



Office of the  
Chief Electoral Officer  
of Canada

# 2021–22

## Departmental Results Report



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Stéphane Perrault  
Chief Electoral Officer of Canada

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## From the Chief Electoral Officer

I am pleased to present the Office of the Chief Electoral Officer's 2021–22 Departmental Results Report detailing the progress against the commitments made in the agency's 2021–22 Departmental Plan. This report contains the results for the entire portfolio, that is, for both Elections Canada and the Commissioner of Canada Elections.

During the reporting period, Elections Canada focused its efforts on addressing the operational challenges related to delivering the 44th general election during the COVID-19 pandemic. In order to ensure that Canadians were able to safely exercise their democratic rights to vote and be a candidate, the agency:

- ▶ implemented new health and safety measures, such as personal protective equipment for election workers, hand sanitizer, plexiglass barriers, distancing signage and single-use pencils at polling stations and local Elections Canada offices;
- ▶ improved the accessibility and effectiveness of the processes and systems that supported special ballot services, including a new online application portal and boxes designed to receive special ballots at polling stations on election day; and
- ▶ added a new health and safety component to the Voter Information Campaign.



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Throughout the 44th general election, the agency worked to build trust and increase participation in the electoral process by providing reliable information in a wide array of languages, including 16 Indigenous languages. Elections Canada also worked to enhance its voter registration services and the quality of the data in the National Register of Electors.

Prior to the general election, Elections Canada collaborated with lead security agencies to ensure that its technological infrastructure continued to meet the highest security standards. This collaboration was complemented by the agency's work to prepare for and, if required, act on attempts at electoral interference, whether through cyberattacks or the spread of inaccurate information about the electoral process. I am pleased to report that Elections Canada was successful in protecting the integrity of the event, and no significant cybersecurity threats occurred leading up to, or during, the September 20, 2021, general election.

In closing, I would like to take this opportunity to thank all the individuals and organizations that assisted the Office of the Chief Electoral Officer in delivering on its mandate this fiscal year. Faced with uncertainty and challenges relating to the COVID-19 pandemic, returning officers, election workers and the agency's staff were nonetheless able to deliver a safe and secure voting experience for electors throughout Canada. Their hard work and dedication is what enabled Elections Canada to continue to deliver on its vision: an electoral democracy that serves all Canadians and that Canadians trust.

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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.

At the beginning of 2021–22, Elections Canada was focused on preparing for a possible pandemic election. This included adapting internal procedures and processes, as well as working closely with returning officers to identify and mitigate challenges related to leasing sites and recruiting election workers. On August 15, 2021, when the Governor General dissolved the 43rd Parliament and writs of election were issued, the agency's focus shifted from preparing for a possible COVID-19 election, to delivering a general election during the fourth wave of the pandemic. As the 44th general election resulted in a minority government, the agency's focus for the remainder of 2021–22 shifted to finalizing close-out activities and beginning preparations to deliver the 45th general election, which could have been called at any time.

### What Funds Were Used?

The agency's total actual spending for 2021–22 was \$627,287,848.

### Who Was Involved?

The agency's total workforce (full-time equivalents) for 2021–22 was 1,250.

### Key Results Achieved

- ▶ Elections Canada delivered a safe and secure 44th general election in the context of both a pandemic and a snap election.
- ▶ The agency made significant improvements to the processes to apply for, and vote by, special ballot. These included designing and implementing an online application to request special ballots and communicating early and extensively with Canadians about the requirements for voting by mail.
- ▶ Elections Canada finalized its Digital Transformation Strategy and began the implementation of foundational elements.

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

## Electoral Administration and Oversight

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

### Description

The Office of the Chief Electoral Officer's core responsibility is to prepare for, deliver, and report on federal elections and referendums in accordance with the legislative framework, while ensuring integrity throughout the electoral process.

### Results

On September 20, 2021, the agency successfully delivered a safe and secure election in the midst of the COVID-19 pandemic. This was achieved by completing the following key activities:

- ▶ The agency enabled returning officers to lease and set up over 500 local offices across 338 electoral districts. These offices allowed electors and candidates to register to vote, apply for a special ballot, submit a resumé for employment or fill out a candidate nomination form.
- ▶ Elections Canada reviewed its operations and staffing models with the goal of improving the experience of electors at polling locations while aligning with health and safety requirements. To comply with physical distancing measures, a single poll worker model<sup>1</sup> was developed for in-person voting services. Returning officers were provided with guidance materials on COVID-19 health and safety requirements and adjusted training tools for election workers.
- ▶ In anticipation of increased demand for special ballot services, the agency expanded its capacity to receive and process special ballot applications by:
  - enabling local electors<sup>2</sup> to request their special ballot kits by uploading their proof of identity to an online system;<sup>3</sup>
  - providing a point-on-map feature for electors living at non-standard addresses to pin-point their geographic location;
  - providing the opportunity for electors to pick up a special ballot application at certain Canada Post locations; and
  - allowing electors to view the status of their special ballot request through an online tracking system.

Elections Canada also conducted workflow simulations to determine the workforce and space required for local offices to manage special ballot requests in a timely manner. As a result, approximately 1,500 additional computers were purchased, configured with specialized software and installed in local offices to support the processing of

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<sup>1</sup> In previous elections, two election workers were assigned per polling station desk.

<sup>2</sup> Local electors are electors who vote from inside their electoral district.

<sup>3</sup> In previous elections, local electors who applied to vote by mail were required to submit photocopies of the documentation needed to an Elections Canada office.



applications. These improvements allowed the agency to manage the significant increase<sup>4</sup> in the volume of special ballot applications.

- ▶ The agency improved the experience of electors, candidates and election workers by:
  - offering flexible voting options<sup>5</sup> for electors at long-term care facilities and seniors' residences;
  - making polling boxes available at polling locations on election day for electors to drop off their special ballots;
  - making temporary accessibility improvements to polling locations; and
  - implementing a tool within the [Political Entities Service Centre](#)<sup>i</sup> that allowed candidates to view the status of their financial filings in real time.
- ▶ To ensure that Canadians had easy access to accurate information on where, when and the ways to vote, Elections Canada developed and delivered a Voter Information Campaign which included:
  - providing messaging on the agency's website and social media channels informing Canadians on where to vote, how to become a candidate, and the health and safety measures implemented at polling locations;
  - giving information on ways to vote for seniors and for students living away from home;
  - offering an enhanced recruitment campaign to raise awareness on paid election worker positions and to encourage candidates to apply online;
  - distributing a [Guide to the Federal Election](#)<sup>ii</sup> to households across Canada;
  - creating shareable digital information products such as pamphlets, infographics and educational videos;
  - operating a public enquiries service to address questions from members of the public; and
  - monitoring for and detecting instances of misinformation and disinformation and redirecting to accurate information as required.
- ▶ Elections Canada also continued to work with stakeholders to reduce barriers to electoral participation by:
  - developing and distributing customized handbooks to community leaders and other organizations to enable groups that traditionally faced barriers to electoral participation<sup>6</sup> to register and vote in the 44th general election;
  - offering [Inspire Democracy](#)<sup>iii</sup> workshops and webinars, including virtual workshops for Canadians interested in [Running in a Federal Election](#),<sup>iv</sup> [Working at a Federal Election](#)<sup>v</sup> and [Registering and Voting in a Federal Election](#)<sup>vi</sup> as part of the Voter Information Campaign;

<sup>4</sup> In the 44th general election, the agency received approximately 700,000 special ballots by mail. In the 43rd general election, the agency received approximately 55,000 special ballots by mail.

<sup>5</sup> Electors at long-term care facilities and seniors' residences were offered early on-site polling stations, coordinated special ballot voting processes, on-site polling stations on election day and the option to vote independently by special ballot.

<sup>6</sup> Electors with disabilities, students, new electors and Indigenous electors.

- redesigning the Inspire Democracy website, adding an improved calendar of events and a streamlined user interface that significantly enhanced accessibility and user engagement; and
  - preparing communication products for community relations officers<sup>7</sup> to conduct local outreach activities targeting groups who typically face barriers to voting.
- ▶ Collaborative work continued between the agency, Natural Resources Canada and Statistics Canada to maintain the electoral geography databases required to produce up-to-date products such as maps and reports related to electoral districts, from the national and provincial level down to the smallest electoral unit, the polling division. These map products and electoral geography services were used by election administrators and political entities throughout the 44th general election.
  - ▶ To support political entities in complying with the relevant provisions in the *Canada Elections Act*,<sup>vii</sup> the agency provided guidance on its application through written opinions, guidelines and interpretation notes, as well as by responding to public inquiries. Political financing handbooks for *electoral district associations and financial agents*<sup>viii</sup> and *candidates and official agents*<sup>ix</sup> were also revised and published on Elections Canada’s website.

In addition to the key activities listed above, Elections Canada monitored the environment to remain well positioned to anticipate, detect and respond to emerging issues. As challenges resulting from the COVID-19 pandemic had the potential to influence the perceived integrity of the electoral process, the agency implemented several initiatives:

- ▶ Elections Canada promoted the health and safety of both electors and election workers at polling locations and other points of service by:
  - conducting a health and safety analysis to ensure polling locations met the *federal guidelines on indoor ventilation*;<sup>x</sup>
  - providing personal protective equipment, health and safety materials, and self-administered COVID-19 rapid tests to election workers; and
  - limiting the number of candidates’ representatives at polling locations to respect occupancy limits and physical-distancing protocols.
- ▶ The agency carefully monitored the electoral environment and, as *Bill C-19 An Act to amend the Canada Elections Act (COVID-19 response)*<sup>xi</sup> was not passed before the 43rd Parliament dissolved, successfully addressed pandemic-related challenges and delivered the 44th general election without a legislative response.
- ▶ Elections Canada consulted with federal, provincial and local health partners on the public health measures in place across the country in order to deliver a safe, accessible and secure election. Through these consultations, Elections Canada created the General Election Pandemic Intelligence Task Force, which allowed the agency to develop a coordinated approach to implementing health and safety measures throughout the electoral period. The agency also used social media, television, radio and print ads to share information on pandemic protocols at polling locations and to explain alternative voting methods to electors who did not feel comfortable with in-person voting.

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<sup>7</sup> Community relations officers are Elections Canada employees who liaise with groups known to face barriers to registration and voting. The officers also facilitate communications between these target communities and local offices.

The agency also focused on initiatives designed to maintain trust in the electoral process:

- ▶ To ensure that Canadians felt confident voting by mail, the agency expanded its education and awareness activities as they related to special ballots to include infographics, videos and technical briefings with political parties and the media. Elections Canada also invited more observers, including additional political party representatives, to watch special ballots being counted.
- ▶ Through Facebook and Twitter posts, the agency delivered a digital campaign that focused on increasing awareness about the safeguards used to ensure electoral security and integrity.
- ▶ Elections Canada refined its voter registration processes and developed a new program to manage the quality and integrity of electoral data within the National Register of Electors (NROE) and Register of Future Electors (ROFE).
- ▶ To increase the accuracy of the NROE further, the agency deepened its cooperative relationships with relevant federal agencies, provincial and territorial electoral management bodies and administrative data suppliers. As a result, the agency improved<sup>8</sup> the coverage<sup>9</sup> and accuracy<sup>10</sup> of the NROE, achieving a coverage of 96 percent and an accuracy of 92.3 percent. As part of this work, the agency collaborated with:
  - Immigration, Refugees and Citizenship Canada to gather information used to validate the contents of the NROE; and
  - Statistics Canada to update road names and address ranges found within the National Geographic Database<sup>11</sup> to ensure addresses within the NROE were as accurate as possible.
- ▶ As required by the *Canada Elections Act*,<sup>xii</sup> the agency oversaw the mandatory external audit of poll officials for the 44th general election.<sup>12</sup>
- ▶ The agency continued to offer virtual learning opportunities and successfully developed training modules and delivered live question-and-answer sessions for electoral district associations, financial agents, chief executive officers, candidates, and their official agents. As part of the agency's ongoing commitment to help political entities comply with the political financing regime of the *Canada Elections Act*, Elections Canada also expanded its training modules geared toward new financial agents and associations.

In addition to delivering the 44th general election, Elections Canada also focused on the following initiatives in support of its mandate:

- ▶ The agency participated in a number of international events with other electoral management bodies and other key partners. In 2021–22, Elections Canada attended:
  - 13 international events, including the *International IDEA*<sup>xiii</sup> webinar on recent developments in cybersecurity and elections;
  - the *Réseau des compétences électorales francophones*<sup>xiv</sup> general assembly and the *Forum des Femmes*<sup>xv</sup> event;

<sup>8</sup> In 2020–21, the NROE achieved a coverage of 95.9 percent and an accuracy of 91.9 percent.

<sup>9</sup> Coverage is the proportion of eligible electors (Canadian citizens aged 18 and over) who are registered to vote.

<sup>10</sup> Accuracy is the proportion of registered electors who are listed at their current address.

<sup>11</sup> The National Geographic Database is a shared road network that is continuously maintained by both organizations to ensure high-quality roads, road names and address ranges.

<sup>12</sup> Conducted by PricewaterhouseCoopers.

- the [18th European Conference of Electoral Management Bodies](#);<sup>xvi</sup> and
- bilateral engagements with Canadian electoral management bodies and key international partners such as Mexico, the United States, Australia, New Zealand and the United Kingdom.

Through these engagements, Elections Canada strengthened 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 electoral administration field.

- ▶ To proactively encourage future participation in Canada's democratic process, the agency provided Canadians aged 14 to 17 with the opportunity to preregister for the NROE by providing their information to the ROFE.
- ▶ To continue to improve the accessibility of the electoral process, the agency initiated the research and development of text-to-speech technologies for use in future elections.
- ▶ Elections Canada continued to mobilize education stakeholders by providing new and revised learning tools. Throughout 2021–22, over 800,000 students from across all electoral districts participated in [Student Vote Canada](#),<sup>xvii</sup> a learning program that simulates the voting experience. Additionally, over 13,000 of the agency's ongoing educational resources were ordered and downloaded, and 174 virtual civic education workshops were delivered to Canadians across the country.
- ▶ Following the 2021 census, Elections Canada prepared population numbers and maps showing the distribution of the population by province for the independent electoral boundaries commissions, pursuant to the [Electoral Boundaries Readjustment Act](#).<sup>xviii</sup> It is the mandate of these commissions to ensure that electoral districts and their boundaries are revised to reflect changes and movements in Canada's population based on census findings. The agency also provided administrative and technical support to the commissions and processed the payment of their expenses.

## Key Risks


Throughout the fiscal year, Elections Canada continuously analyzed the risk environment and followed its corporate risk framework to ensure that the agency was prepared to respond to challenges and deliver on commitments. In 2021–22 the agency faced unprecedented risks as it prepared for and delivered the 44th general election. These risks were related to the pandemic and the associated threats to public health, the proliferation of inaccurate information, and potential cyberattacks or other security incidents. Elections Canada mitigated these risks by:

- ▶ collaborating with key partners in health and security to ensure that its operational plans were current and reflected medical advice and best practices;
- ▶ establishing an interdepartmental steering committee that managed and oversaw key readiness activities related to administering an election during the pandemic;
- ▶ ensuring an efficient and timely response to any environmental events that arose during the 44th general election to enable voting for electors who were evacuated from their homes or experiencing power outages;
- ▶ monitoring supply chains and working with suppliers and government organizations to secure goods and services;
- ▶ adjusting to a new hybrid work model that allowed for flexibility while enabling a high level of productivity;

- ▶ monitoring the information environment, including social media, for content that could disrupt the smooth administration of the election and correcting, where appropriate, misinformation or disinformation;
- ▶ expanding the agency's information campaign to assure electors who preferred to vote in person at their assigned polling station that they could do so safely; to promote the option of voting by mail using a special ballot to electors who could not, or did not want to, vote at their assigned polling station; and to explain, well in advance of election day, why results in some electoral districts might not be known on election night;
- ▶ increasing returning officers' budgets for security at polling places where necessary; and
- ▶ safeguarding the agency's cybersecurity posture through continual investment in Elections Canada's network, website and data centres.

## Results Achieved for Electoral Administration and Oversight


The following table shows, for Electoral Administration and Oversight, the results achieved, the performance indicators, the targets and the target dates for 2021–22, 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 <sup>1</sup>
	Canadians can exercise their democratic rights to vote and to be a candidate	Percentage of electors included in the National Register of Electors	At least 94% by March 2022	2021–22: 97% 2020–21: 96% 2019–20: 96%
		Percentage of polling stations that meet Elections Canada's key accessibility criteria	100% by March 2022	2021–22: 94% 2020–21: Not available 2019–20: 94%
		Percentage of electors' residences that are within 6 kilometres of their assigned polling place on polling day	At least 95% by March 2022	2021–22: 92% 2020–21: Not available 2019–20: 94%
		Percentage of electors' residences that are within 12 kilometres of their assigned polling place on advance polling days	At least 95% by March 2022	2021–22: 93% 2020–21: Not available 2019–20: 91%
		Number of electors who attended the Inspire Democracy workshop on becoming a candidate	At least 30 by March 2022	2021–22: 190 2020–21: 180 2019–20: 55 <sup>2</sup>

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. Unless otherwise specified, the results for each fiscal year pertain to the following events:

- 2021–22: one general election (the 44th general election)
- 2020–21: two by-elections (Toronto Centre [Ontario] and York Centre [Ontario])
- 2019–20: one general election (the 43rd general election)

Note 2: The result was reported as "Not available" in the 2020–21 Departmental Results Report and the 2021–22 Departmental Plan. Data were not available when these two documents were published but has since been calculated.



Departmental Result	Departmental Result Indicator	Target	Actual Results <sup>1</sup>
Canadians can exercise their democratic rights to vote and to be a candidate	Percentage of candidates who are satisfied with the services and products provided by Elections Canada	At least 90% by March 2022	2021–22: 85% <sup>3</sup> 2020–21: Not available <sup>4</sup> 2019–20: 85% <sup>2 3</sup>
	Percentage of electors who are aware of the main voting methods	At least 90% of electors are aware of the option to vote at a polling station on election day by March 2022	2021–22: 88% 2020–21: 86% 2019–20: 91%
Canadians receive electoral information and services that meet their needs	Percentage of electors who are aware of the main voting methods	At least 70% of electors are aware of the option to vote at an advance poll by March 2022	2021–22: 61% 2020–21: 61% 2019–20: 71%
	Percentage of electors who are satisfied with the information provided by Elections Canada	At least 85% by March 2022	2021–22: 94% 2020–21: Not available 2019–20: 95% <sup>2</sup>
Canada maintains a fair, secure, and transparent electoral process free of undue influence	Percentage of Canadians who have a positive perception of the administration of elections	At least 95% of electors by March 2022	2021–22: 90% 2020–21: 93% 2019–20: 91%
	Percentage of Canadians who have a positive perception of the administration of elections	At least 85% of candidates by March 2022	2021–22: 78% 2020–21: Not available 2019–20: 82%
	Number of security incidents with a demonstrable effect on the electoral process	0 by March 2022	2021–22: 0 2020–21: 0 2019–20: Not available
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls by March 2022	2021–22: Not available <sup>5</sup> 2020–21: Within tolerance 2019–20: Within tolerance

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. Unless otherwise specified, the results for each fiscal year pertain to the following events:


- 2021–22: one general election (the 44th general election)
- 2020–21: two by-elections (Toronto Centre [Ontario] and York Centre [Ontario])
- 2019–20: one general election (the 43rd general election)

Note 2: The result was reported as “Not available” in the 2020–21 Departmental Results Report and the 2021–22 Departmental Plan. Data were not available when these two documents were published but has since been calculated.

Note 3: The result presented here of 85% corresponds to the percentage of candidates who found Elections Canada products to be useful in running their campaign.

Note 4: The Survey of Candidates was not conducted this fiscal year as there was no general election.

Note 5: While the independent audit report on the performance of the duties and functions of election officers for the 44th general election was conducted in 2021–22, results will not be known until the 2022–23 fiscal year.

	Departmental Result	Departmental Result Indicator	Target	Actual Results <sup>1</sup>
	Canada maintains a fair, secure, and transparent electoral process free of undue influence	Election officers' level of compliance with procedures at the polls	A deviation under 11% for secondary controls by March 2022	2021–22: Not available <sup>5</sup> 2020–21: Within tolerance 2019–20: Within tolerance
		Percentage of ineligible contributions that are returned to contributors or remitted to the Chief Electoral Officer at the request of Elections Canada	At least 90% by March 2022	2021–22: Not available <sup>6</sup> 2020–21: Not available <sup>7</sup> 2019–20: Not available <sup>8</sup>
		Percentage of financial returns (all entities except third parties) that Elections Canada posts online within 10 business days of filing	100% by March 2022	2021–22: 96% <sup>9</sup> 2020–21: Not available <sup>7</sup> 2019–20: 100%
		Percentage of candidate returns for which the audit is completed within 12 months of the submission deadline	100% by March 2022	2021–22: 100% <sup>10</sup> 2020–21: 82% <sup>11</sup> 2019–20: Not available <sup>12</sup>

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. Unless otherwise specified, the results for each fiscal year pertain to the following events:

- 2021–22: one general election (the 44th general election)
- 2020–21: two by-elections (Toronto Centre [Ontario] and York Centre [Ontario])
- 2019–20: one general election (the 43rd general election)

Note 5: While the independent audit report on the performance of the duties and functions of election officers for the 44th general election was conducted in 2021–22, results will not be known until the 2022–23 fiscal year.

Note 6: This relates to horizontal audits of contributions only. Audits were ongoing at the end of the reporting year.

Note 7: Changes to the processes and systems supporting this activity preclude the availability of this figure this fiscal year.

Note 8: No contributions were required to be returned at the request of the Chief Electoral Officer in 2019–20.

Note 9: Numbers include only parties' and leadership contestants' returns.

Note 10: Results of the audit of candidate returns for the 44th general election will not be available until 2022–23. The result presented here of 100% relates to candidate returns from the Toronto Centre (Ontario) and York Centre (Ontario) by-elections held on October 26, 2020.

Note 11: These results are for the 43rd general election. All (100%) audits were completed by September 2021.


Note 12: The previous general election was in 2015, so there were no candidate returns to audit in this fiscal year.

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



## Budgetary Financial Resources (dollars) for Electoral Administration and Oversight

The following table shows, for Electoral Administration and Oversight, budgetary spending for 2021–22, as well as actual spending for that year.

	2021–22 Main Estimates	2021–22 Planned spending <sup>1</sup>	2021–22 Total authorities available for use <sup>2</sup>	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
	112,848,442	112,848,442	556,936,800	555,990,903	443,142,461

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 \$443.1 million is primarily a result of delivery costs in 2021–22 for the 44th general election. Elections Canada did not include the costs of election delivery in its Main Estimates, as the timing of the general election was not known at the time of submission. The costs associated with preparing, delivering and evaluating a general election typically span four years and include expenditures incurred well after election day. The most up-to-date estimated total cost of the 44th general election is available on [Elections Canada's website](#).<sup>xx</sup>

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

## Human Resources (full-time equivalents) for Electoral Administration and Oversight

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

	2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	790	896	106

The difference of 106 full-time equivalents mainly results from the requirement to hire additional temporary employees to deliver 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](#).<sup>xxii</sup>



## Electoral Compliance and Enforcement

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

### Description

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

### Results

In 2021–22, the Office of the Commissioner of Canada Elections (OCCE) continued to ensure compliance with, and enforcement of, the *Canada Elections Act* through the application of compliance and enforcement measures. This work was a key component in maintaining the integrity of the electoral process.

Throughout the reporting period, the OCCE received 3,694 complaints and referrals alleging non-compliance with the requirements of the *Canada Elections Act*. These included referrals received from Elections Canada with respect to the financial returns of candidates, registered parties and third parties. Of those complaints and referrals, 1,744 were received during the election period between August 15 and September 20, 2021.


As a result of investigations concluded in the 2021–22 fiscal year, which touched on complaints and referrals from both the 43rd and 44th general elections, the OCCE closed a total of 2,933 files. It also:

- ▶ entered into four compliance agreements;
- ▶ issued 80 caution letters; and
- ▶ issued 51 information letters.

When applicable, the OCCE also issued notices of violation imposing administrative monetary penalties to address violations of the *Canada Elections Act*,<sup>xxv</sup> with a view to ensuring compliance. Summaries of these notices were published on the [Commissioner of Canada Elections website](#).<sup>xxvi</sup>

## Results Achieved for Electoral Compliance and Enforcement

The following table shows, for Electoral Compliance and Enforcement, the results achieved, the performance indicators, the targets and the target dates for 2021–22, 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
	Compliance and enforcement activities under the <i>Canada Elections Act</i> contribute to the integrity of the electoral process	Percentage of complaints resulting in compliance measures <sup>1</sup>	At least 100% by March 2022	2021–22: 100% <sup>2</sup> 2020–21: 100% <sup>3</sup> 2019–20: 100% <sup>4</sup>
		Percentage of complaints resulting in formal criminal enforcement measures <sup>1</sup>	At least 100% by March 2022	2021–22: 100% <sup>2</sup> 2020–21: 100% <sup>3</sup> 2019–20: 100% <sup>4</sup>

Note 1: “Complaints” signifies complaints or referrals for which there was evidence of an offence under the *Canada Elections Act* and where said measures were deemed to be the appropriate compliance and enforcement tools.

Note 2: For 2021–22, 100% signifies a combination of 80 (38.1%) caution letters and 51 (24.3%) information letters sent, 70 (33.3%) administrative money penalties published, four (1.9%) compliance agreements entered into and five (2.4%) undertakings in the files where the measures were deemed to be the appropriate compliance and enforcement tools to address instances of wrongdoing under the *Canada Elections Act*.


Note 3: For 2020–21, 100% signifies a combination of 136 (77.3%) caution letters and 13 (7.4%) information letters sent, two (1.1%) compliance agreements entered into, three (1.7%) undertakings and 22 (12.5%) charges laid in the files where the measures were deemed to be the appropriate compliance and enforcement tools to address instances of wrongdoing under the *Canada Elections Act*. While having no impact on the reported result of 100%, this data differs from what was included in the notes in the 2019–20 Departmental Results Report and the 2020–21 Departmental Results Report. Data included in previous reports referred to calendar year totals and not fiscal year totals.

Note 4: For 2019–20, 100% signifies a combination of 173 (54.9%) caution letters and 123 (39.7%) information letters sent, 11 (3.5%) compliance agreements entered into and six (1.9%) charges laid in the files where the measures were deemed to be the appropriate compliance and enforcement tools to address instances of wrongdoing under the *Canada Elections Act*. While having no impact on the reported result of 100%, this data differs from what was included in the notes in the 2019–20 Departmental Results Report and the 2020–21 Departmental Results Report. Data included in previous reports referred to calendar year totals and not fiscal year totals.

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

## Budgetary Financial Resources (dollars) for Electoral Compliance and Enforcement

The following table shows, for Electoral Compliance and Enforcement, budgetary spending for 2021–22, as well as actual spending for that year.

	2021–22 Main Estimates	2021–22 Planned spending <sup>1</sup>	2021–22 Total authorities available for use <sup>2</sup>	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
	7,968,296	7,968,296	7,384,607	7,267,285	(701,011)


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.

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

## Human Resources (full-time equivalents) for Electoral Compliance and Enforcement

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

	2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	44	43	(1)

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

## 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 services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services 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 support the Office of the Chief Electoral Officer in achieving its departmental results, Internal Services provided essential support and oversight to employees at headquarters as well as electoral administrators across Canada. Internal Services delivered transparent, effective and efficient activities to support electoral readiness and delivery, such as:

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

Complementing these efforts, a new financial management system was successfully implemented and stabilized across the agency. This new system enabled employees to better support financial operations while increasing both the efficiency and effectiveness of Elections Canada's financial processes, data and systems.

Enhancements were also made to modernize the agency's audit systems for political financing in response to a review of its audit methodology for candidate campaign submissions. These enhancements enable paperless auditing, allow candidate reimbursements to be made prior to the completion of an audit and limit the incidence of overpayments.

As part of its forward planning, the agency finalized its Digital Transformation Strategy. This strategy sets out a sustainable approach to developing a digital environment that is aligned with the evolving needs of electoral management and the expectations of Canadians in a digital age. In 2021–22, the agency launched the first series of projects that focused on foundational elements, such as rebuilding its database architecture and extending its cloud-based productivity suite. This first series of digital transformation projects will enable long-term improvements to voter services as well as services to political entities.

Through its Leadership Renewal program, Elections Canada worked to ensure succession planning for executive and key management positions within the agency by offering participants job-shadowing opportunities and career development training. The agency's senior management team also approved a vision for the future of work that prioritized supporting all employees in implementing flexible and hybrid work schedules.

Finally, the agency continued to focus on critical activities that support a representative, diverse and inclusive workforce. In 2021–22, the agency:

- ▶ launched an accessibility steering committee and working group that collaborated with business leads and enablers across the agency to review existing and ongoing accessibility priorities;
- ▶ developed an Employment Equity, Diversity and Inclusion Strategy that outlines a corporate vision and concrete objectives through consultations with the [Advisory Group for Disability Issues](#),<sup>xxx</sup>
- ▶ advanced the mobilization of key stakeholders in the establishment of accessibility priorities and work plans; and
- ▶ implemented a policy on workplace harassment and violence prevention, established mandatory workplace harassment and violence prevention training for all employees, and provided additional internal resources to raise awareness and to support staff.


To support Elections Canada's commitment to employment equity, diversity and inclusion, the agency also began work on its Accessibility Plan.<sup>13</sup>

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<sup>13</sup> As required by the [Accessible Canada Act](#),<sup>xxxi</sup> Elections Canada will publish this plan in 2022–23.

## Budgetary Financial Resources (dollars) for Internal Services

The following table shows, for Internal Services, budgetary spending for 2021–22, as well as actual spending for that year.

	2021–22 Main Estimates	2021–22 Planned spending <sup>1</sup>	2021–22 Total authorities available for use <sup>2</sup>	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
	52,049,466	52,049,466	64,542,853	64,029,660	11,980,194

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 \$12.0 million is primarily a result of delivery costs for the 44th general election. Elections Canada did not include the costs of election delivery in its Main Estimates, as the timing of the general election was not known at the time of submission.

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

## 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 2021–22.

	2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
	281	311	30

The difference of 30 full-time equivalents mainly results from the requirement to hire additional temporary employees to deliver the 44th general election.

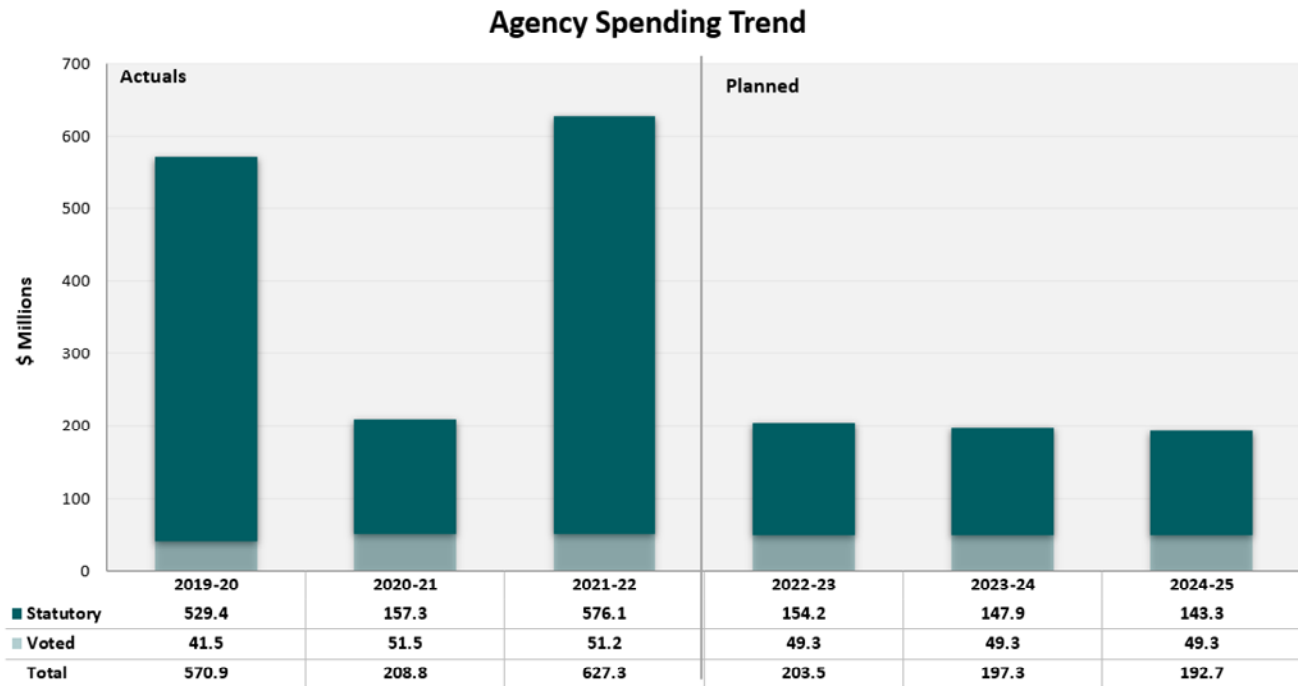
Financial, human resources and performance information for the Office of the Chief Electoral Officer's Program is available in the [GC InfoBase](#).<sup>xxxiii</sup>

# Spending and Human Resources

## Spending

### Spending 2019–20 to 2024–25

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



\*Totals may not add up due to rounding

## 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	2021–22 Main Estimates	2021–22 Planned spending <sup>1</sup>	2022–23 Planned spending <sup>1</sup>	2023–24 Planned spending <sup>1</sup>	2021–22 Total authorities available for use <sup>2</sup>	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)	2021–22 Actual spending (authorities used)
Electoral Administration and Oversight	112,848,442	112,848,442	N/A	N/A	556,936,800	515,137,124	143,558,420	555,990,903
Electoral Compliance and Enforcement	7,968,296	7,968,296	N/A	N/A	7,384,607	N/A	7,770,484	7,267,285
Regulatory Oversight <sup>3</sup>	N/A	N/A	29,607,678	28,558,719	N/A	N/A	N/A	N/A
Electoral Administration <sup>4</sup>	N/A	N/A	112,959,453	115,220,503	N/A	N/A	N/A	N/A
Electoral Boundaries Readjustment Administration <sup>5</sup>	N/A	N/A	7,011,500	1,099,000	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>120,816,738</b>	<b>120,816,738</b>	<b>149,578,631</b>	<b>144,878,222</b>	<b>564,321,407</b>	<b>515,137,124</b>	<b>151,328,904</b>	<b>563,258,188</b>
Internal Services <sup>6</sup>	52,049,466	52,049,466	53,931,294	52,371,800	64,542,853	55,759,213	57,501,257	64,029,660
<b>Total</b>	<b>172,866,204</b>	<b>172,866,204</b>	<b>203,509,925</b>	<b>197,250,022</b>	<b>628,864,260</b>	<b>570,896,337</b>	<b>208,830,161</b>	<b>627,287,848</b>

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, applicable only in 2022–23, replaces the Electoral Compliance and Enforcement core responsibility used in previous years.

Note 4: Core responsibility, applicable only in 2022–23, 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 2019–20, as the 43rd general election took place in the fall of 2019. Spending decreased in 2020–21 but did not return to the usual level due to the fact that the 43rd general election resulted in a minority government. The agency initiated earlier than planned the full preparations for the 44th general election in a pandemic context, which increased actual spending for 2020–21. The agency expenditures peaked again in 2021–22, as the 44th general election took place in September 2021. These factors were not known at the time that planned spending was established. When there is a minority government, the agency does not include the general election delivery in its planned spending due to the unknown timing of the election. Additionally, the decennial electoral boundaries redistribution exercise began in 2020–21 and will conclude in 2023–24.

## 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	2019–20 Actual FTEs	2020–21 Actual FTEs	2021–22 Planned FTEs	2021–22 Actual FTEs	2022–23 Planned FTEs	2023–24 Planned FTEs
Electoral Administration and Oversight	756	651	790	896	N/A	N/A
Electoral Compliance and Enforcement	N/A	43	44	43	N/A	N/A
Regulatory Oversight <sup>1</sup>	N/A	N/A	N/A	N/A	214	196
Electoral Administration <sup>2</sup>	N/A	N/A	N/A	N/A	536	523
Electoral Boundaries Readjustment Administration <sup>3</sup>	N/A	N/A	N/A	N/A	33	6
<b>Subtotal</b>	<b>756</b>	<b>694</b>	<b>834</b>	<b>939</b>	<b>783</b>	<b>725</b>
Internal Services	239	262	281	311	269	269
<b>Total</b>	<b>995</b>	<b>956</b>	<b>1,115</b>	<b>1,250</b>	<b>1,052</b>	<b>994</b>

Note 1: Core responsibility, applicable only in 2022–23, replaces the Electoral Compliance and Enforcement core responsibility used in previous years.

Note 2: Core responsibility, applicable only in 2022–23, 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 a result of the election cycle and largely due to the reasons stated in the Budgetary Performance Summary.

## Expenditures by Vote

For information on the Office of the Chief Electoral Officer’s voted and statutory organizational expenditures, consult the [Public Accounts of Canada 2021](#).<sup>xxxiv</sup>

## 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](#).<sup>xxxv</sup>



# Financial Statements and Financial Statements Highlights

## Financial statements

The Office of the Chief Electoral Officer's audited financial statements for the year ended March 31, 2022, are available on the agency's [website](#).<sup>xxxvi</sup>

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, 2022 (dollars)

Financial information	2021–22 Planned results*	2021–22 Actual results	2020–21 Actual results	Difference (2021–22 Actual results minus 2021–22 Planned results)	Difference (2021–22 Actual results minus 2020–21 Actual results)
Total expenses	189,955,170	673,152,093	206,238,974	483,196,923	466,913,119
Total revenues	N/A	N/A	N/A	N/A	N/A
Net cost of operations before government funding and transfers	189,955,170	673,152,093	206,238,974	483,196,923	466,913,119

The net increase in total expenses of \$466.9 million in 2021–22 compared with 2020–21 is mainly due to the conduct of the September 2021 general election, for which a significant proportion of expenses were incurred in 2021–22.

The difference in actual versus planned results of \$483.2 million is primarily a result of delivery costs for the 44th general election in 2021–22. Elections Canada did not include the costs of election delivery in its Departmental Plan, as the timing of the general election was not known at the time of submission. The costs associated with preparing, delivering and evaluating a general election typically span four years and include expenditures incurred well after election day.

### Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	72,257,717	45,212,613	27,045,104
Total net financial assets	67,124,312	36,010,425	31,113,887
Departmental net debt	(5,133,405)	(9,202,188)	4,068,783
Total non-financial assets	42,942,176	67,056,665	(24,114,489)
Departmental net financial position	37,808,771	57,854,477	(20,045,706)

The largest amounts included in the net liabilities for 2021–22 include \$54 million in accrued liabilities, \$9.2 million in provision for vacation leave and other benefits and employee severance benefits and \$5.4 million for accrued salaries and benefits. The financial assets include \$59.3 million for the amount due from the Consolidated Revenue Fund and \$7.8 million in accounts receivable. The non-financial assets include \$1.1 million in prepaid expenditures, \$18.1 million in consumable supplies and \$23.6 million in fixed assets.

Total net liabilities for 2021–22 amount to \$72.3 million, an increase of \$27 million compared with 2020–21. This increase is mainly explained by the year-end accrued liabilities required for the transfer payments. The increase in total net financial assets is mainly due to the increase in the amount due from the Consolidated Revenue Fund. This last amount increased as a result of an increase in the accrued liabilities. The decrease of \$24.1 million in the non-financial assets is mainly due to a decrease in prepaid expenditures and consumable supplies required to deliver an election in a pandemic situation.

The 2021–22 planned results information is provided in the [Elections Canada's Future-Oriented Statement of Operations and Notes 2021–22](#).<sup>xxxvii</sup>

# Corporate Information

## Organizational Profile

**Appropriate Minister:**

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

**Institutional Head:**

Stéphane Perrault, Chief Electoral Officer of Canada

**Organization:**

Office of the Chief Electoral Officer

**Enabling instruments:**

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

**Year of incorporation/commencement:**

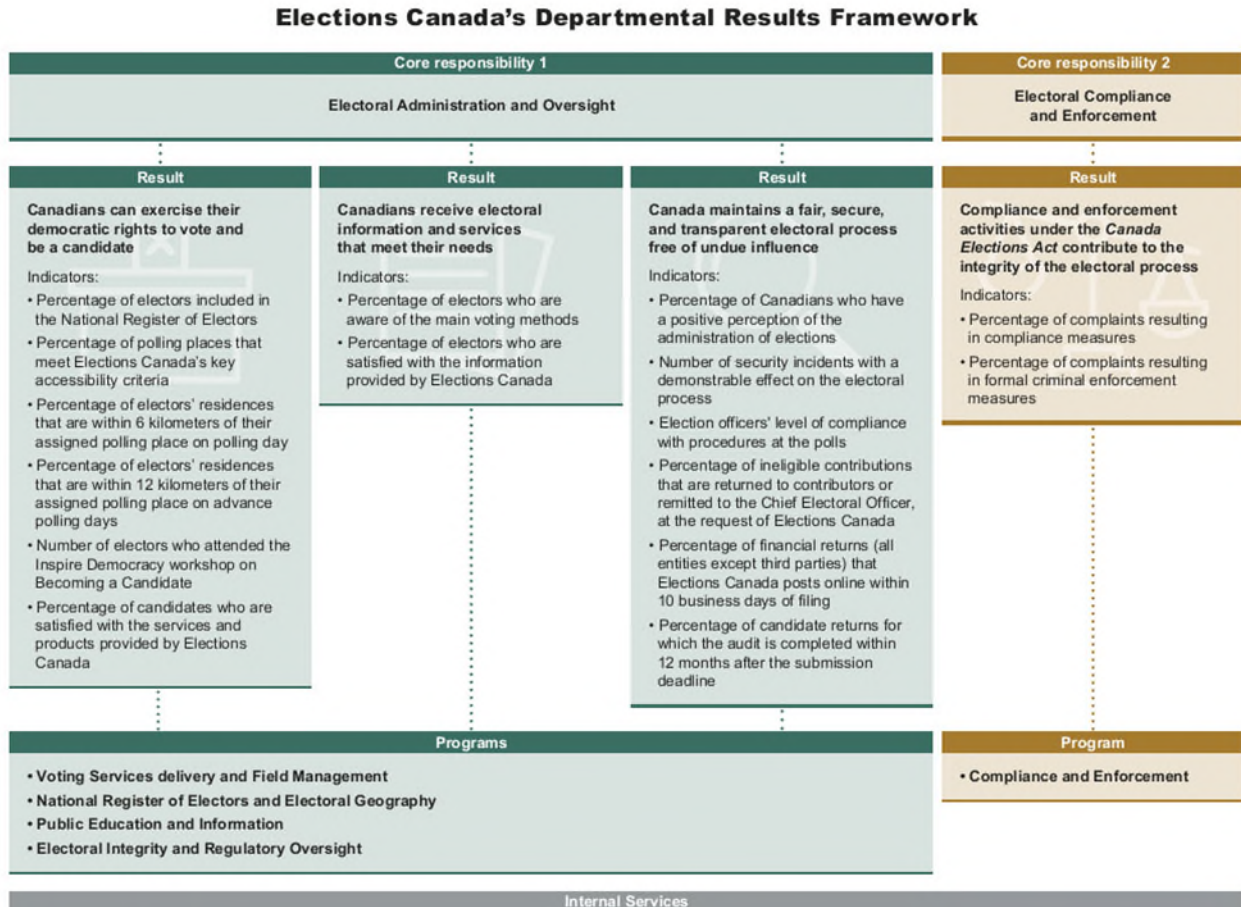
1920

## 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](#).<sup>xli</sup>

## Reporting Framework

The Office of the Chief Electoral Officer's Departmental Results Framework and Program Inventory of record for 2021–22 are shown below:



## 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](#).<sup>xlii</sup>

## Supplementary Information Tables

The following supplementary information tables are available on [Office of the Chief Electoral Officer's website](#).<sup>xliii</sup>

- ▶ 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](#).<sup>xliv</sup> 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](https://elections.ca)

### Email

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

## Media information

### Telephone

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

### Fax

613-954-8584

## Appendix: Definitions

**appropriation** (*crédit*)

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

**budgetary expenditures** (*dépenses budgétaires*)

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

**core responsibility** (*responsabilité essentielle*)

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

**Departmental Plan** (*plan ministériel*)

A report on the plans and expected performance of 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 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** (*initiative horizontale*)

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

**non-budgetary expenditures** (*dépenses non budgétaires*)

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

**performance** (*rendement*)

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

**performance indicator** (*indicateur de rendement*)

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

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

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

**plan** (*plan*)

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



**planned spending** (*dépenses prévues*)

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

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

**program** (*programme*)

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

**program inventory** (*répertoire des programmes*)

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

**result** (*résultat*)

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

**statutory expenditures** (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**target** (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures** (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

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- i Political Entities Service Centre  
<https://csep-pesc.elections.ca/en-CA/signin/>
- ii Guide to the Federal Election,  
<https://www.elections.ca/content.aspx?section=ele&dir=pas/43ge/spr/vot&document=guide&lang=e>
- iii Inspire Democracy,  
<http://www.inspirerlademocratie-inspiredemocracy.ca/index-eng.asp>
- iv Running in a Federal Election,  
<https://www.inspirerlademocratie-inspiredemocracy.ca/act/run/index-eng.aspx>
- v Working at a Federal Election,  
<https://www.inspirerlademocratie-inspiredemocracy.ca/act/work/index-eng.aspx>
- vi Registering and Voting in a Federal Election,  
<https://www.inspirerlademocratie-inspiredemocracy.ca/act/regist/index-eng.aspx>
- vii *Canada Elections Act*  
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- viii Political Financing Handbook for Electoral District Associations and Financial Agents (EC 20089)  
<https://www.elections.ca/content.aspx?section=pol&dir=dis/man/ec20089&document=index&lang=e>
- ix Political Financing Handbook for Candidates and Official Agents (EC 20155)  
[https://www.elections.ca/content.aspx?section=pol&dir=can/man/ec20155\\_c76&document=index&lang=e](https://www.elections.ca/content.aspx?section=pol&dir=can/man/ec20155_c76&document=index&lang=e)
- x Federal Guidelines on Indoor Ventilation,  
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