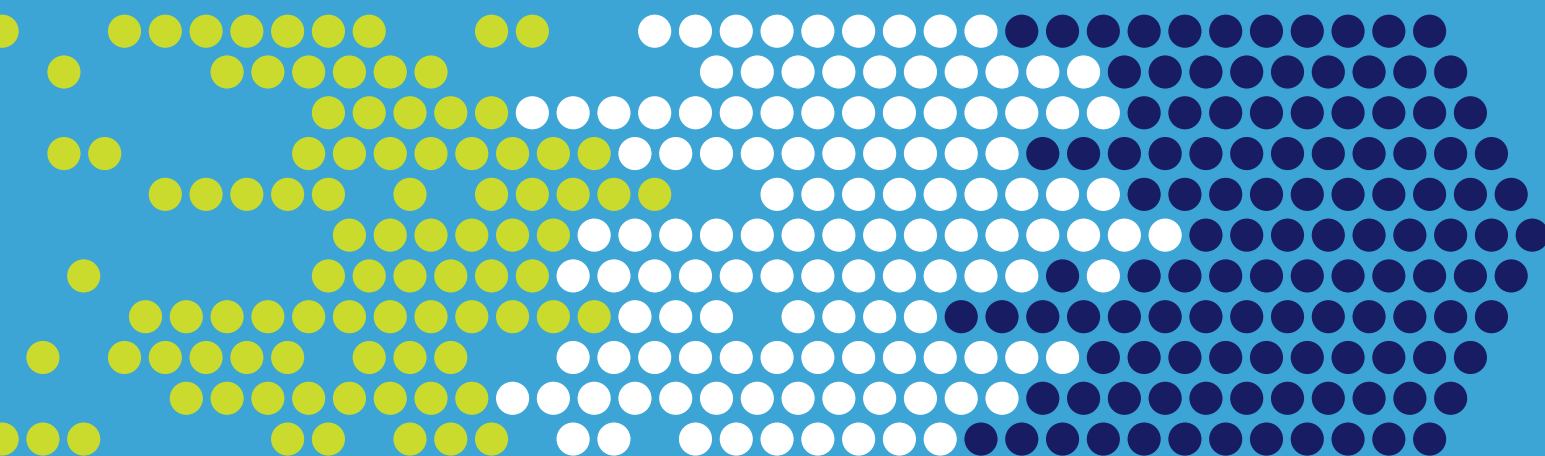
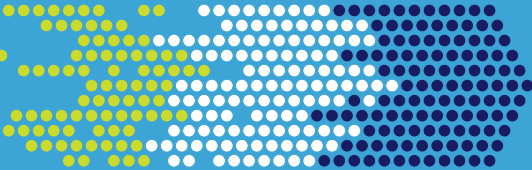


SERVICE. INTEGRITY. INNOVATION.

MOVING MODERNIZATION FORWARD



SERVICE.
INTEGRITY.
INNOVATION.



MOVING MODERNIZATION FORWARD

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(ELECTIONS SASKATCHEWAN)
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SERVICE. INTEGRITY. INNOVATION: MOVING MODERNIZATION FORWARD
ELECTIONS SASKATCHEWAN 2023–2024 ANNUAL REPORT (V1.0)



March 31, 2024

The Honourable Randy Weekes
Speaker of the Legislative Assembly
Room 129, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

Pursuant to Section 286.1 of *The Election Act, 1996*, I have the distinct privilege of presenting the Annual Report for the Office of the Chief Electoral Officer (Elections Saskatchewan) to the Legislative Assembly of Saskatchewan.

This Annual Report highlights Office activities for the fiscal year period of April 1, 2023 through March 31, 2024.

Respectfully submitted,

Michael Boda, D.Phil., Ph.D.
Chief Electoral Officer
Province of Saskatchewan

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“We have spent much of the year refining a modernized voting system, testing it, and determining what aspects of the system will be used in the upcoming election.”

- Dr. Michael Boda, Chief Electoral Officer

A Message from the Chief Electoral Officer

Last spring we released Elections Saskatchewan’s 2023–2025 strategic plan, *Service. Integrity. Innovation: Expanding Electoral Excellence in Saskatchewan*. The goal of that plan was to modernize Saskatchewan’s 30th General Election while maintaining stakeholder trust. The short timeline—a mere three years—was chosen to align with the election cycle, focusing attention on the change that must happen before, during, and just following that event.

We have spent much of the year refining a modernized voting system, testing it, and determining what aspects of the system will be used in the upcoming election.

In August 2023, three by-elections stretching across urban and rural constituencies provided an ideal opportunity to test for the first time a fully modernized voting system in Saskatchewan. That test was an outstanding success, showing how the thoughtful, measured use of innovative processes and technology can strengthen the integrity of our voting system. Modernized tools including electronic pollbooks and electronic vote counting equipment made voting simpler and more accessible than ever before, leading voters, workers, and candidates to praise the quick, smooth, and efficient experience. Most importantly, results were double-checked by impartial experts who confirmed that the modernized system was not only as trustworthy and reliable as the traditional system, but more so.

From June through December, I worked closely with the Saskatchewan Legislative Assembly’s Board of Internal Economy to determine what components of that modernized system would be deployed during the upcoming 30th General Election. Discussions stretched on as we sought an approach that would maintain trust, ensure integrity, and move modernization forward. The vote counting equipment I recommended proved to be a significant sticking point for some decision-makers, who remained concerned about its impact on stakeholder trust, despite its successful deployment in the August 2023 by-elections.



Dr. Michael Boda has been Chief Electoral Officer since June 1, 2012.



In December, the Board of Internal Economy approved partial implementation of the modernized system. This approval authorized the adoption of Voting Week and the Vote by Mail system, first introduced and proven effective during the 2020 provincial election. Larger catchment areas were also approved by the Board, along with the introduction of electronic pollbooks. The approval did not, however, extend to the use of vote counting equipment.

Finalization of the Board's decision allowed me and my team to begin preparations for the upcoming election. We typically aim to determine the format of an election at least one year in advance of the anticipated date. The date of this approval required us to make rapid and significant adjustments to our plans, which were initially based on the model successfully employed in the August 2023 by-elections. I am very proud of our team, who have worked tirelessly to make up the time and ensure that we are prepared to deliver Saskatchewan's 30th General Election in October 2024.

As we step into the 2024–25 fiscal year (FY2024–25), that work is in full swing. The field leadership team has been hired and training has begun. We are running simulations to test systems and prepare for anticipated and unanticipated eventualities. The extensive work of resourcing elections offices is underway: procuring equipment, meeting with vendors, and readying supplies.

As we mark our strategic plan's halfway point, we are not only on track to succeed; we are looking ahead to what comes next.

Most importantly, Elections Saskatchewan is busy engaging key stakeholders to ensure that everyone—from voters to registered political parties—is ready to play their part in the election. In May 2023, we ran our first-ever Voter Registration Month, re-engaging voters to encourage them to update their personal information well in advance of the election. In June 2023, we engaged in consultations with First Nations and accessibility groups to identify and eliminate barriers

inhibiting democratic participation. More recently, our team developed a pre-election voter awareness campaign called SaskVotes2024. The campaign will launch in June 2024, following our second annual Voter Registration Month in May.

Over the course of the fiscal year, we have also delivered education to a wide range of political stakeholders. House leaders, MLAs, registered political parties, and their chief official agents all received training and information on modernization and election management processes, preparing them to participate effectively in the 30th General Election. We also invited representatives of municipal governments to observe and learn about the modernized system, equipping them to implement it in municipal elections.

Elections Saskatchewan strives to be a collaborative leader in best practices in election management, working closely with other election management bodies both in Canada and around the world. Through this collaboration, we learn from and support our colleagues as they strengthen democratic practices and participation in their own jurisdictions. Working with municipal bodies here in Saskatchewan allows us to bring this learning home, supporting healthy democratic processes at all levels of government.

As we mark our strategic plan's halfway point, we are not only on track to succeed; we are looking ahead to what comes next. The 30th General Election later this year is an important step in our ongoing journey to modernization, but the work will not end there. Elections Saskatchewan exists to serve the public good, and we will continue to advocate and work for implementation of an accessible, reliable, modernized system that will safeguard our democratic traditions in the future.

Michael Boda, D. Phil., Ph.D.
Chief Electoral Officer
Province of Saskatchewan

Regina, Saskatchewan
March 31, 2024

ABOUT ELECTIONS SASKATCHEWAN

Mission:

Elections Saskatchewan is an independent office of the Legislative Assembly. We engage with all stakeholders to deliver and regulate provincial electoral events.

The many components involved in planning, organizing, and implementing elections in Saskatchewan are overseen by an election management body (EMB).

An EMB is an independent, non-partisan institution responsible for impartial election administration within a democracy. In Canada, each provincial, territorial, and national jurisdiction has an EMB that administers elections, upholds the democratic rights guaranteed by the Canadian constitution, and conducts electoral events in accordance with applicable legislation.

Elections Saskatchewan fulfills that mandate for this province, serving as the secretariat to the statutory Office of the Chief Electoral Officer. Its leadership team is based in Regina and dispersed across the 61 constituencies that elect the Members of Saskatchewan's Legislative Assembly.

In the months leading up to a general election, Saskatchewan's electoral service grows steadily. During the election period, thousands of temporary workers from all parts of the province have traditionally been required to administer voting. The modernization efforts described throughout this annual report are designed to bring this number down over time, but elections will always be labour-intensive. These workers serve provincial voters by administering an event that is fundamental to sustaining Saskatchewan's democratic traditions.



CEO Dr. Michael Boda and chief official agents of six of Saskatchewan's seven registered political parties

VALUES

Elections Saskatchewan's core values sustain and motivate its work. While developing the 2023–2025 Strategic Plan, Elections Saskatchewan's leadership and staff consistently pointed to five leading values:

- Integrity
- Innovation
- Impartiality
- Service
- Dedication

These values are widely shared by election administrators across Canada and around the globe. They are defining elements of a modern election management body and are consistent with the Electoral Integrity Framework issued by Elections Canada.¹

STAKEHOLDERS

As the organizer of major civic events, Elections Saskatchewan has an extensive list of stakeholders. These include:

- Voters and prospective voters;
- Registered political parties (including chief official agents, political party staff, and volunteers);
- Candidates for election;
- Candidates' financial agents;
- Elected Members of the Legislative Assembly of Saskatchewan;
- Members of the Legislature's Board of Internal Economy;
- Constituency associations of registered political parties;
- Unregistered political parties, external organizations, and advocacy groups;
- Media representatives, reporters, columnists, bloggers, and contributors;
- Other Canadian Chief Electoral Officers and their institutions;
- Urban, rural, and Indigenous election management bodies;
- External data providers;
- Service organizations, vendors, and contractors;
- Academic researchers and political analysts;
- Other independent officers of the Legislative Assembly; and
- Electoral boundary commissions.

Elections Saskatchewan's success depends largely on its ability to address the needs and concerns of its stakeholders. This is reflected in the 2023–2025 Strategic Plan, which foregrounds stakeholders and explicitly identifies them as central to Elections Saskatchewan's mission and strategic imperative.

RESPONSIBILITIES**The Head Office Leadership Team**

The Chief Electoral Officer (CEO) is an independent officer of the Legislative Assembly of Saskatchewan.

Strategic Imperative:

Saskatchewan's 30th General Election is modernized and positively perceived by stakeholders.

As head of Elections Saskatchewan, the CEO ensures the fair and equitable conduct of operational, administrative, and financial practices related to the electoral process. The CEO is assisted in these legislated responsibilities by a head office leadership team.

Elections Saskatchewan's primary responsibility is to maintain an appropriate state of provincial election readiness. To that end, Elections Saskatchewan must appoint and train the requisite numbers of constituency returning officers and election officers to ensure electoral preparedness throughout each government's mandate, and to be fully ready for by-elections and scheduled general elections.

The Election Act, 1996 (the Election Act) also places a duty on the CEO to assist registered political parties, candidates, chief official agents, and financial agents to ensure the Election Act's financial transparency and disclosure goals



Elections Saskatchewan's Executive Team

are met. Elections Saskatchewan publishes guides for party chief official agents and candidate financial agents to help them fulfill their administrative and financial reporting responsibilities, compile the necessary support documentation, and ensure their annual financial disclosures are filed in accordance with the Election Act and *The Political Contributions Tax Credit Act, 2001*.

Where applicable, Elections Saskatchewan is responsible for assessing and reimbursing election expenses, which are paid from the province's General Revenue Fund. Elections Saskatchewan has established a financial review system to certify public reimbursement of election expenses through the examination and audit of registered political parties' and candidates' expense returns and required disclosure documentation. To promote transparency, expense return details are tabled in the Legislative Assembly and posted on Elections Saskatchewan's website.

Elections Saskatchewan is also responsible for investigating offences under the Election Act. While the Act is regulatory rather than criminal, the role of Elections Saskatchewan is to inspect, investigate, and inquire about instances where contravention of the Election Act is suspected or alleged, as deemed necessary by the CEO. Since this responsibility is a matter of considerable discretion and is often initiated by complaints filed by interested parties, it is incumbent upon Elections Saskatchewan to consider whether any specific situation has contravened the overall purpose, policy rationale, and/or legislative intent of the province's electoral legislation.

To ensure political stakeholders and the public are aware of important aspects of its role and mandate, Elections Saskatchewan maintains an outreach program that responds to public enquiries and liaises with registered political parties, candidates, and their chief official agents and financial agents.

As with other independent officers of the Legislative Assembly of Saskatchewan, the CEO is supported in his work by the Legislative Assembly's Board of Internal Economy (BOIE). The BOIE reviews the CEO's budget and has legislative authority to approve the use of alternate procedures (those differing from the procedures outlined in legislation) during general elections.

The Chief Electoral Officer reports annually to the Legislative Assembly, via submission of a written report that is tabled by the Speaker, on matters related to administering the Election Act. In addition to such annual reporting, the CEO also prepares reports to be tabled in the Legislative Assembly on all elections administered by his office. *A Report on the Twenty-Ninth General Election*² was published in four separate volumes: 1) Statement of Votes, 2) Administrative Review, 3) Statement of Expenditures, and 4) Chief Electoral Officer's Recommendations for Legislative Reform. Administrative and financial reporting for constituency by-elections is encapsulated in individual by-election reports.

The environment within which Elections Saskatchewan is accountable is unique and complex due to the potential timing uncertainty of the provincial electoral cycle, the decentralized nature of election administration, the requirement for an extremely large temporary workforce, and the interaction of registered political parties, candidates, media, and the electorate. The integrated management of this highly decentralized process rests with Elections Saskatchewan and depends heavily on its impartial and effective administration of the process integrity controls contained in the Election Act.



Elections Saskatchewan's field leadership team is responsible for administering electoral events throughout the province. The FLT gathered in September 2023 to begin preparing for their work.



His Honour the Honourable Russ Mirasty, Lieutenant Governor of Saskatchewan, spoke to members of the field leadership team in September 2023.

The Field Leadership Team

While central electoral administration is the responsibility of Elections Saskatchewan's head office leadership team, the regional and constituency-level conduct of electoral events is the responsibility of the field leadership team.

Supervisory returning officers (SROs), each representing a different geographic zone that comprises five to seven constituencies, are responsible for supporting returning officers within those constituencies in performing their duties. SROs act as a liaison between the head office and the constituency returning officers and provide oversight to ensure electoral events are administered and conducted at a consistently high standard across the province in accordance with direction from Elections Saskatchewan's executive leadership.

Representing Elections Saskatchewan at the local level, each constituency has a returning officer (RO) who is assisted by an election clerk (EC). These two individuals are entrusted

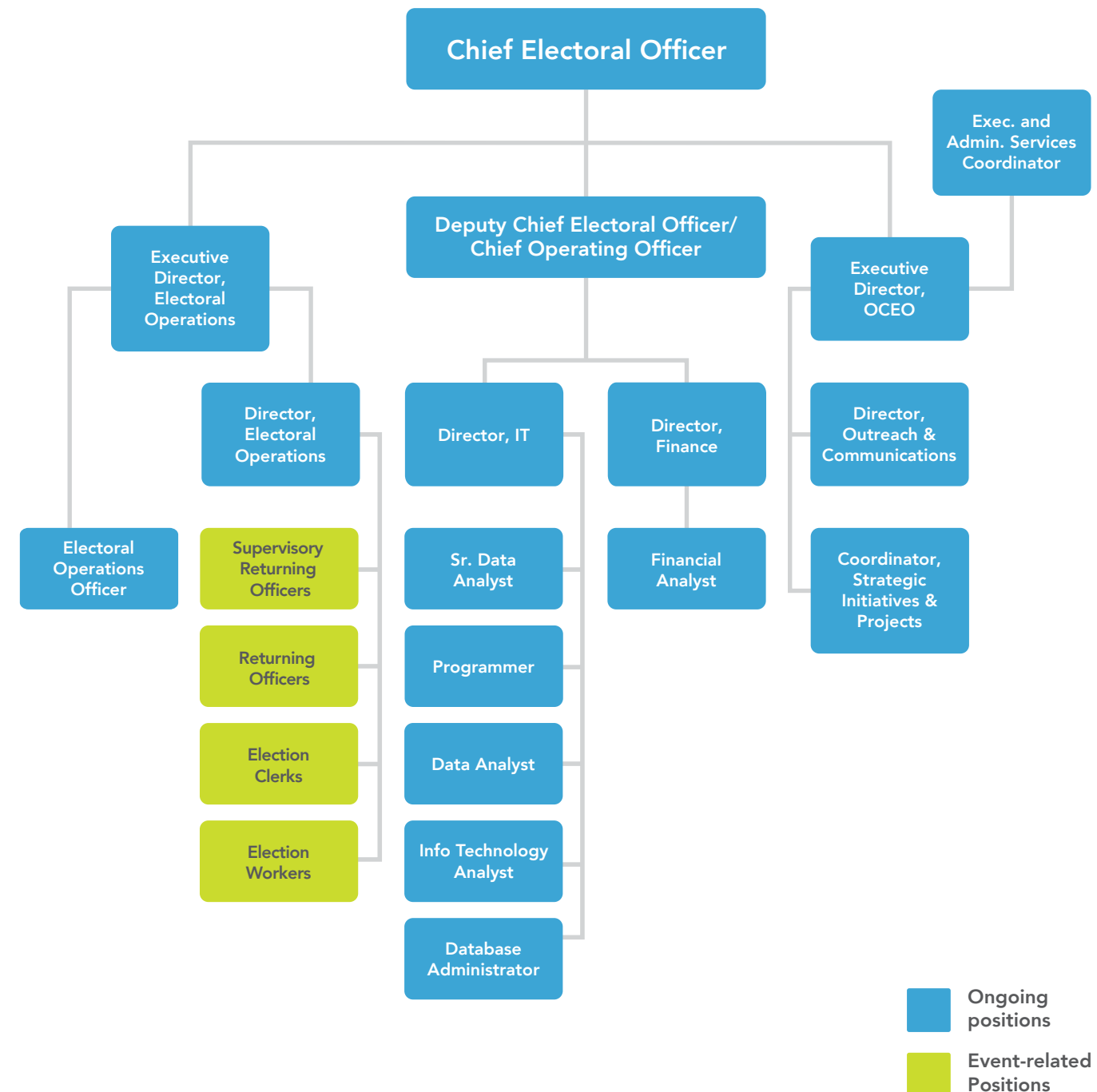
with upholding the neutrality of the province's decentralized electoral process within their constituency, and are responsible for the administration, conduct, and reporting of electoral proceedings for general elections, by-elections, referendums, and plebiscites.

An important part of achieving and maintaining election readiness is having constituency ROs and ECs appointed and in position within each of the province's 61 constituencies. The CEO appoints all provincial ROs and ECs. Notices of all RO appointments (or cancellations) are published in *The Saskatchewan Gazette*. RO and EC vacancies are filled through independent merit-based competitions.



ORGANIZATIONAL CHART

Elections Saskatchewan (2023–24)



REPORT ON 2023–2024

MOVING MODERNIZATION FORWARD

**This was a
momentous year
for Elections
Saskatchewan.**

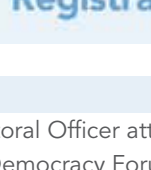
As the 30th General Election draws near, the team has been working hard to lay the foundations for a successful election: assembling an outstanding team, engaging key stakeholders, building voter awareness, and continuing to modernize Saskatchewan's aging electoral system. Amidst all of this event preparation, Elections Saskatchewan has also carried on offering provincial, national, and international leadership in best practices.



2023-2024 HIGHLIGHTS

- May 1

Launch of Saskatchewan's first-ever Voter Registration Month



→

May 5–6

Chief Electoral Officer attends Consortium on Electoral Democracy Forum in Montreal

→

May 15–16

Registered political parties are briefed on voter services modernization

→

June 19–22

Elections Saskatchewan consults with First Nations communities and accessibility groups in advance of the 30th General Election in partnership with Johnson-Shoyama Graduate School for Public Policy and the International Foundation for Electoral Systems

→

June 23

Release of new strategic plan

→

August 10

Voters cast final ballots in provincial by-elections, concluding the first test of a complete voting model inclusive of e-pollbooks and vote counting equipment

→

August 14

Former Chief Justice Klebuc and former Chief Electoral Officer of British Columbia, Dr. Keith Archer, complete Saskatchewan's first ever ballot count confirmation, confirming the accuracy of the new voting model

→

September 4–7

CEO attends and speaks at Engaging Indigenous Peoples in Elections international conference in Stockholm, Sweden

→

September 26–27

Elections Saskatchewan holds first Conference of Saskatchewan Election Officials for this election cycle, with swearing in ceremony for returning officers

→

October 4

Publication of new constituency maps³

→

December 5

Board of Internal Economy approves CEO Directives enabling modernized administration of the 30th General Election

→

December 3–6

45th Conference of the Council on Governmental Ethics Law (COGEL), overseen by Saskatchewan CEO and COGEL President Dr. Michael Boda

→

February 13–14

Meetings with key vendors in preparation for the 30th General Election

→

March 25–27

Elections Saskatchewan completes end-to-end simulation of the voting process to be implemented in the 30th General Election

→

March 31

Elections Saskatchewan completes development and testing of Saskatchewan Election Management System (SEMS)

2023–2025 STRATEGIC PLAN

On June 23, 2023, Elections Saskatchewan published *Service. Integrity. Innovation: Expanding Electoral Excellence in Saskatchewan*, a strategic plan for the years 2023–2025. This strategic plan maintained a clear focus on Elections Saskatchewan's ongoing modernization initiative, emphasizing its importance for Saskatchewan's Thirtieth General Election. The plan is summarized in the strategy map on the next page.


On the following pages, you will find in-depth coverage of several major steps Elections Saskatchewan has taken toward achievement of its strategic goals. A full summary of completed goals is available on pages 31 and 32.

2023–2025 STRATEGIC PLAN

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<div><div>ELECTIONS SASKATCHEWAN2023–2025 STRATEGY MAP</div></div>					
OUR HOPE AND DREAM: The people of Saskatchewan trust, value, and participate in their democracy.					
VISION: We are a collaborative leader in establishing and refining best practices in election management in Canada			MISSION: Elections Saskatchewan is an independent office of the Legislative Assembly. We engage with all stakeholders to deliver and regulate provincial electoral events.		
VALUES	INTEGRITY	INNOVATION	IMPARTIALITY	SERVICE	DEDICATION
	We administer elections that are reliable, secure, transparent, and accessible.	We improve and modernize the election system while maintaining the trust of our stakeholders.	We are objective and treat stakeholders equitably and fairly.	We excel in how we serve stakeholders and colleagues in support of our mission.	We proudly and professionally administer electoral activities that support our democracy.
STRATEGIC IMPERATIVE: Saskatchewan’s Thirtieth General Election is modernized and positively perceived by stakeholders.					
THREE-YEAR DELIVERABLES 5.0 We meet our strategic imperative by accomplishing the following for those we serve:	5.1 Election Management 5.1.1 Modernize voter services management in accordance with legislation and electoral best practice. 5.1.2 Modernize election management system. 5.1.3 Modernize leadership of and collaboration with field leadership team (FLT) and election workers.		5.2 Regulatory Affairs 5.2.1 Modernize and implement a political finance program to facilitate compliance by political parties, candidates, and financial agents. 5.2.2 Better serve political participants and registered political parties to navigate and comply with the electoral legislation through supportive relationships and education. 5.2.3 Modernize systems to ensure legislative compliance of political and governmental stakeholders during the election period.		5.3 Stakeholder Engagement 5.3.1 Educate all stakeholders on modernization changes to the electoral processes. 5.3.2 Engage all stakeholders to increase awareness and reduce barriers to participate and work in the electoral system. 5.3.3 Collaborate with municipal and Indigenous election management bodies on issues of common concern and best practices in election administration.
STAKEHOLDERS (THOSE WE SERVE) 4.0 Our success comes from serving:	4.1 Voters “My voting experience was accessible, fast, and easy. I trust our electoral process.”		4.2 Political Parties and Candidates “I was provided with the support and information needed to comply with legislation. I trust our electoral process.”		4.3 Partners “I was provided with the support and information needed to fulfill my role. I trust our electoral process.”
FINANCES 3.0 We ensure accountability and sustainability by:	3.1 Immediate Term: 3.1.1 Expending funds in accordance with polices and legislation.		3.1.2 Transparently reporting and managing election spending and reimbursements.		3.2 Long Term: 3.2.1 Investing in modernization efforts toward improved financial efficiencies in elections administration.
OPERATIONS 2.0 We strive for operational excellence with specific emphasis in:	2.1 Systems Refinement 2.1.1 Implement new Election Management System (EMS). 2.1.2 Improve procurement processes. 2.1.3 Improve warehouse processes and operations.		2.2 External Communication 2.2.1 Strengthen mechanisms for communication with stakeholder groups. 2.2.2 Build and maintain important relationships with stakeholder groups.		2.3 Risk & Project Management 2.3.1 Inventory and address organizational risks. 2.3.2 Develop rigorous internal project management. 2.3.3 Refine simulation processes that support modernization and preparedness.
ORGANIZATION 1.0 We strive for organizational excellence with specific emphasis in:	1.1 Organizational Capacity 1.1.1 Enhance institutional memory through process documentation. 1.1.2 Build redundancies into the organization to accommodate election pressures. 1.1.3 Update policy documentation.		1.2 Team Preparedness 1.2.1 Develop timely hiring and training practices aligned with modernization. 1.2.2 Further enhance training with principles of adult education and modern technology. 1.2.3 Implement strategies to promote an inclusive and representative election workforce.		1.3 Culture 1.3.1 Define and reinforce service-oriented organizational culture. 1.3.2 Develop workplace policies to sustain healthy and high-performing employees throughout the election cycle. 1.3.3 Improve internal communication to amplify employee awareness of and identification with vision, values, and strategic imperative.

Vision:

We are a collaborative leader in establishing and refining best practices in election management in Canada.



CEO Dr. Michael Boda speaks at COGEL's annual conference in December 2023.

COLLABORATIVE LEADERSHIP

The 2023–2025 Strategic Plan calls on Elections Saskatchewan to be a collaborative leader in establishing and refining best practices in election management in Canada. Throughout the past fiscal year, the Chief Electoral Officer (CEO) and his team have been engaged in a wide array of knowledge-sharing activities with provincial, national, and international counterparts. From offering technical assistance to municipalities as they prepare for local elections to highlighting the province's strength in election administration through international organizations, Elections Saskatchewan is leading the way both locally and globally.

In December, the CEO completed his one-year term as President of the Council on Governmental Ethics Law (COGEL), North America's professional association for those working in the areas of ethics, elections, freedom of information, lobbying, and campaign finance. The CEO's work included oversight of COGEL's 45th annual conference in Kansas City, Missouri. The event, held in December 2023, drew attendees and experts from more than 85 jurisdictions, principally from Canada and the United States. The CEO will continue to serve on COGEL's 2024 Steering Committee in the role of Immediate Past President.

In addition to his service with COGEL, the CEO sits on the Steering Committee for the Secretariat for Electoral Coordination (SEC), while Elections Saskatchewan staff have also actively engaged with SEC by participating on two of its sub-committees in 2023–24.⁴ The CEO also sits on the Curriculum Committee for the Canadian Election Official Training Institute (CEOT). Engagement with these important associations allows Elections Saskatchewan to share what it has learned and collaborate with other election management bodies, improving election management across Canada while strengthening its own ability to conduct elections within the province.

Throughout the year, the Chief Electoral Officer also worked with the cities of Regina and Saskatoon to support their election administration efforts. Information Sharing Agreements (ISAs) were signed with both, allowing Elections Saskatchewan to share data from its voter register with the municipalities, assisting their efforts to improve local election administration.

⁴ "The Secretariat for Electoral Coordination (SEC) was formed in 2018 to support the development and maintenance of modern and innovative electoral processes in Canada that are responsive to the needs and expectations of electors, political entities and Election Management Bodies (EMBs). The SEC's mandate is to facilitate collaboration among EMB members by coordinating efforts and following-up on collaboration opportunities. The SEC creates an on-going capacity across differing electoral cycles and allows EMBs to tackle challenges by sharing long-term planning information, supporting efforts to remove hurdles and barriers that exist in the path of innovative collaboration." Learn more at <https://sec-sce.ca/>.

2023 Knowledge-Sharing Events

- ➔ **April 19 | Regina, Saskatchewan**
Financial Management Institute Breakfast
The Chief Electoral Officer delivered an address titled "Electoral Modernization: Navigating Change in Uncertain Circumstances."
- ➔ **May 5–6 | Montreal, Quebec**
Consortium on Electoral Democracy
The CEO participated in C-Dem's annual forum, gathering with representatives from other election management bodies, academic institutions, and NGOs to share fresh research and hands-on experience shedding light on the removal of barriers to participation in the democratic process.
- ➔ **June 19–20 | Toronto, Ontario**
Canadian Vote Summit 2023
At this event, hosted by the Democratic Engagement Exchange, the CEO participated on the panel "State of Democracy in Indigenous Communities in Canada: Building Relationships and Reducing Barriers to Electoral Participation" along with Chief Lee-Anne Kehler (Kawacatoose First Nation), Chief Tammy Cook-Searson (Lac La Ronge Indian Band), and Peter Beatty (Peter Ballantyne Cree Nation).
- ➔ **July 9–12 | Victoria, British Columbia**
Conference of Canadian Election Officials
The CEO attended and spoke on the impact of other jurisdictions on the process and progress of election modernization in Saskatchewan.
- ➔ **September 4–7 | Stockholm, Sweden**
Engaging Indigenous Peoples in Elections Conference
The CEO spoke on Elections Saskatchewan's unique relationship with First Nations and Metis Nation leadership and its approach to reducing barriers for Indigenous voters across the province.

FOUNDATIONS FOR MODERNIZATION

Strategic Imperative:

Saskatchewan's Thirtieth General Election is modernized and positively perceived by stakeholders.

Saskatchewan's decade-long modernization initiative began with the publication of Elections Saskatchewan's 2014–2016 strategic plan, *A Path for Renewal*, and was fully established in Volume IV of *A Report on the Twenty-Eighth General Election: Chief Electoral Officer's Recommendations for Legislative Reform*, published in April 2018.⁵ This three-phase plan would see successive elements of modernization introduced in the province's 2020, 2024, and 2028 general elections.

Implementation of Phase 1 in Saskatchewan's 29th General Election, held in October 2020, was delayed by the potential for an early election and then by the Covid-19 pandemic. While the pandemic stalled some aspects of the modernization process, it also created unexpected opportunities to implement other aspects ahead of schedule such as a centralized Vote by Mail initiative.

Following the 29th General Election in 2020, the Chief Electoral Officer's *Recommendations for Legislative Reform, Volume IV of A Report on the Twenty-Ninth General Election* ("Volume IV"), was released on October 17, 2022.⁶ Volume IV drew on experience and best practices to outline a suite of practices that could significantly improve the administration of elections in Saskatchewan, supported by a list of recommended legislative changes.

On December 7, 2022, the Legislative Assembly adopted many of the CEO's recommendations in Bill 123, *The Election Amendment Act, 2022*. Under the newly added sections 5.3 to 5.5 of the Election Act and the previously existing section 5.2, the CEO was permitted to introduce many of the recommendations in Volume IV via CEO Directives, subject to the approval of the Board of Internal Economy (BOIE).

Advances specifically addressed in *The Election Amendment Act, 2022* include the adoption of a polling period (rather than separate advance and election day voting), electronic poll books, and other modifications. While the amendments left a few gaps, including the explicit ability to use vote counting equipment, they presented the possibility of significant modernization in line with plans for Phase 2 during Saskatchewan's 30th General Election, scheduled by legislation for October 2024.

Strategic Deliverable 5.1 Election Management

5.1.1 Modernize voter services management in accordance with legislation and electoral best practice.

5.1.2 Modernize election management system.

5.1.3 Modernize leadership of and collaboration with field leadership team (FLT) and election workers.



Electronic poll books, laptops, and Voter Information Card scanners were tested during the 2023 provincial by-elections.

THE SASKATCHEWAN ELECTION MANAGEMENT SYSTEM (SEMS)

Elections Saskatchewan has also spent several years modernizing the software that underpins its work. The new system, known as the Saskatchewan Election Management System (SEMS), has been designed to serve as the backbone of Elections Saskatchewan's operations. SEMS addresses many of the logistical challenges associated with an election: hiring, training, paying, and releasing a large temporary workforce; sourcing, leasing, and managing hundreds of voting locations; managing election results through the completion of the final count; and managing parties and candidates, to name a few. The interconnected nature of the various SEMS modules allows data to flow smoothly throughout the system, eliminating unnecessary data entry and decreasing errors.

The multi-year SEMS project was timed to ensure the system would be ready for the 30th General Election, and this goal has been achieved. The system was used successfully during three by-elections in August 2023, with additional fine-tuning and testing completed in March 2024. It has already been used to support recruitment of returning officers and election workers for the 30th General Election, and it will be used in the 2024–25 fiscal year to support recruitment of office workers and election workers. Final simulation testing will take place early in the 2024–25 fiscal year to verify that all modules are fully functional well in advance of the election.

⁵ Strategic plans from 2014 onward are available on Elections Saskatchewan's website at <https://www.elections.sk.ca/reports-data/strategic-planning/>. For more information on Elections Saskatchewan's three-phased modernization initiative, see Volume IV of *A Report on the Twenty-Eighth General Election: Chief Electoral Officer's Recommendations for Legislative Reform*, available on Elections Saskatchewan's website at <https://www.elections.sk.ca/reports-data/reports-publications/>.

⁶ Available on Elections Saskatchewan's website at <https://www.elections.sk.ca/reports-data/reports-publications/>.



Voter Information Cards were scanned electronically as part of voting in the 2023 provincial by-elections.

BY-ELECTIONS

On February 10 and March 10, 2023, the MLAs holding seats in Regina Coronation Park and Lumsden-Morse resigned. Derek Meyers, MLA for Regina Walsh Acres, passed away on March 28. Faced with three vacancies covering both rural and urban ridings, Elections Saskatchewan had an unexpected opportunity to implement a large-scale test of the modernized election system, offering secure, convenient, and accessible voting options for voters in an array of situations.

Saskatchewan's Chief Electoral Officer is authorized to "direct the use of an alternate procedure, equipment or technology during a by-election" under section 5.1 of *The Election Act, 1996*. In April and June 2023, Dr. Michael Boda issued eight CEO Directives authorizing pilot projects in upcoming by-elections. They included adoption of a Voting Week, a centralized Vote by Mail system, electronic poll books, a voting record, and vote counting equipment. They did away with the poll clerk and polling divisions. More traditional, manual procedures (not relying on electronic pollbooks) were retained for sparsely populated and geographically large areas.

While each CEO Directive addressed a different component of the election system, they were designed to serve three main purposes: to broaden access for voters, make it simpler for them to exercise their democratic rights, and strengthen the integrity of the system. They also had the side benefit of increasing accuracy and efficiency and speeding up the voting process. Finally, they gave political stakeholders access to real time data on who had voted, aiding "get out the vote" efforts.

Faced with three vacancies covering both rural and urban ridings, Elections Saskatchewan had an unexpected opportunity to implement a large-scale test of the modernized election system.

2023 By-Election Timeline

- **July 13**
Writs of Election issued
- **July 25**
Nomination deadline
- **August 1**
Deadline to get on the voters list & Vote by Mail application deadline
- **August 2**
Homebound voting application deadline
- **August 3–6 and 8**
Early voting
- **August 10**
Last day voting & first preliminary count
- **August 12**
Second preliminary count
- **August 14**
Ballot count confirmation
- **August 21**
Deadline to receive Vote by Mail ballots
- **August 22**
Final count
- **September 2**
Return of the Writs

A full written report on the CEO's actions during those by-elections was submitted to the Speaker of the Legislative Assembly on February 9, 2024, pursuant to subsection 5.1(6) of the Act.⁷

The by-elections were delivered successfully, demonstrating that the type of modernization proposed can work effectively in both urban and rural constituencies in the province. The accuracy of the vote counting equipment was confirmed in a hand count overseen by Former Chief Justice John Klebuc and former Chief Electoral Officer of British Columbia, Dr. Keith Archer. Feedback gathered through exit polls, an online survey of election workers, and telephone interviews with the field leadership team (FLT), IT staff, candidates, and parties' chief official agents overwhelmingly indicated that the use of technology improved the process.

- Among voters, 75.9 percent indicated that the changes improved the voting experience, with only 1.3 percent feeling that the changes made the voting experience worse.
- Among election workers, 80.8 percent either strongly (75.5 percent) or somewhat (5.3 percent) agreed that the electronic poll books and vote counting equipment should be used again in the next election, while only 5.4 percent disagreed.
- The FLT (returning officers and election clerks) unanimously affirmed the value and importance of the changes, variously describing the technology as "highly effective," "flawless," and "essential for future elections."
- Elections Saskatchewan's IT staff indicated that the vote counting equipment worked "perfectly" and the use of electronic poll books went "extremely well."
- All candidates and party officials interviewed emphatically supported the use of technology for voter strike-off and vote counting in future elections.

The test was also a success from a logistical point of view. The use of technology combined with process changes

meant that significantly fewer workers were needed, decreasing from what would have been 499 workers required to support the three constituencies in the 2020 General Election to only 163 workers needed for the three August 2023 by-elections (roughly 32 percent as many). Registered political parties received data via the electronic poll books regularly and as planned. Vote counting equipment produced results very quickly and accurately. Any voters who noticed a difference in the election processes were complimentary of the improved speed and service.

Together, these pilot projects showed that many key stakeholders are ready for widespread modernization of the ways in which voting is administered. They also demonstrated that Elections Saskatchewan is prepared to successfully deliver that modernized voting experience while maintaining trust and the integrity of the process.

FRAMEWORK OF 30TH GENERAL ELECTION

In a general election, the Chief Electoral Officer must have the approval of the Board of Internal Economy before directing the use of alternate procedures, equipment, or technology other than what is defined in legislation.

On June 30, 2023, the CEO submitted a series of Directives to the BOIE that would have enabled implementation of the same voting system in the 30th General Election as the one deployed successfully in the August 2023 by-elections.⁸ On August 15, the CEO appeared before the BOIE to discuss the proposed Directives. After consideration, the BOIE was not prepared to approve the use of vote counting equipment in a general election.

This decision meant that Elections Saskatchewan needed to redesign elements of the voting system for the 30th General Election, adapting processes and procedures to compensate for the removal of vote counting equipment. These changes ensured the voting system would maintain stability despite introducing only one modernized element (electronic poll books) without the other (vote counting equipment).

⁷ By-election reports are available at <https://www.elections.sk.ca/reports-data/reports-publications/>.

⁸ CEO Directives can be accessed at <https://www.elections.sk.ca/candidates-political-parties/bulletins-circulars/#ceo-directives>.

The CEO submitted replacement Directives to the BOIE on October 16. Those Directives were ultimately approved with amendments on December 5. In their final state, they support the delivery of a partially modernized 30th General Election marked by the following:

- Elimination of Polling Divisions (Directive 2023-009): Traditionally sized polling divisions will be replaced by larger catchment areas that will be used to assign voters to a specific location on the last day of voting.
- Voting Week (Directive 2023-010): The polling period will consist of five consecutive days of voting followed by a one-day break, then a final voting day with extended hours and, in rural areas, a greater number of polls.
- Electronic Poll Books and Voting Record (Directive 2023-011): Electronic poll books accompanied by a ballot box officer will be used in more heavily populated constituencies. Where electronic poll books are not used, the unified Voting Record will be adopted, accompanied by the traditional poll clerk.
- Vote by Mail (Directive 2023-014): The election will include a centralized Vote by Mail process like that used successfully in the August 2023 by-elections.
- Centralized Counting of HRT Ballots (Directive 2023-018): Form B ballots from Hospital, Remand, and Temporarily Displaced Voter polls will be delivered to and counted at a centralized location.

The BOIE's December 5 approval of the CEO Directives launched a new phase of preparation for the 30th General Election, freeing the CEO to make critical planning decisions and begin the extensive process of mapping and simulating voting processes, developing training materials, and negotiating with vendors.

Saskatchewan will take substantial steps toward modernization in the province's 30th General Election. For the first time in a provincial election, a great number of voters will be served by election workers using computers as opposed to pencil and paper. While some innovations will have to wait—the 30th General Election will not see the use of vote counting equipment or modifications that rely on it, such as Vote Anywhere—the decision of the BOIE marked

one more significant step toward a fully modernized election system in Saskatchewan.

GETTING ELECTION-READY

FY2023–24 was largely taken up with preparation for the 30th General Election.

- ➔ **April–May 2023**
Early election preparedness sessions; development of a preparedness plan
- ➔ **Summer 2023**
Field leadership team recruitment begins
- ➔ **August 2023**
By-elections in Lumsden-Morse, Regina Coronation Park, and Regina Walsh Acres provide an excellent opportunity to test several systems in a real-world setting, including the new SEMS, electronic pollbooks, and vote counting equipment
- ➔ **September 2023**
FLT members are sworn in during Elections Saskatchewan's first Conference of Saskatchewan Election Officials event-training session for the 30th General Election
- ➔ **January–March 2024**
End-to-end simulations of election activities
- ➔ **February 13–14 2024**
Meetings with SaskTel, Datafix, and other key vendors

Building an Election Team

In 2023, the Chief Electoral Officer established a Task Force on Training with a mandate to oversee coordinated, consistent training of the field leadership team and election workers. FLT recruitment began in summer 2023, with most returning officers sworn in during Elections Saskatchewan's first Conference of Saskatchewan Election Officials session for the 30th General Election. Recruitment of remaining returning officers and election clerks continued throughout the winter, concluding at the end of March 2024. To ensure election readiness, spare returning officers have also been hired in strategic locations.

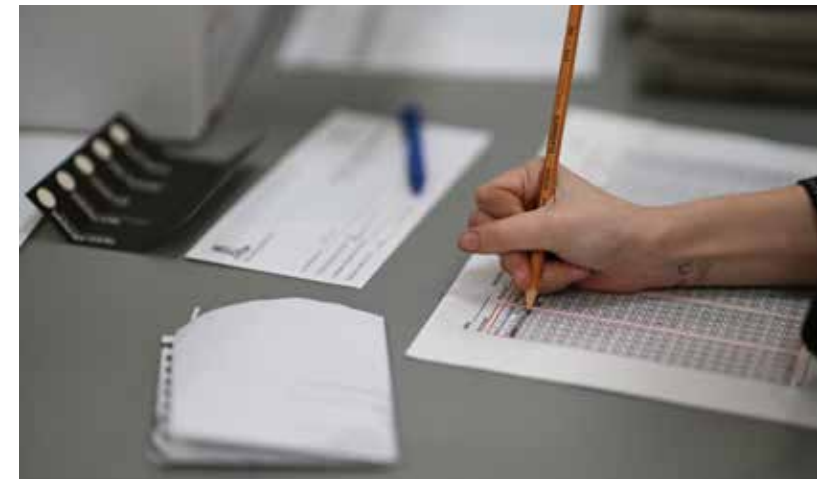


A team of election workers at Regina's Northgate Mall during the 2023 provincial by-election for Regina Coronation Park.

Throughout the latter part of the year, returning officers have been meeting regularly via video conferencing with their supervisory returning officers (SROs) and the head office Operations team. These virtual meetings offer an opportunity to train FLT members on topics that can be addressed in a lecture-based format, allowing the large, in-person events that will take place in FY2024–25 to focus on hands-on learning and group-based work.

Elections Saskatchewan's "Take Part" program was a key tool in recruiting FLT members. On its surface, Take Part is a mailing list made up of past election workers and others who have signed up for future opportunities to work. In practice, however, Elections Saskatchewan is transforming this list into a community interested in learning more about elections, how they operate, and why they are central to our democratic traditions.

Messages shared with the Take Part community in the latter half of FY2023–24 included information on new constituency boundaries (personalized to each recipient with their name and new constituency), descriptions of various election jobs that will be available, and information on what Elections Saskatchewan does between general elections. Future messages leading to the October 2024 general election will include information on changes occurring as a result of modernization, which types of ballots are counted when, and calls to apply for positions in returning offices and as traditional election workers.



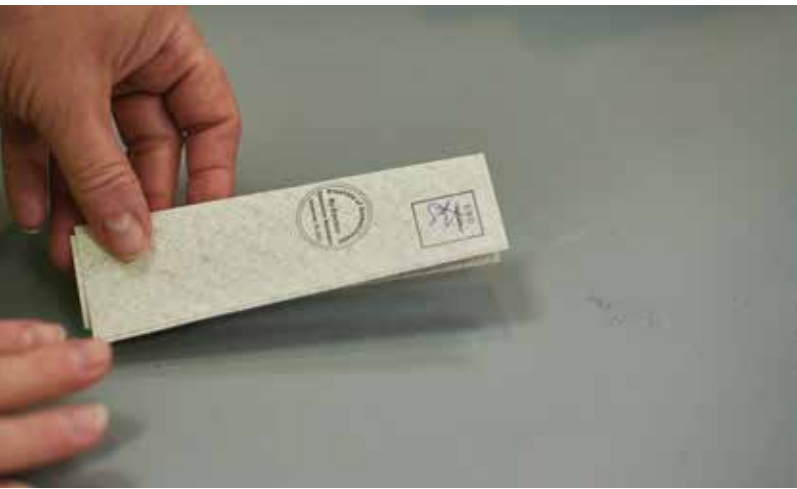
Elections Saskatchewan held a ballot counting simulation exercise in March 2024.

Simulations

Responding to unanticipated events is an unavoidable part of election management. In November 2023, Elections Saskatchewan recruited an Election Simulation Lead, increasing the team's capacity to run effective simulations of the voting process.

In a simulation exercise, individuals who have been trained with Elections Saskatchewan's materials are asked to work through specific scenarios, setting up voting locations, serving voters, and counting ballots. By observing subjects' responses to those scenarios and debriefing after each simulation, head office team members uncover weaknesses in both the system itself and the training process.

Simulations of election activities were held in January, February, and March of 2024, with a final simulation scheduled for June. Simulations are a key tool in ensuring that real-world election workers are ready for all eventualities.



Resourcing

Running an event of an election’s size and scale requires extensive resourcing. Throughout FY2023–24 the Elections Saskatchewan team has been working hard to ensure that the right resources are in place when the election is called. In February the CEO met with key vendors such as SaskTel and Datafix to ensure that essential infrastructure is in place throughout the province.

On a more granular level, the team is currently liaising with vendors to source supplies and materials for 61 returning offices and hundreds of voting locations, from chairs and pens to laptops and ballot boxes. In some cases, materials have been sourced through thoughtful partnerships: the CEO has signed agreements to lease critical election equipment from Elections Ontario and Elections Alberta at a reasonable rate. Overall, though, the procurement process is complex, requiring careful balancing of cost, quality, and the vendor’s ability to meet the tight timelines that are the hallmark of an election event.

STAKEHOLDER ENGAGEMENT

Strategic Deliverable 5.3: Stakeholder Engagement

- 5.3.1** Educate all stakeholders on modernization changes to the electoral processes.
- 5.3.2** Engage all stakeholders to increase awareness and reduce barriers to participate and work in the electoral system.
- 5.3.3** Collaborate with municipal and Indigenous election management bodies on issues of common concern and best practices in election administration.

Raising Awareness

Stakeholder engagement is a priority for every election management body. Over FY2023–24, Elections Saskatchewan engaged with voters, candidates, election workers, registered political parties, municipal leaders, First Nations leaders, accessibility groups, and vendors, all with the goal of ensuring a successful 30th General Election.

May 2023 marked Election Saskatchewan’s very first Voter Registration Month: an annual cross-platform media campaign encouraging voters to register and update their information. Tools created in support of the campaign include social media and print advertising, a digital package of shareable resources, and posters in languages including Cree and Dene. All materials included a simple-to-use QR code linking to the online voter registration page.

The Voter Registration Month campaign made a point of reaching out to future first-time voters such as new citizens and youth voters nearing their 18th birthday. A classroom activity developed in partnership with the Democratic Engagement Exchange was distributed to teachers throughout the province, along with a slide deck and speaker notes. Elections Saskatchewan has also begun sending a voter registration birthday card to all qualified Saskatchewan residents on their 18th birthday.

Throughout FY2023–24, Elections Saskatchewan has been developing SaskVotes2024, a media campaign designed to encourage voting in the 30th General Election. The tagline “Your vote counts” will be used across the province



Elections Saskatchewan hosted representatives from the province’s registered political parties in June 2023.

in a proactive campaign aimed at ensuring the public understands when, where, and what is needed to vote, while also reinforcing trust in election processes. A second annual Voter Registration Month will take place in May 2024.

Reducing Barriers

From June 19–22, 2023, Elections Saskatchewan engaged in a series of important consultations regarding barriers to participation in the 30th General Election, addressing first the issues faced by First Nations communities and then exploring the concerns of accessibility groups. These sessions, held in partnership with Johnson-Shoyama Graduate School for Public Policy (JSGS) and the International Foundation for Electoral Systems (IFES), resulted in a series of recommendations for Elections Saskatchewan to implement in the upcoming election. After voting concludes, IFES and JSGS will conduct follow-up assessments to determine how successful Elections Saskatchewan was and offer more ideas for improvement.

Educating Political Stakeholders

For modernization to succeed, key stakeholders must understand what it means, from grassroots voters to political

leaders. On May 15 and 16, 2023, the Chief Electoral Officer held a briefing on modernization of voting services for house leaders, MLAs, and chief official agents of the registered political parties. On June 6, the CEO presented a preview of the modernized voting system at the Annual Meeting of Registered Political Parties.

At these briefings, the CEO outlined the multi-election path to modernization undertaken by Elections Saskatchewan and the province. The presentation compared and contrasted the traditional and modernized voting models so political stakeholders could better understand the reasons for and benefits of the change. Finally, political stakeholders had the opportunity to see the technology in use, learning more about how it worked and would be implemented in voting locations.

During the August 2023 by-elections, municipal government representatives were invited to participate in a visitor’s program. Briefings were held on topics ranging from election modernization to issues management, and attendees visited voting locations in all three constituencies holding by-elections.

LOOKING FORWARD



The ultimate goal of Elections Saskatchewan's 2023–2025 Strategic Plan is articulated in its Strategic Imperative:

Saskatchewan's 30th General Election is modernized and positively perceived by stakeholders.

As the election draws near, the Elections Saskatchewan team is working hard to bring this goal to life. Head office and the field leadership team (FLT) are busy preparing to deliver an event that employs updated electoral processes while maintaining stakeholder confidence and participation.

Recruitment and training are critical to election preparation. The 2023–2025 Strategic Plan included a commitment to ensure new recruits are effectively welcomed, trained, and integrated into the organization.

Recruitment of the FLT was completed in FY2023–24. April and May 2024 saw the delivery of the Conference of Saskatchewan Election Officials: Pre-Writ. This consisted of significant training events designed to equip FLT members for their roles. Further training for the FLT will depend on the timing of the election itself; assuming it proceeds in October as anticipated, the FLT will gather again in September for the Conference of Saskatchewan Election Officials: Event Training. The Take Part program will be used to educate and inform potential election workers about available opportunities and let them know what changes they can expect compared to past events.

Elections Saskatchewan's strategic plan also included a commitment to enhance training by drawing on the principles of adult education and modern technology. This commitment led to the development and introduction of the Saskatchewan Election Academy (SEA). SEA brings together both FLT and election worker training, incorporating modern tools such as smartphone apps, hands-on exercises, and learning labs alongside traditional lecture-based materials.

Engaging and educating the public is another vital aspect of election preparation. Following the second annual Voter Registration Month in May, Elections Saskatchewan will launch the SaskVotes2024 campaign in early June. In September, Elections Saskatchewan will partner with CIVIX to deliver "Student Vote," a project to teach students about voting firsthand.

Preparation and delivery of election supplies is a major undertaking that has already begun and will carry on right up to the election. Packing of materials at the warehouse begins in June. Assuming the election takes place as anticipated in October, supplies will be shipped to returning offices and voting locations in September. From pencils to signs to laptops, the procurement and preparation of materials will consume significant time and resources through the first half of the 2024–25 fiscal year.

Sourcing voting locations began in 2023–24 and will carry on until shortly before the election. Polling divisions have changed due to shifts in constituency boundaries and modernization, requiring staff to identify potential new voting locations using Geographic Information System (GIS) mapping technology. GIS helps ensure that all areas of the province have a sufficient distribution of polling stations and no voter has to travel an unreasonable distance to vote. FLT members will visit potential voting locations early in the 2024–25 fiscal year to check that they meet Elections Saskatchewan's criteria.

Preparing candidates, financial agents, and registered political parties is another crucial task that must be completed in advance of the election. While some candidates have extensive experience, others are new to the process. Elections Saskatchewan staff spend significant time and energy equipping candidates and financial agents to understand and comply with campaign and reporting requirements.

Finally, wrapping up an election consumes significant time and resources. The latter half of the 2024–25 fiscal year will be focused on this work. The logistic aspects of closing off an election are wide-ranging, from closing locations to gathering and tracking unused materials to following up with candidates and financial agents regarding incomplete financial reporting. Elections Saskatchewan's own post-election reporting involves a four-volume report collating and analyzing data from a wide range of sources and providing important recommendations for future election management. Work on the volumes begins immediately after the election and typically takes at least a year to complete. By the time the team has fully wrapped up the 30th General Election, it will already be looking forward to the next election event.

STRATEGIC PERFORMANCE SUMMARY



In the 2022–23 Annual Report, Elections Saskatchewan shared the scorecard that it will use to assess its progress on fulfilling the objectives outlined in its strategic plan: *Service. Integrity. Innovation. Expanding Electoral Excellence in Saskatchewan*. The plan covers the period from 2023 to 2025 and will encompass the changes in voting services planned for Saskatchewan’s 30th General Election.

Elections Saskatchewan’s strategic plan contains a comprehensive approach geared towards fulfilling a strategic imperative: Saskatchewan’s Thirtieth General Election is modernized and positively perceived by stakeholders. Fulfilling this imperative involves countless changes to how

electoral events are administered. As the Chief Electoral Officer wrote in the document outlining the strategic plan, “modernization is not simply about sweeping changes to technology or processes. It also involves smaller shifts: redesigned forms that simplify election workers’ tasks, plain-language communications that are easier to understand, and systems for connecting with voters by text or email.”¹⁰

The following contains details on Elections Saskatchewan’s accomplishments with respect to the strategic plan over the last year. It details significant progress, but it also highlights that the coming year will be a time of great success and tremendous hard work.

5.1.1 Modernize voter services management in accordance with legislation and electoral best practice

5.1.1.2	Assemble project team, develop training material, and pilot in byelection	Completed	Pilots were conducted for modernization of voting services during the 2023 by-elections in Lumsden-Morse, Regina Coronation Park, and Regina Walsh Acres.
5.1.1.4	Build partnerships with other election management bodies to source goods & services	Completed	The CEO has signed agreements with Elections Ontario and Elections Alberta to source key equipment for the 30th General Election.
5.1.1.5	Update warehouse inventory and processes to support new polling station technologies	Completed	Elections Saskatchewan produced a complete inventory of all assets in the warehouse using new asset management software. Innovations to packing shipments to returning offices have also been made.
5.1.1.6	Develop Early Election Preparedness Plan	Completed	Sessions on early election preparedness were held in 2023. A preparedness plan was developed based upon these sessions.
5.1.1.8	Test changes to voting process through simulation	Completed	An Election Simulation Lead was recruited, and extensive simulations have been conducted of all aspects of the voting process beginning in November 2023.
5.1.1.9	Test changes to voting process in by-elections	Completed	Voting process changes were tested during the 2023 by-elections in Lumsden-Morse, Regina Coronation Park, and Regina Walsh Acres.

¹⁰ Elections Saskatchewan. *Service. Integrity. Innovation. Expanding Electoral Excellence in Saskatchewan*. 2023, p. 2.



5.1.2 Modernize election management system

5.1.2.3	Test SEMS implementation through simulation process	Completed	As part of the SEMS development plan, modules have been extensively tested through simulations. Modules were also tested through use in the 2023 by-elections.
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5.1.3 Modernize leadership of and collaboration with field leadership team and election workers

5.1.3.5	Establish training task force to ensure organization-wide consistency in training	Completed	Training Task Force was established in 2023 and has been conducting its work to ensure all training is coordinated and consistent.
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5.2.2 Better serve political participants and registered political parties to navigate and comply with the electoral legislation through supportive relationships and education

5.2.2.1	Hold an information session for registered political parties addressing modernization initiatives.	Completed	On May 15 and 16, 2023, the CEO held a briefing open to house leaders, MLAs, and chief official agents of the registered political parties on voting services modernization.
5.2.2.3	Engage with registered political parties in the development of SEMS modules.	Completed	The registered political parties have been consulted on an ongoing basis throughout the SEMS development process on modules and elements that relate to them.

5.3.2 Engage all stakeholders to increase awareness and reduce barriers to participate and work in the electoral system

5.3.2.4	Establish an External Focus Team to assess and improve external communications and relationship management	Completed	The External Focus Team was established in 2023 and has met regularly to conduct its work.
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5.3.3 Collaborate with municipal and Indigenous election management bodies on issues of common concern and best practices in election administration

5.3.3.1	Invite municipal election representatives to observe demonstrations of the new SEMS	Completed	Municipal representatives were invited to demonstrations of SEMS capabilities in 2023.
5.3.3.3	Invite municipal election representatives to observe by-elections	Completed	Representatives were invited to participate in a visitor's program during the 2023 by-elections held in Lumsden-Morse, Regina Coronation Park, and Regina Walsh Acres.

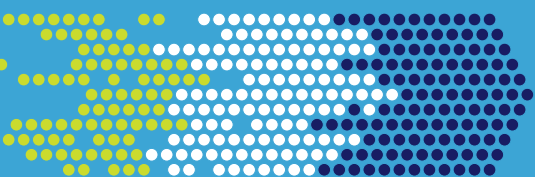
FINANCIAL SUMMARY

The work of an election management body differs fundamentally from that of most other public service organizations in that it operates on a four-year electoral cycle rather than an annual cycle. As such, it incurs costs associated with the ongoing operations of the institution as well as costs associated with the delivery of electoral events that happen either on a schedule set out in statute (i.e., general elections and boundary redistributions) or on-demand (i.e., by-elections and referenda). In most cases, the former expenditures will remain relatively constant over time while the latter costs will fluctuate and peak in the 12-month period that immediately follows a general election call.

A complete report of Elections Saskatchewan's expenditures for FY2023–24, including audited financial statements, will be available on the Elections Saskatchewan website in the Corporate Reports and Publications section.¹¹

¹¹ Moving forward, audited financial statements will be available under the Annual Reports heading at <https://www.elections.sk.ca/financials>.

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MOVING MODERNIZATION FORWARD

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