported by the following programs in the program inventory:

- ▶ Political Entities Regulatory Compliance
- ▶ Electoral Integrity and Regulatory Policy
- ▶ Office of the Commission of Canada Elections

Supporting information on planned expenditures, human resources, and results related to Elections Canada’s program inventory is available on [GC InfoBase](#).

## **Electoral Boundaries Readjustment Administration**

**In this section:**

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- ▶ [Quality of Life Impacts](#)
- ▶ [Results and Targets](#)
- ▶ [Plans to Achieve Results](#)
- ▶ [Snapshot of Planned Resources in 2024–25](#)
- ▶ [Program Inventory](#)

### **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*.

### **Quality of Life Impacts**

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Confidence in institutions”, through all of the activities mentioned in the core responsibility description.

## Results and Targets

The following table shows, for each departmental result related to Electoral Boundaries Readjustment Administration, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

**Table 3: Indicators, Results and Targets for Departmental Result**

Indicator	2020–21 Result <sup>1</sup>	2021–22 Result <sup>1</sup>	2022–23 Result <sup>1</sup>	Target	Date to Achieve
Percentage of commissioners who are satisfied with the services and support they received	Not available	Not available	Not available <sup>2</sup>	At least 90%	March 2024

Table 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.

Table Note 2: Since four electoral commissions and the Standing Committee on Procedure and House Affairs (PROC) requested extensions, the survey to measure satisfaction was completed in summer 2023 and the results will be reported in the agency’s 2023–24 Departmental Results Report.

The financial, human resources, and performance information for the Office of the Chief Electoral Officer’s Program Inventory is available in the [GC InfoBase](#).

## Plans to Achieve Results

Both the *Constitution Act, 1867* 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 reflect 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.

The most recent iteration of this work concluded on September 22, 2023, when the new *Representation Orders*, which describe and name Canada’s future federal electoral districts, were given the force of law by proclamation of the Governor in Council.

The final reports generated by the commissions, outlining the new electoral districts in each province, are available on the [2022 Redistribution website](#) and the new boundary limits will take effect on the first dissolution of Parliament that occurs after April 22, 2024.

This core responsibility will remain dormant until the agency begins to prepare to support the work of the commissions in alignment with the next decennial census.

## Snapshot of Planned Resources in 2024–25

- ▶ **Planned spending:** \$0
- ▶ **Planned full-time resources:** 0

## Program Inventory

Electoral Boundaries Readjustment Administration is supported by the following programs in the program inventory:

- ▶ Electoral Boundaries Readjustment Administration

Supporting information on planned expenditures, human resources, and results related to Elections Canada’s program inventory is available on [GC InfoBase](#).

## Internal Services

### In this section:

- ▶ [Description](#)
- ▶ [Plans to Achieve Results](#)
- ▶ [Snapshot of Planned Resources in 2024–25](#)
- ▶ [Planning for Contracts Awarded to Indigenous Businesses](#)

### 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

### Plans to Achieve Results

Internal Services support the Office of the Chief Electoral Officer’s programs and activities and ensure that they have the resources needed to provide effective services to Canadians.

In 2024–25 Elections Canada will continue to work on replacing the agency’s current payroll system for election workers with a modernized solution. Once fully implemented, the new payroll system will significantly improve the accuracy and timeliness of payments to election personnel and enhance the transparency and completeness of the agency’s financial records.

The agency will also remain committed to fostering an equitable, diverse and inclusive workplace where all feel welcome. This is reflected in Elections Canada’s [Accessibility Plan](#) and employment equity, diversity and inclusion strategy.

In tandem with these efforts, Elections Canada will continue to implement updates to the agency’s workspaces through its workplace transformation project. This initiative will support hybrid work and reduce the agency’s real-property footprint.



Lastly, Elections Canada will undertake the necessary steps to vacate the King Edward data centre by August 31, 2024.<sup>4</sup> This transition aligns with the facility’s future decommissioning plans and promises to enhance the availability and reliability of the agency’s data.

### Snapshot of Planned Resources in 2024–25

- ▶ **Planned spending:** \$92,240,266
- ▶ **Planned full-time resources:** 390

### Planning for Contracts Awarded to Indigenous Businesses

To support the Government of Canada’s commitment of economic reconciliation with Indigenous peoples, the agency will work toward awarding at least 5% of its contracts to First Nations, Inuit and Métis suppliers.

In order to meet this target, Elections Canada analyzed the agency’s current and historical Indigenous procurement performance and proactively identified contracts that could be set aside for Indigenous suppliers. The agency will further promote Indigenous procurement by continuing to:

- ▶ Require that all new Procurement team members take the Canada School of Public Service [Indigenous Considerations in Procurement](#) course within six months of employment.
- ▶ Require that all new procurements consider whether there is an opportunity to use an Indigenous procurement strategy.
- ▶ Promote the Indigenous procurement resource centre which provides employees with additional information regarding tools, policies and other relevant resources.
- ▶ Identify Indigenous suppliers that are interested in delivering products or services to Elections Canada and sharing their information with employees.

**Table 4: Contracts Awarded to Indigenous Businesses**

5% Reporting Field Description	2022–23 Actual % Achieved	2023–24 Forecasted % Target	2024–25 Planned % Target
Total percentage of contracts with Indigenous businesses	3.8%	6%	8%

<sup>4</sup> Should the 45th general election occur during the migration plan and/or execution, this date may be postponed to November 2024.

## Planned Spending and Human Resources

This section provides an overview of the Office of the Chief Electoral Officer’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from the previous years.

### In this section:

- ▶ [Spending](#)
- ▶ [Funding](#)
- ▶ [Future-Oriented Condensed Statement of Operations](#)
- ▶ [Human Resources](#)

## Spending

### Financial Framework

The Office of the Chief Electoral Officer’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. The agency continues its efforts to replace and modernize IT systems and adopts financial management practices and oversight mechanisms to ensure sound stewardship, prudent use of resources and value for money across all its activities.

Under Canada’s parliamentary system, general elections are scheduled to take place on fixed dates but can still be called in advance, particularly during a minority government. By-elections, which take place whenever seats in the House of Commons become vacant, are also unpredictable, as Elections Canada has no control over their frequency and timing. Legislative changes and market forces for procured goods and services can also significantly impact a general election. For these reasons, Elections Canada does not forecast planned spending in its Main Estimates related to election delivery activities until the fiscal year of a fixed-date election.

### Table 5: Actual Spending Summary for Core Responsibilities and Internal Services (dollars)

The following table shows information on spending for each of the Office of the Chief Electoral Officer’s core responsibilities and for its internal services for the previous two fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core Responsibilities and Internal Services	2021–22 Actual Expenditures	2022–23 Actual Expenditures	2023–24 Forecast Spending
Electoral Administration and Oversight <sup>1</sup>	555,990,903	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	7,267,285	N/A	N/A
Electoral Administration <sup>2</sup>	N/A	104,296,961	165,691,065
Regulatory Oversight <sup>2</sup>	N/A	30,602,013	27,557,432
Electoral Boundaries Readjustment Administration <sup>2</sup>	N/A	10,119,938	1,706,186
<b>Subtotal</b>	<b>563,258,188</b>	<b>145,018,912</b>	<b>194,954,683</b>

Core Responsibilities and Internal Services	2021–22 Actual Expenditures	2022–23 Actual Expenditures	2023–24 Forecast Spending
Internal Services	64,029,660	68,114,464	87,000,210
<b>Total</b>	<b>627,287,848</b>	<b>213,133,376</b>	<b>281,954,893</b>

Table Note 1: These core responsibilities will no longer be reported on after 2021–22 due to a renewal of the agency’s Departmental Results Framework.

Table Note 2: These core responsibilities were implemented in 2022–23 as part of a renewal of the agency’s Departmental Results Framework; therefore, there is no data for previous years.

### Explanation of Table 5

The actual 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 sharply decreases in the fiscal year following an election.

During the period presented in the table, Elections Canada delivered 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, Elections Canada had to return to a state of readiness immediately after the 44th general election. As a result, expenditures did not decrease to their typical post-event levels. In 2022–23, the agency also started a new cycle of investments in digital transformation priorities, which serve to ensure that a secure and reliable infrastructure supports the electoral process in a way that will meet the expectations of Canadians. These investments are linked to areas such as voting services, registration of electors, the election delivery platform, data management, and shared platform services. Lastly, the decennial redistribution of federal electoral boundaries began in 2020–21 and had its peak expenditures in 2022–23. These variations affect only the statutory portion of the funding.

### Table 6: Budgetary Planning Summary for Core Responsibilities and Internal Services (dollars)

The following table shows information on planned spending for each of the Office of the Chief Electoral Officer’s core responsibilities and for its internal services for the upcoming three fiscal years.

Core Responsibilities and Internal Services	2024–25 Budgetary Spending (as indicated in Main Estimates)	2024–25 Planned Spending	2025–26 Planned Spending	2026–27 Planned Spending
Electoral Administration and Oversight <sup>1</sup>	N/A	N/A	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	N/A	N/A	N/A	N/A
Electoral Administration <sup>2</sup>	140,011,295	140,011,295	102,224,758	67,745,710
Regulatory Oversight <sup>2</sup>	27,036,727	27,036,727	26,526,729	24,139,350
Electoral Boundaries Readjustment Administration <sup>2</sup>	0	0	0	0
<b>Subtotal</b>	<b>167,048,022</b>	<b>167,048,022</b>	<b>128,751,487</b>	<b>91,885,060</b>
Internal Services	92,240,266	92,240,266	67,081,803	60,285,482
<b>Total</b>	<b>259,288,288</b>	<b>259,288,288</b>	<b>195,833,290</b>	<b>152,170,542</b>

Table Note 1: These core responsibilities will no longer be reported on after 2021–22 due to a renewal of the agency’s Departmental Results Framework.

Table Note 2: These core responsibilities were implemented in 2022–23 as part of a renewal of the agency’s Departmental Results Framework; therefore, there is no data for previous years.

### Explanation of Table 6

As noted in Table 5, the agency’s spending pattern generally reflects the election cycle.

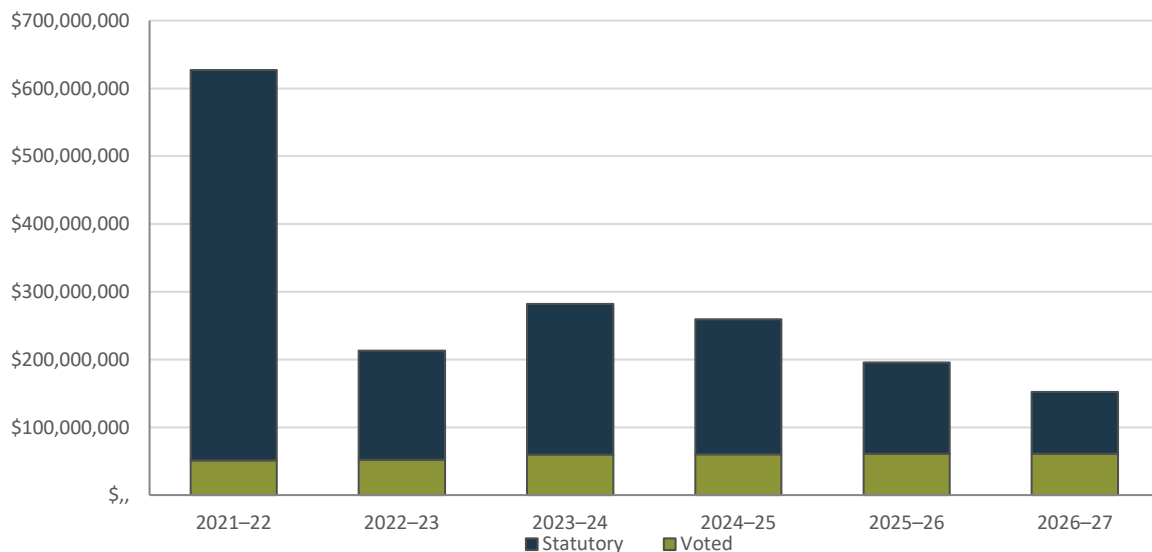
During the period presented in the Table 6, the agency will be getting ready to deliver an election under the new representation orders in 343 electoral districts and maintaining a high level of readiness under a minority government context until the latest date that the 45th general election can be called (fall 2025). Investments in digital transformation priorities will also continue. These variations affect only the statutory portion of the funding. As noted in the Financial Framework section, Elections Canada does not forecast planned spending in its Main Estimates related to election delivery activities until the fiscal year of a fixed-date election.

Note: The annual spending for Internal Services as a proportion of the agency’s total spending varies significantly by fiscal year. This variation is mostly due to the election cycle and digital transformation priorities supporting Internal Services. In the years covered in Tables 5 and 6, it ranges between 10% and 40%, with an average of 25% over the period.

## Funding

**Figure 1: Departmental Spending 2021–22 to 2026–27**

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



Year	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Statutory	576,087,848	160,933,376	222,387,012	198,925,252	134,646,225	90,875,008
Voted	51,200,000	52,200,000	59,567,881	60,363,036	61,187,065	61,295,534
Total	627,287,848	213,133,376	281,954,893	259,288,288	195,833,290	152,170,542

Table Note: Totals may not add up due to rounding.

### Explanation of Figure 1

The agency’s spending pattern generally reflects the election and redistribution cycles. Additional details are available in the [Financial Framework](#), and in the [Actual Spending](#) and [Budgetary Planning](#) Summaries sections of this plan.

## Estimates by Vote

Information on the Office of the Chief Electoral Officer’s organizational appropriations is available in the [2024–25 Main Estimates](#).

## Future-oriented Condensed Statement of Operations

The future-oriented condensed statement of operations provides an overview of the Office of the Chief Electoral Officer’s operations for 2023–24 to 2024–25.

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 with the requested authorities, are available on [Elections Canada’s website](#).

**Table 7: Future-oriented Condensed Statement of Operations for the year ending March 31, 2025 (dollars)**

Financial Information	2023–24 Forecast Results	2024–25 Planned Results	Difference (2024–25 Planned Results minus 2023–24 Forecast Results)
Total expenses	\$299,930,659	\$264,950,144	(\$34,980,515)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	\$299,930,659	\$264,950,144	(\$34,980,515)

### Explanation of Table 7

The agency estimates \$265 million in expenses for 2024–25. This represents a decrease of \$35 million from the 2023–24 forecast results. This reduction is mainly due to the closing of the electoral boundaries redistribution exercise, the delivery of five by-elections, and investments in digital transformation priorities.

## Human Resources

**Table 8: Actual Human Resources Summary for Core Responsibilities and Internal Services**

The following table shows information on human resources, in full-time equivalents (FTEs), for the Office of the Chief Electoral Officer’s core responsibilities and for its internal services for the previous two fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core Responsibilities and Internal Services	2021–22 Actual FTEs	2022–23 Actual FTEs	2023–24 Forecast FTEs
Electoral Administration and Oversight <sup>1</sup>	896	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	43	N/A	N/A
Electoral Administration <sup>2</sup>	N/A	506	706
Regulatory Oversight <sup>2</sup>	N/A	183	185
Electoral Boundaries Readjustment Administration <sup>2</sup>	N/A	28	8
<b>Subtotal</b>	<b>939</b>	<b>717</b>	<b>899</b>
Internal Services	311	320	379
<b>Total</b>	<b>1,250</b>	<b>1,037</b>	<b>1,278</b>

Table Note 1: These core responsibilities will no longer be reported on after 2021–22.

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

### Explanation of Table 8

The fluctuation in full-time equivalents is also a result of the election cycle, largely explained by the same reasons stated in the [Actual Spending Summary for Core Responsibilities and Internal Services](#) section of this plan.

**Table 9: Human Resources Planning Summary for Core Responsibilities and Internal Services**

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Office of the Chief Electoral Officer’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core Responsibilities and Internal Services	2024–25 Planned FTEs	2025–26 Planned FTEs	2026–27 Planned FTEs
Electoral Administration and Oversight <sup>1</sup>	N/A	N/A	N/A
Electoral Compliance and Enforcement <sup>1</sup>	N/A	N/A	N/A
Electoral Administration <sup>2</sup>	750	580	402
Regulatory Oversight <sup>2</sup>	198	192	184
Electoral Boundaries Readjustment Administration <sup>2</sup>	0	0	0
<b>Subtotal</b>	<b>948</b>	<b>772</b>	<b>586</b>
Internal Services	390	372	341
<b>Total</b>	<b>1,338</b>	<b>1,144</b>	<b>927</b>

Table Note 1: These core responsibilities will no longer be reported on after 2021–22.

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

### **Explanation of Table 9**

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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 for Core Responsibilities and Internal Services](#) section of this plan.

# Corporate Information

## Organizational Profile

### Appropriate Minister:

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

### 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](#)
- ▶ [Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3](#)
- ▶ [Referendum Act, S.C. 1992, c. 30](#)

### Year of incorporation/commencement:

1920

## Organizational Contact Information

### Mailing Address

Elections Canada  
30 Victoria Street  
Gatineau, Quebec  
K1A 0M6

### General enquiries

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#### 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)

### Media information

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#### Telephone

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819-939-1900

TTY 1-800-361-8935

#### Fax

613-954-8584

**Email:** [info@elections.ca](mailto:info@elections.ca)

**Website:** [elections.ca](http://elections.ca)



## Supplementary Information Tables

The following supplementary information tables are available on [Elections Canada's website](#):

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

Information on the Office of the Chief Electoral Officer's Departmental Sustainable Development Strategy can be found on [Election Canada's website](#).

## 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](#).

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.

## 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.

### **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 tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as

age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**Indigenous business (entreprise autochtone)**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

**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.