



Office of the
Chief Electoral Officer
of Canada

2020-21

Departmental Plan



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Chief Electoral Officer of Canada

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Message from the Chief Electoral Officer

It is my pleasure to present my Office’s 2020–21 Departmental Plan, which outlines our priorities for the year of Elections Canada’s centennial anniversary.

In October 2019, we delivered Canada’s 43rd general election, having implemented the legislative changes introduced in the previous year. As the general election resulted in a minority Parliament, our immediate priority has been to ensure that the agency is positioned to deliver an election that may occur at any time.

A national election is a major event and every election presents its unique challenges and opportunities for improvement. As we are completing the closeout activities, we are also taking time to assess our performance and are engaging electors, political entities and our personnel on the improvements that could be made to the administration of the electoral process, as well as to the legislative framework governing elections. This will be reflected in three distinct reports that will be presented to Parliament, including a retrospective report and a recommendations report that will be made public in the fall of 2020, and will inform our services and programs in the longer term.

We are also launching Election Canada’s 2020–28 Strategic Plan, which will guide the agency over the remaining eight years of my mandate. The Plan reflects our values as an agency and our commitments to serving Canada’s electoral democracy.

The 2020–21 Departmental Plan provides Canadians with information about the work of Elections Canada and the Commissioner of Canada Elections for this fiscal year.



Stéphane Perrault
Chief Electoral Officer of Canada

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Plans at a glance

In March 2020, Elections Canada will finalize its new Strategic Plan, which will guide the organization’s activities over the next eight years as it delivers an electoral democracy that serves all Canadians and that Canadians trust. To achieve this vision, the agency will focus on the priorities within four commitments to maximize the impact of its efforts.

During the 2020–21 fiscal year, Elections Canada will continue to wrap up the analysis of the 43rd general election while also looking towards the next election. This includes seeing that the independent audit of poll worker performance during the election is completed and published and that the audit of financial returns of political entities has begun. Preparations for the 44th general election include refining the data, tools, processes, and systems used during the last election. While the date of the next general election is unknown, Elections Canada will remain ready to successfully deliver it, whenever it is called.

On July 1, 2020, Elections Canada will celebrate its 100th anniversary. It will mark its centennial year with various activities and events throughout 2020–21 that support electoral democracy and highlight the electoral process in Canada.

In the fall, a detailed retrospective report on the 43rd general election— informed by post-election reviews, public opinion research, and stakeholder and voter feedback — will be submitted to Parliament. That report will be followed by another that recommends legislative changes to improve the administration of the [Canada Elections Act](#)ⁱ and includes recommendations from the Commissioner of Canada Elections to improve the compliance and enforcement regime of the Act.

For more information on Elections Canada’s plans, priorities, and planned results, see the “Planned Results and Resources” section of this report.

OUR VISION:

An electoral democracy that serves all Canadians and that Canadians trust

OUR COMMITMENTS:

- Proactively listen to and engage with Canadians and political entities to continually improve programs and services
- Use and share information to enable a better understanding of the electoral process
- Work collaboratively and leverage expertise to enable a strong electoral democracy
- Invest in sound management to build a sustainable organization

Planned results and resources

Core responsibility: Electoral Administration and Oversight

Elections Canada 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

Elections Canada’s core responsibility is to prepare for, deliver, and report on federal elections and referendums in accordance with the legislative framework, while ensuring integrity throughout the electoral process.

Planning highlights

In 2020–21, the agency will continue to improve its services, so that Canadians can exercise their democratic rights to vote and to be a candidate in a fair, secure, and transparent electoral process. In doing so, a number of key initiatives will guide Elections Canada, most notably the implementation of its new Strategic Plan.

Looking ahead to the next election

In 2020–21, Elections Canada will focus on the initiatives required to be prepared for a general election or for any by-elections. Being ready for such elections is an integral part of the agency’s mandate. At no time is this more essential than in the period following a general election that results in a minority government. The following initiatives will support Elections Canada’s mandate:

- ▶ Elections Canada will prepare for the delivery of the next general election in order to give Canadians the opportunity to exercise their democratic rights to vote and to be a candidate as soon as the 43rd general election is closed. This will involve fine-tuning systems, procedures and products and supporting returning officers as they begin the preparatory tasks to ensure optimal operations at the call of the election.
- ▶ As part of these preparations, Elections Canada will review and refine its polling station operations and staffing models to ensure they meet the requirements of voters and the [Canada Elections Act](#).ⁱⁱ Recent changes to the Act provide the organization with greater flexibility to meet the needs of Canadians at polling stations across the country. As part of its review, Elections Canada will be looking

for opportunities to streamline the registration and voting procedures.


- ▶ The agency will work on the next Voter Information Campaign. Elections Canada’s mandate includes ensuring that all eligible electors have the information they need to register and vote. As with the previous general election, the multimedia information campaign will include a secure website, messages delivered through Elections Canada’s social media channels, shareable digital information products and educational videos along with a national advertising campaign. This will ensure that electors have access to all the facts they need about when, where, and the ways to register and vote.
- ▶ In 2020–21, Elections Canada will be proposing amendments to the [*Federal Elections Fees Tariff of the Canada Elections Act*](#).ⁱⁱⁱ This tariff sets the fees, costs, allowances, and expenses to be paid to an election officer and any other person employed at, or in relation to, an election to ensure they are compensated fairly for their work. These amendments will ensure that the tariff reflects the evolution of the functions at the polls.
- ▶ The agency will continue to maintain the National Register of Electors by refining its processes and collaborating with various electoral management bodies and other key partners. The Register is a permanent, continually updated database of Canadians who are eligible to vote in federal elections and referendums. The agency’s goal is to have elector information that is as current and accurate as possible in advance of an election.

In addition to preparing for the next election, the agency will focus on close-out activities from the last election as well as the following initiatives and activities to support programs and services that enable Canadians to vote and to be a candidate:

- ▶ To further improve the accuracy of elector and address information on the National Register of Electors, Elections Canada will continue to deepen its cooperative relationships with federal agencies, such as Statistics Canada and Immigration, Refugees and Citizenship Canada, and with provincial and territorial electoral management bodies.
- ▶ The agency will also continue to implement the Register of Future Electors to enable youth to pre-register, thereby simplifying the process to include youth in the Register when they turn 18. In the longer term, pre-registration should increase the accuracy and coverage in the National Register of Electors of Canadians in the

18–34 age group, where the gap between the estimated number of electors and that of registered electors is the largest.

Planned Results

Departmental result	Departmental result indicator	Target	Actual result
 <p>Canadians can exercise their democratic rights to vote and to be a candidate</p>	Percentage of electors included in the National Register of Electors	At least 94% by March 2020	2018–19: 94% 2017–18: 92% 2016–17: 91%
	Percentage of polling stations that meet Elections Canada's key accessibility criteria	100% by March 2020	2018–19: 97% 2017–18: 99% 2016–17: 98%
	Percentage of electors' residences that are within 12 kilometres of their assigned polling place on advance polling days	At least 95% by March 2020	2018–19: 94% 2017–18: Not available 2016–17: Not available
	Percentage of electors' residences that are within 6 kilometres of their assigned polling place on polling day	At least 95% by March 2020	2018–19: 93.6% 2017–18: Not available 2016–17: Not available
	Number of electors who attended the Inspire Democracy workshop on becoming a candidate	30 by March 2021	2018–19: Not available 2017–18: Not available 2016–17: Not available
	Percentage of candidates who are satisfied with the services and products provided by Elections Canada	85% by March 2021	2018–19: Not available 2017–18: Not available 2016–17: Not available
<p>Canadians receive electoral information and services that meet their needs</p>	Percentage of electors who are aware of the main voting methods	At least 90% by March 2020	2018–19: 86% 2017–18: Not available 2016–17: Not available
	Percentage of electors who are satisfied with the information provided by Elections Canada	80% by March 2020	2018–19: Not available 2017–18: Not available 2016–17: Not available

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

Operating in a complex electoral environment

The electoral process is protected by many safeguards to ensure the security and integrity of federal elections. Elections Canada pays close attention to its environment and will adapt to new and emerging threats. The following initiatives support security and integrity within the electoral process:


- ▶ The agency will safeguard the security and integrity of the electoral process by maintaining partnerships with lead security agencies to protect the agency's digital assets and monitor the information environment for threats and incidents that could affect the administration of the election. Elections Canada will remain well-positioned to anticipate, detect, and respond to emerging security concerns related to the administration of elections by strengthening the agency's cyber-security posture.
- ▶ The agency will continue modernizing its data collection and management methods for updating the voters' lists of the National Register of Electors and the Register of Future Electors to improve the accuracy of the lists.

In addition to protecting the integrity of the next election, the agency will also focus on the following initiatives and activities to inform Canadians and maintain trust in the electoral process:

- ▶ The agency will undertake its post-election audits of the financial returns of candidates, political parties, and third parties who participated in the 2019 general election to support transparency and fairness in the electoral process. The audit of candidate returns will be completed within 12 months of the filing deadline. In conducting the audits, the agency will implement risk-based audit programs for all three political entities.
- ▶ The agency will also continue to oversee the mandatory audits of poll officials at any general election or by-election called in the fiscal year to monitor the performance of election officials and support the integrity of such elections.
- ▶ Elections Canada will continue to deliver its training program for electoral district associations. Training sessions are offered to electoral district association financial agents and chief executive officers every year and are part of the agency's commitment to help political entities comply with the political financing regime of the [Canada Elections Act](#).^v

- ▶ The agency will complete and submit a comprehensive retrospective report on the 43rd general election, which will feature an assessment of the election and information on how electors and political entities experienced the election.
- ▶ As provided by the [*Canada Elections Act*](#)^{vi}, the Office of the Chief Electoral Officer will publish a report outlining recommendations to improve the administration of the Act. The report will also include recommendations by the Commissioner of Canada Elections to improve the compliance and enforcement regime of the Act.
- ▶ Elections Canada will continue to provide civic education and mobilize stakeholders through new education and information products shared with educators and used at conferences, professional development events, and Inspire Democracy workshops and conferences. These efforts will increase the knowledge, understanding, interests, and skills needed by young Canadians to participate in the electoral process.
- ▶ The agency will continue to attend international events and contribute to the sharing of knowledge and expertise. Bilateral engagements with other electoral management bodies, including those from emerging democracies, will contribute to the dissemination of knowledge and expertise. Active participation in these forums also ensures that the agency remains on the leading edge of trends and issues related to election management.
- ▶ Every 10 years, after the census is conducted, the number of electoral districts and their boundaries are revised to reflect population shifts and growth. In 2020–21, the agency will begin preparing for electoral boundaries redistribution under the [*Electoral Boundaries Readjustment Act*](#)^{vii} following the 2021 census to support the work of the independent electoral commissions.

Planned results

Departmental result	Departmental result indicator	Target	Actual result
 <p>Canada maintains a fair, secure, and transparent electoral process free of undue influence</p>	Percentage of Canadians who have a positive perception of the administration of elections	At least 95% of electors by March 2020	2018–19: 98% 2017–18: 95% 2016–17: 92%
		At least 85% of candidates by March 2020	2018–19: Not available 2017–18: Not available 2016–17: Not available
	Number of security incidents with a demonstrable effect on the electoral process	0 by March 2020	2018–19: Not available 2017–18: Not available 2016–17: Not available
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls; a deviation under 11% for secondary controls by March 2020	2018–19: Not available 2017–18: Not available 2016–17: Not available
	Percentage of ineligible contributions that are returned to contributors or remitted to the Chief Electoral Officer at the request of Elections Canada	90% by March 2020	2018–19: Not applicable ¹ 2017–18: 100% 2016–17: Not available
	Percentage of financial returns (all entities except third parties) that Elections Canada posts online within 10 business days of filing	100% by March 2020	2018–19: 83% 2017–18: 89% 2016–17: Not available
	Percentage of candidate returns for which the audit is completed within 12 months of the submission deadline	100% by March 2020	2018–19: Not available 2017–18: Not available 2016–17: Not available

¹ No contributions were required to be returned at the request of the Chief Electoral Officer in 2018–19

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

Planned budgetary financial resources for Electoral Administration and Oversight

	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
	82,078,356	82,078,356	80,523,784	78,279,618


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

- ▶ Post-event costs of the 43rd general election, which will be incurred in 2020–21;
- ▶ Costs for the electoral boundaries redistribution, which will peak in 2021–22 and rapidly decrease in the following year;
- ▶ Electoral services modernization and asset renewal projects, which should peak in 2022–23.

Further details can be found in the [Spending and human resources](#) section of this plan.

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

Planned human resources for Electoral Administration and Oversight

	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
	502	515	503

The fluctuation in planned full-time equivalents is largely explained by the same reasons stated in the Planned budgetary financial resources table. Further details can be found in the [Spending and human resources](#) section of this plan.

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

Core responsibility: Electoral Compliance and Enforcement

April 1, 2019, marked the administrative return of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer after almost five years with the Office of the Director of Public Prosecutions. This transfer followed the coming into force of certain provisions of the [Elections Modernization Act](#).^{xi} This transfer will facilitate collaboration between both organizations while maintaining the independence of each office.

Description

The Office of the Commissioner of Canada Elections supports the integrity of Canada’s electoral process by ensuring compliance with, and enforcement of, the [Canada Elections Act](#)^{xii} and the [Referendum Act](#).^{xiii}

Planning highlights

In 2020–21, the Commissioner of Canada Elections will continue to ensure compliance with, and enforcement of, the *Canada Elections Act* through the application of administrative measures and the laying of criminal charges to contribute to the integrity of the electoral process.

Reviewing complaints from the 43rd general election

The Office of the Commissioner of Canada Elections noted a significant increase in the number of complaints received during the 2019 general election period in addition to those received during the first pre-election period ever regulated (in accordance with recent amendments to the *Canada Elections Act*).

The review process, which began during the election period with lower-complexity cases, is resource-intensive. When the number of complaints increases substantially, the need to process and review each individual complaint poses administrative challenges.

Administrative measures


Administrative measures are generally used for less serious breaches, including inadvertent non-compliance. Such measures include the use of informal means, such as information or caution letters, by which individuals or entities involved in non-compliance are informed of the potential consequences of their actions and put on notice that the Commissioner now expects them to act in accordance with the Act. These measures also include formal means of ensuring compliance, such as entering into a compliance agreement or undertaking with the person or entity. These set out the terms and conditions that the Commissioner considers necessary to ensure compliance with the Act.

As of June 13, 2019, the Commissioner may also levy administrative monetary penalties for illegal voting violations and violations committed under Parts 16 (Communications), 17 (Third Parties) or 18 (Political Financing) of the Act. In cases where the Commissioner believes on reasonable grounds that an offence under the Act has been committed, he may also lay charges under the Act.

Some key initiatives planned for 2020–21 include:

- ▶ The Commissioner of Canada Elections will continue to review and investigate complaints received during the 43rd general election.
- ▶ The Commissioner will begin receiving referrals from Elections Canada, including those with respect to the financial returns of candidates, registered parties, and third parties.
- ▶ The 2020–21 fiscal year will constitute the first full fiscal year where the Office of the Commissioner of Canada Elections implements administrative monetary penalties to ensure compliance with and enforcement of the Act.

Planned results

	Departmental result	Departmental result indicators	Target	Actual result
	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 ¹	At least 100% by March 2021	2018–19: 100% 2017–18: 100% 2016–17: 100%
		Percentage of complaints resulting in formal criminal enforcement measures ¹	At least 100% by March 2021	2018–19: 100% 2017–18: 100% 2016–17: 100%

¹Indicator is currently under review.


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

Planned budgetary financial resources for Electoral Compliance and Enforcement

	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
	7,413,185	7,413,185	7,413,185	7,413,185

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

Planned human resources for Electoral Compliance and Enforcement

	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
	48	48	48

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

Internal Services: planned results and resources

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization.

Internal Services refers to the activities and resources of the 10 distinct services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

Planning highlights

To support Elections Canada in achieving its departmental results, Internal Services will provide essential support and oversight to employees and field staff. As the agency is focused on preparing for the next general election and ensuring integrity in electoral democracy, Internal Services will ensure transparent, effective, and efficient activities to support electoral needs, such as:

- ▶ Procurement and acquisition of goods and services
- ▶ Supplying technology and telecommunications
- ▶ Establishing budgets
- ▶ Processing payments


Internal Services will also play a key role in supporting IT-enabled projects, such as the new electronic financial returns solution that will facilitate reporting on expenses incurred in the 43rd general election by political entities.

In addition to getting ready for the next general election, Internal Services' focus will be on providing the tools and resources to implement the new Strategic Plan. The plan builds on past successes, addresses contemporary perspectives, and provides a vision for the future that ensures a vibrant electoral democracy for all Canadians.

Internal Services will also facilitate sound stewardship, a key commitment in the Strategic Plan, by identifying trends and issues affecting the successful outcomes of our initiatives.

Elections Canada’s Information Technology Services will continue to work on updating systems and processes to improve the efficiency of its applications, including the migration of the agency’s financial systems to a modern, reliable Government of Canada standard solution. This will result in reliable and secure services to employees, partners, and Canadians.


Planned budgetary financial resources for Internal Services

	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
	44,188,889	44,188,889	44,426,733	47,452,276

The fluctuation in planned expenditures is mainly due to the costs for asset renewal projects, which should peak in 2022-23.

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

Planned human resources for Internal Services

	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
	244	247	247

The fluctuation in planned full-time equivalents is mainly due to the costs for asset renewal projects, which should peak in 2022–23.

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

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 consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years' actual spending.

Financial framework

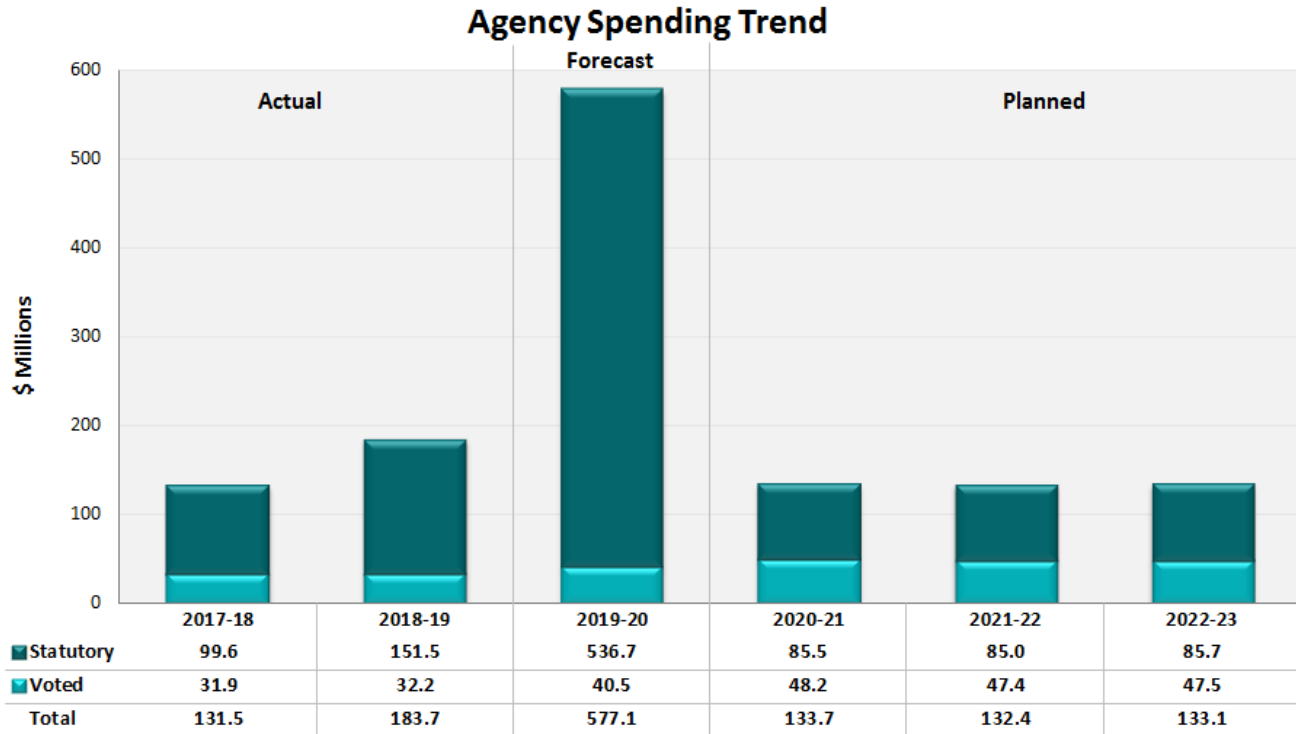
Elections Canada's unique dual-funding mechanism and planning practices are part of its mandate. The agency is partly funded by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows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

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

Planned spending

Departmental spending from 2017–18 to 2022–23

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



Totals may not add up due to rounding.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

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

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Electoral Administration and Oversight ¹	n/a	120,907,167	505,419,063	82,078,356	82,078,356	80,523,784	78,279,618
Electoral Compliance and Enforcement ²	n/a	n/a	n/a	7,413,185	7,413,185	7,413,185	7,413,185
Electoral Operations ³	62,296,091	n/a	n/a	n/a	n/a	n/a	n/a
Regulation of Electoral Activities ³	15,196,088	n/a	n/a	n/a	n/a	n/a	n/a
Electoral Engagement ³	10,793,892	n/a	n/a	n/a	n/a	n/a	n/a
Subtotal	88,286,071	120,907,167	505,419,063	89,491,541	89,491,541	87,936,969	85,692,803
Internal Services	43,199,650	62,841,306	71,725,009	44,188,889	44,188,889	44,426,733	47,452,276
Total	131,485,721	183,748,473	577,144,072	133,680,430	133,680,430	132,363,702	133,145,079

¹ Due to changes in Elections Canada's reporting framework starting in fiscal year 2018-19, annual expenditures by core responsibility are not available prior to that year.

² Core responsibility added to reflect the reintegration of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer effective April 1, 2019. Annual expenditures are not available prior to 2019-20.

³ Due to changes in Elections Canada's reporting framework starting in fiscal year 2018-19, annual expenditures by Program Alignment Architecture are not available beyond 2017-18.

The total planned spending shows the year-to-year fluctuation in resources. The spending pattern is a result of the election cycle and is typical for the agency.

During 2017–18, Elections Canada worked on a number of initiatives for asset renewal and electoral services modernization, which reached a peak in 2018–19. Starting in 2018–19 the agency also increased its field operations in preparation for the conduct of the 43rd general election. The increase in the 2019–20 forecast spending includes expenditures related to election delivery. In the years following an election (2020–21 and 2021–22) expenditures drop sharply, returning to their usual level as election activities wind down. Additionally, the decennial Electoral Boundaries Redistribution exercise will begin in 2020–21. These variations affect only the statutory portion of the funding.

The agency's Voted Appropriation increased as a result of the Budget 2018 measure on Rebalancing Elections Canada's Expenditures, and following the coming into force of the [*Elections Modernization Act*](#)^{xix} and [*An Act to amend the Canada Elections Act \(political financing\)*](#).^{xx}

Due to the election cycle, the annual percentage of Internal Services over total expenditures varies significantly. In the years covered in the table, it varies from 12% to 36%, with an average of 24% over the period.

Beginning in 2020–21, the agency's planned spending includes \$7 million in support of projects to modernize the electoral process to ensure it remains relevant and meets the expectations of Canadians, and to renew assets to ensure the electoral process benefits from a secure and reliable infrastructure. At this time, approved projects include the modernization of the National Register of Electors, the migration of the agency's financial systems to the Government of Canada standard solution, and the replacement of systems that support the political financing program.

Over the next four years, the agency's total investments towards service modernization and asset renewal are expected to total approximately \$50 million. The agency will provide regular updates on the projects, including resources used, in its reports to Parliament.

Planned human resources

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

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Electoral Administration and Oversight ¹	n/a	502	784	502	515	503
Electoral Compliance and Enforcement ²	n/a	n/a	n/a	48	48	48
Electoral Operations ³	277	n/a	n/a	n/a	n/a	n/a
Regulation of Electoral Activities ³	79	n/a	n/a	n/a	n/a	n/a
Electoral Engagement ³	72	n/a	n/a	n/a	n/a	n/a
Subtotal	428	502	784	550	563	551
Internal Services	178	216	235	244	247	247
Total	606	718	1,019	794	810	798

¹ Due to changes in Elections Canada's reporting framework starting in fiscal year 2018-19, annual full-time equivalents by core responsibility are not available prior to that year.

² Core responsibility added to reflect the reintegration of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer effective April 1, 2019. Annual full-time equivalents are not available prior to 2019-20.

³ Due to changes in Elections Canada's reporting framework starting in fiscal year 2018-19, annual full-time equivalents by Program Alignment Architecture are not available beyond 2017-18.

The fluctuation in full-time equivalents is a result of the election cycle, largely explained by the same reasons stated in the Budgetary planning summary. Starting in 2020–21, full-time equivalents increased as a result of the Budget 2018 measure on Rebalancing Elections Canada's Expenditures and the coming into force of the [Elections Modernization Act](#)^{xxi} and [An Act to amend the Canada Elections Act \(political financing\)](#)^{xxii} and will reach the ongoing total increase of 129 full-time equivalents in 2021–22. The table also reflects the administrative return of the Office of the Commissioner of Canada Elections in 2019–20.

Estimates by vote

Information on Elections Canada’s organizational appropriations is available in the [2020–21 Main Estimates](#).^{xxiii}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of Elections Canada’s operations for 2019–20 to 2020–21.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Elections Canada’s website.

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial Information	2019–20 Forecast Results	2020–21 Planned Results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	591,872,106	144,306,392	(447,565,714)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	591,872,106	144,306,392	(447,565,714)

Elections Canada estimates \$144.3 million in expenses for 2020–21. This represents a decrease of \$447.6 million from the 2019–20 forecast results. This difference is mainly due to the conduct of the 43rd general election which took place on October 21, 2019. The majority of the expenses of the general election were incurred in 2019–20.

Corporate Information

Appropriate minister(s): The Honourable Dominic LeBlanc, PC, MP
President of the Queen’s Privy Council for Canada

Institutional head: Stéphane Perrault, Chief Electoral Officer of Canada

Organization: Office of the Chief Electoral Officer

Enabling instrument(s):

- ▶ [Canada Elections Act, S.C. 2000, c. 9](#)^{xxiv}
- ▶ [Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3](#)^{xxv}
- ▶ [Referendum Act, S.C. 1992, c. 30](#)^{xxvi}

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 the [Elections Canada’s website](#).^{xxvii}

Operating Context and Key Risks

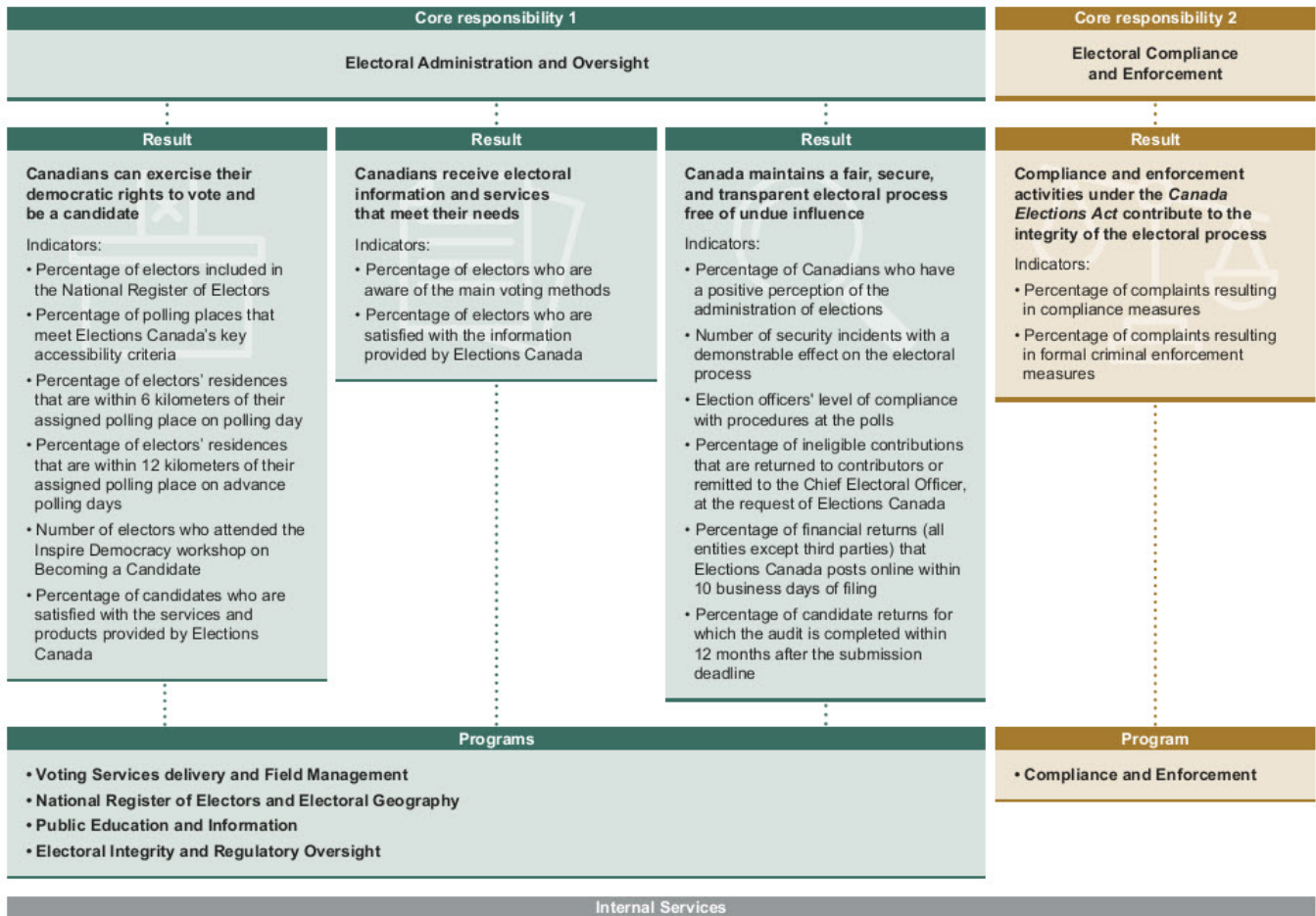
Information on the agency’s [operating context and key risks](#)^{xxviii} is included in a supplementary table to this report.

[Legislative amendments](#)^{xxix} affecting the agency’s business and an overview of [judicial decisions](#)^{xxx} and proceedings that may affect electoral legislation are also available.

Reporting Framework

Elections Canada’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows:

Elections Canada’s Departmental Results Framework



Changes to the Approved Reporting Framework since 2019–20

On April 1, 2019, the Commissioner of Canada Elections was administratively reintegrated into the Office of the Chief Electoral Officer as per provisions in the *Elections Modernization Act*. This administrative reintegration required updating the Departmental Results Framework to include the core responsibilities, departmental results, indicators, and program inventory of the Commissioner of Canada Elections. The Office of the Chief Electoral Officer also took the opportunity to review its existing Departmental Results Framework to make the results clearer and more accurate.

Structure	2020-21	2019-20	Change	Reason for change
CORE RESPONSIBILITY	Electoral Administration and Oversight		No change	
PROGRAM	Voting Services Delivery and Field Management		No change	
PROGRAM	National Register of Electors and Electoral Geography		No change	
PROGRAM	Public Education and Information	Electoral Information and Awareness	Title change	Note 1
PROGRAM	Electoral Integrity and Regulatory Oversight	Electoral Integrity and Regulatory Compliance	Title change	Note 2
CORE RESPONSIBILITY	Electoral Compliance and Enforcement		New program	Note 3
PROGRAM	Compliance and Enforcement		New program	Note 4

Note 1	Title was changed to better reflect the program.
Note 2	See Note 1.
Note 3	New core responsibility added to reflect the reintegration of the Office of the Commissioner of Canada Elections to the Office of the Chief Electoral Officer.
Note 4	See Note 3.

Supporting Information on the Program Inventory

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

Supplementary Information Tables

The following supplementary information tables are available on Elections Canada’s website:

- ▶ [Operating context and key risks](#)^{xxxix}
- ▶ [Departmental Sustainable Development Strategy](#)^{xl}
- ▶ [Details on transfer payment programs](#)^{xli}
- ▶ [Gender-based analysis plus](#)^{xlii}
- ▶ [Legislative amendments](#)^{xliii} and [judicial proceedings](#)^{xliiii}

Federal Tax Expenditures

The Office of the Chief Electoral Officer’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

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

Organizational Contact Information

General enquiries

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Appendix: Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental priority (priorité ministérielle)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- ii *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- iii *Federal Elections Fees Tariff of the Canada Elections Act*,
<https://www.elections.ca/content.aspx?section=res&dir=loi/fel/trf&document=index&lang=e>
- iv GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- vi *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- vii *Electoral Boundaries Readjustment Act*,
<https://laws-lois.justice.gc.ca/eng/acts/E-3/>
- viii GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi *Elections Modernization Act*,
https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/FullText.html
- xii *Canada Elections Act*,
<https://laws.justice.gc.ca/eng/acts/e-2.01/index.html>
- xiii *Referendum Act*,
<https://laws-lois.justice.gc.ca/eng/acts/r-4.7/index.html>
- xiv GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

- xviii GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix *Elections Modernization Act*,
https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/FullText.html
- xx *An Act to amend the Canada Elections Act (political financing)*,
<https://www.parl.ca/legisinfo/BillDetails.aspx?billId=8978368&Language=E>
- xxi *Elections Modernization Act*,
https://laws-lois.justice.gc.ca/eng/annualstatutes/2018_31/FullText.html
- xxii *An Act to amend the Canada Elections Act*,
https://laws-lois.justice.gc.ca/eng/annualstatutes/2007_10/page-1.html
- xxiii 2018–19 Main Estimates,
<https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxiv *Canada Elections Act*,
<http://laws-lois.justice.gc.ca/eng/acts/E-2.01/>
- xxv *Electoral Boundaries Readjustment Act*,
<http://laws-lois.justice.gc.ca/eng/acts/E-3/>
- xxvi *Referendum Act*,
<http://laws-lois.justice.gc.ca/eng/acts/R-4.7/>
- xxvii Raison d'être, mandate and role: who we are and what we do,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=rais&lang=e>
- xxviii Operating context and key risks,
<http://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=opcon&lang=e>
- xxix Legislative amendments,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=legislation&lang=e>
- xxx Judicial decisions,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=judicial&lang=e>
- xxxi GC InfoBase,
<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxii Operating context and key risks,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=opcon&lang=e>
- xxxiii Departmental Sustainable Development Strategy,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=green&lang=e>
- xxxiv Details on transfer payment programs,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=tpp&lang=e>

- xxxv Gender-based analysis plus,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=gba&lang=e>
- xxxvi Legislative amendments,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=legislation&lang=e>
- xxxvii Judicial proceedings,
<https://www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2020&document=judicial&lang=e>
- xxxviii Report on Federal Tax Expenditures,
<http://www.fn.gc.ca/purl/taxexp-eng.asp>