



**TRUSTED  
ELECTIONS.  
TRUSTED  
DEMOCRACY.**

Achieving Electoral Integrity  
and Access Through Innovation

# TRUSTED ELECTIONS. TRUSTED DEMOCRACY.

Achieving Electoral Integrity  
and Access Through Innovation



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TRUSTED ELECTIONS. TRUSTED DEMOCRACY.  
ACHIEVING ELECTORAL INTEGRITY AND ACCESS THROUGH INNOVATION  
ELECTIONS SASKATCHEWAN 2025–2026 ANNUAL REPORT (V1.0)



June 22, 2026

The Honourable Todd Goudy  
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, 2025, through March 31, 2026.

Respectfully submitted,

A handwritten signature in blue ink that reads 'Michael D. Boda'.

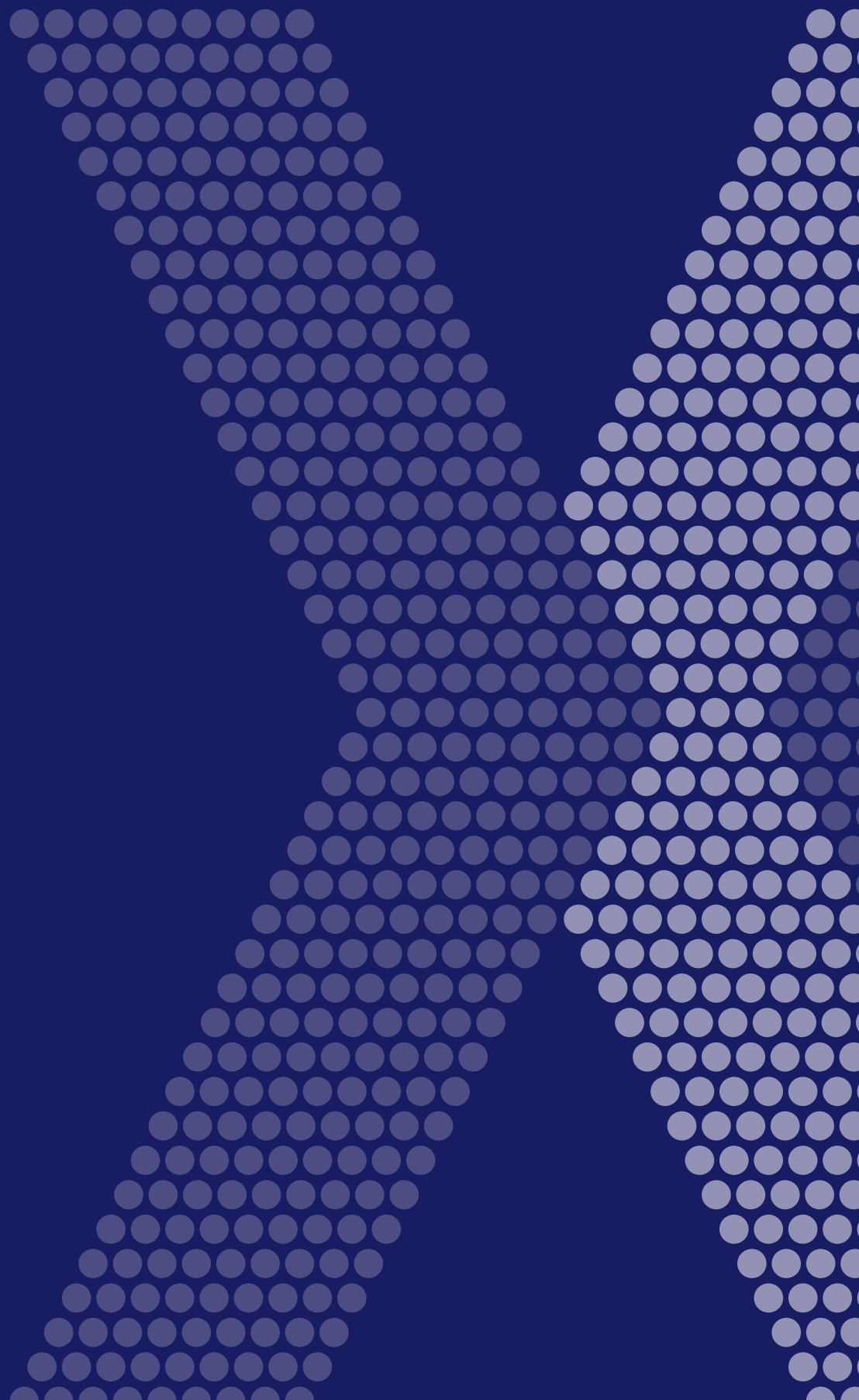
Michael Boda, D.Phil., Ph.D.  
Chief Electoral Officer  
Province of Saskatchewan

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“Experience has shown that legislative changes are most effective when made early in the election cycle. Doing so provides Elections Saskatchewan with sufficient time to implement changes operationally and allows political stakeholders adequate opportunity to understand and adapt to new requirements.”

- Dr. Michael Boda, Chief Electoral Officer



# A Message from the Chief Electoral Officer

Democratic elections ultimately depend on public confidence. Voters must believe that elections are administered fairly and impartially. Political parties and candidates must know that the rules are applied consistently. Our partners must be able to depend on Elections Saskatchewan to fulfill its responsibilities with professionalism and integrity. Maintaining that confidence is the standard by which we measure our success. This understanding shaped much of our work throughout the 2025–26 fiscal year.

The year immediately following a general election is one of dual focus for an election management body: first, completing the closeout and reporting associated with the previous electoral event; and second, beginning preparations for the next. This past year, Elections Saskatchewan successfully completed the final stages of Saskatchewan’s 30th General Election while laying important groundwork for the province’s 31st General Election, scheduled for October 2028.

I am proud of what we accomplished over the past year. I tabled all four volumes of *A Report on the Thirtieth General Election* with the Legislative Assembly, completing my legislatively required reporting on that event. We finalized and published a new strategic plan to guide the organization through the next four years: *Trusted Elections. Trusted Democracy. Achieving Electoral Integrity and Access through Innovation*. We also undertook an important review of Elections Saskatchewan’s organizational structure, resources, and capacity, to ensure the institution remains positioned to fulfill its mandate effectively in the years ahead.

While public attention naturally shifts elsewhere after election results are announced, the work of an election management body continues long after voting ends. During the past year, Elections Saskatchewan completed extensive post-election activities, including the review of candidate and political party financial returns as well as numerous operational and administrative closeout activities. These efforts are essential



Dr. Michael Boda has been Saskatchewan’s Chief Electoral Officer since June 2012. He has led the province through general elections in April 2016, October 2020, and October 2024.



to maintaining transparency, accountability, and public confidence in Saskatchewan’s electoral process.

I would like to draw particular attention to Volume IV of *A Report on the Thirtieth General Election: Chief Electoral Officer’s Recommendations for Legislative Reform*. That report contains a number of recommendations that would strengthen and improve the administration of future elections in Saskatchewan. Experience has shown that legislative changes are most effective when made early in the election cycle. Doing so provides Elections Saskatchewan with sufficient time to implement changes operationally and allows political stakeholders adequate opportunity to understand and adapt to new requirements. Through this annual report, I would like to reiterate the importance of these recommendations and encourage their consideration well in advance of the next general election.

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Everything we do depends on maintaining the trust of our stakeholders—voters, political parties and candidates, and our partners.

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The publication of our new strategic plan was another significant milestone. Throughout my tenure as Chief Electoral Officer, I have emphasized that strategic plans are not documents that sit on a shelf; they are intended to guide our daily work and decision-making. During the development of this plan, our team engaged in extensive discussion about the future of election administration in Saskatchewan. One conclusion emerged consistently: everything we do depends on maintaining the trust of our stakeholders—voters, political parties and candidates, and our partners. For that reason, trust has become the strategic imperative that will guide Elections Saskatchewan’s work through the coming general election. This annual report shares the title and theme of that plan because the principles contained within it will shape our priorities throughout the current election cycle.

As we turned our attention this past year toward the next general election, we also began important readiness

activities. In September 2025, Elections Saskatchewan launched recruitment efforts for the returning officers who will lead election administration within Saskatchewan’s 61 constituencies. By the end of the fiscal year, nearly all positions had been filled, allowing us to begin building and preparing the Field Leadership Team that will play a critical role in the successful administration of the province’s next election.

Finally, I would like to highlight the institutional review undertaken during the year. When I assumed office in June 2012, Elections Saskatchewan benefited from a comprehensive review of its structure and resources. In the years since, the organization has evolved significantly, as have the expectations placed upon election management bodies. This review represented an important opportunity to assess our current capabilities against our legislated responsibilities and to ensure that Elections Saskatchewan remains well-positioned to deliver trusted elections for Saskatchewan voters. The work of implementing and communicating the review’s findings will continue in the years ahead.

I want to thank you for taking the time to read this annual report. The past year marked both the completion of Saskatchewan’s 30th General Election and the beginning of our preparations for the 31st. As we move forward, Elections Saskatchewan is committed to preserving electoral integrity, expanding access to participation, and maintaining the trust that underpins our democratic process.

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

Regina, Saskatchewan  
March 31, 2026



**ABOUT  
ELECTIONS  
SASKATCHEWAN**



# Elections Saskatchewan recognizes that a broad and diverse community comes together to deliver a successful election.

The many components involved in planning, organizing, and implementing elections 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. Modernization efforts have begun 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.

## VALUES

Elections Saskatchewan’s core values sustain and motivate its work. While developing the 2026–2029 Strategic Plan, the Elections Saskatchewan team pointed to five leading values:

- Integrity
- Impartiality
- Dedication
- Innovation
- Service

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 at the foundation of every activity undertaken by Elections Saskatchewan.

## STAKEHOLDERS

Elections Saskatchewan has long defined its stakeholders— that is, those it serves—in three key groupings:

- Voters
- Political parties and candidates
- Partners, those it collaborates with to achieve its mandate

Elections Saskatchewan recognizes that a broad and diverse community comes together to deliver a successful election. This includes the Chief Electoral Officer, a Regina-based head office leadership team, a Field Leadership Team spread throughout the province, as well as thousands of short-term election workers. Each member of this community carries and fulfills important responsibilities, and the ultimate success of Elections Saskatchewan depends on them all.

### Mission:

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

### Strategic Imperative:

Our success is measured by the trust of our stakeholders—voters, political parties and candidates, and our partners.



## RESPONSIBILITIES

### The Chief Electoral Officer

The Chief Electoral Officer (CEO) is an independent officer of the Legislative Assembly of Saskatchewan appointed in accordance with *The Election Act, 1996* (the Election Act or the Act). The current Chief Electoral Officer of Saskatchewan is Dr. Michael Boda. He was first appointed to the office in June 2012 and reappointed to a second term in November 2021.

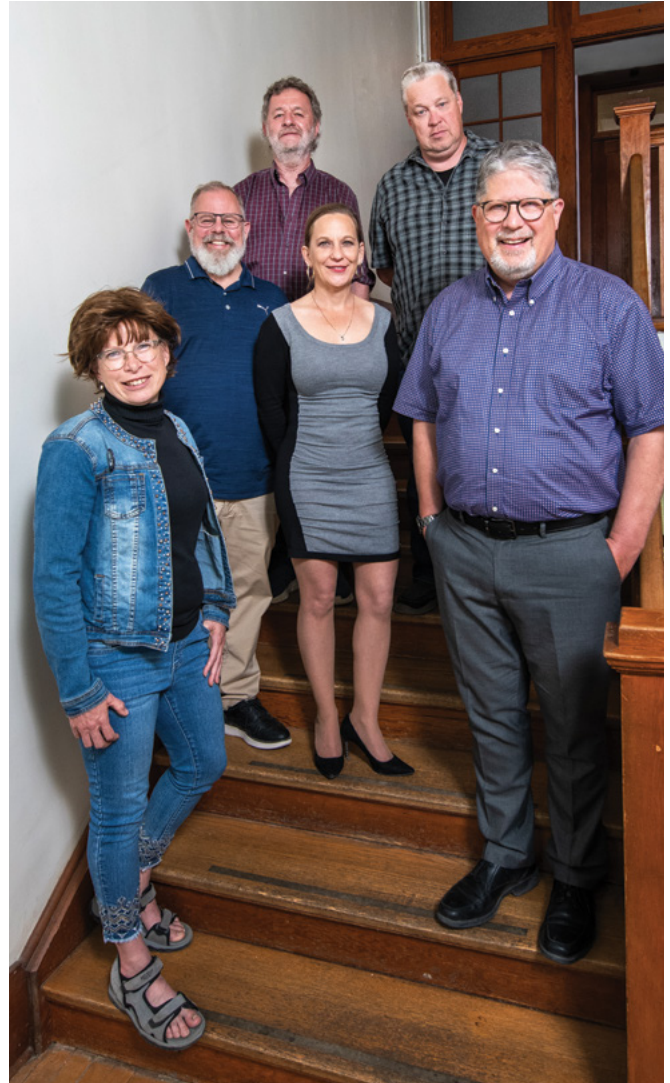
As head of Elections Saskatchewan, the CEO ensures the fair and equitable conduct of operational, administrative, and financial practices related to the electoral process. The Election Act lays out a number of other powers and responsibilities. The CEO also has certain responsibilities under *The Referendum and Plebiscite Act* and *The Constituency Boundaries Act, 1993* and *The Political Contributions Tax Credit Act, 2001*.

The CEO 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 annual reporting, the CEO also prepares reports to be tabled in the Legislative Assembly following every electoral event. Following the province's last general election in October 2024, four volumes of *A Report on the Thirtieth General Election* were finalized and tabled. These were: 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.

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.

### Elections Saskatchewan's Head Office Leadership Team

The CEO is assisted in legislated responsibilities by a head office leadership team, which typically operates under the public-facing name "Elections Saskatchewan."



CEO Dr. Michael Boda with the chief official agents of five of Saskatchewan's seven registered political parties in June 2025.

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. This readiness also includes activities as varied as ensuring enough ballot paper is on hand, to developing and maintaining custom software tools, to operating the province's Permanent Register of Voters.

As part of its work, Elections Saskatchewan works closely with a number of key strategic suppliers: external vendors who provide such critical services that they function as extensions of the head office leadership team. This is one of the main reasons that the relatively small office can successfully administer events of the scale and importance of a provincial general election.

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

Elections Saskatchewan operates and is accountable in a unique and complex environment due to the potential 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**

While central electoral administration is the responsibility of Elections Saskatchewan's head office leadership team, the constituency-level conduct of electoral events is the responsibility of the Field Leadership Team.

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



Field Leadership Team members participate in multiple in-person training events before every general election.



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. As with the Chief Electoral Officer, ROs and ECs are appointed in accordance with the Election Act and have important, legislated responsibilities.

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.

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

### Election Workers

If central responsibility belongs to the head office leadership team and constituency level responsibility falls to the Field Leadership Team, then the conduct and workings of each voting location across the province is the responsibility of election workers.

For every electoral event, Elections Saskatchewan hires thousands of short-term workers, almost all of whom will only work between one and six days. For most voters, the temporary election workers are the only member of the entire Elections Saskatchewan team that they will ever encounter throughout the voting process. This public facing component makes it integral that these election workers are well trained and understand their importance in the province's electoral service.

Election workers consist of a variety of different positions including deputy returning officers, poll clerks/ballot box officers, information officers, and others. Their primary responsibility is administering voting and then accurately counting ballots and reporting results to their constituency returning office. Election workers are recruited from the



Elections Saskatchewan recruits thousands of short-term election workers to serve voters throughout the province.

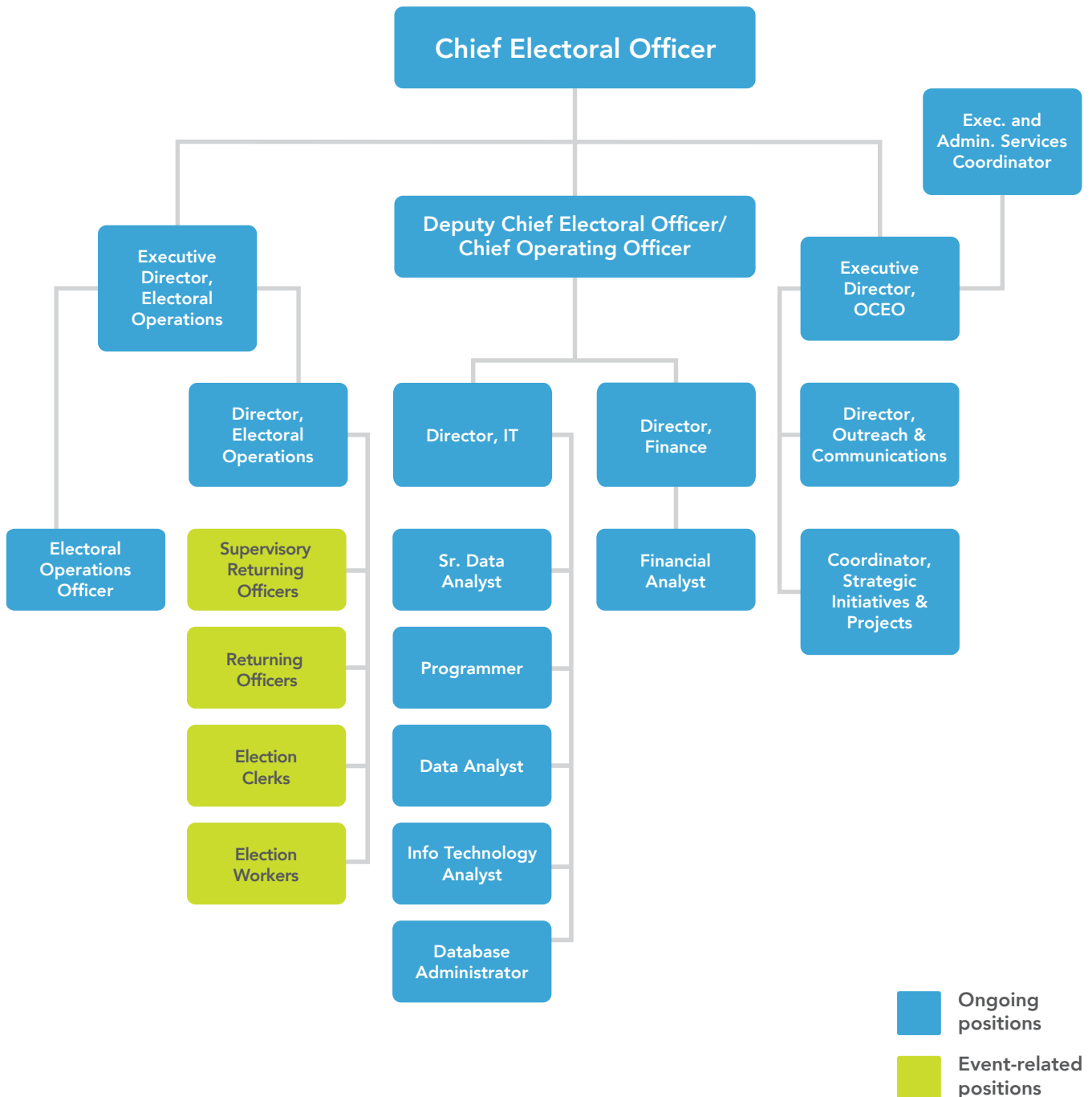
communities in which they work, delivering voting services to their friends, family, neighbours, and fellow community members. Each worker must make a commitment to be non-partisan and to treat all voters equally and with respect.

While modernization efforts and process improvements in recent years have decreased the total number of election workers required to administer voting, both at individual locations and across the province, general elections moving forward will continue to require thousands of dedicated community members willing to serve in short term election worker positions.



## ORGANIZATIONAL CHART

Elections Saskatchewan (2025–26)





# REPORT ON 2025–2026

Achieving Electoral Integrity  
and Access Through Innovation



**Elections Saskatchewan's warehouse is a hub of activity before and after a general election.**

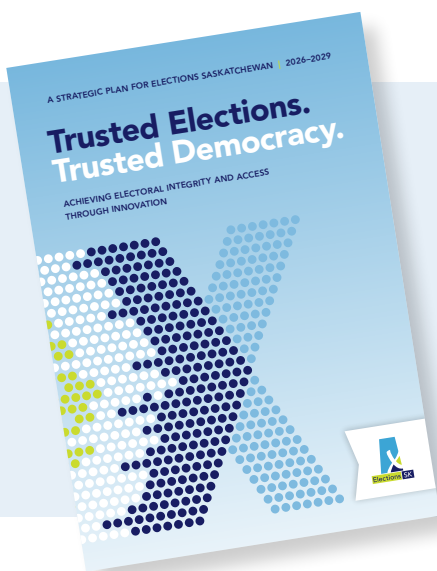




## 2025–2026 HIGHLIGHTS

- **April 18**  
Filing deadline for registered political party election expense returns from the 30th general election
- **June 2**  
CEO releases Volume I, Statement of Votes, in *A Report on the Thirtieth General Election*
- **June 10**  
Elections Saskatchewan holds its annual meeting with the province's registered political parties in Vibank
- **September 8**  
Elections Saskatchewan begins recruitment and hiring of returning officers for Saskatchewan's 31st general election
- **September 10**  
Elections Saskatchewan begins working on a new strategic plan for the new election cycle
- **November 12**  
Volume II, Administrative Review, and Volume IV, Chief Electoral Officer's Recommendations for Legislative Reform, in *A Report on the Thirtieth General Election* are released

- **January 27**  
Elections Saskatchewan releases its new strategic plan, *Trusted Elections. Trusted Democracy. Achieving Electoral Integrity and Access through Innovation* covering the years 2026 through 2029
- **January 29**  
Elections Saskatchewan recognizes "999 days until trusted delivery," marking less than 1,000 days until voting begins in the next election
- **March 4**  
Elections Saskatchewan, in conjunction with Canadian Election Official Training (CEOT), hosts an online course on preserving and promoting stakeholder trust
- **March 17**  
Volume III, Statement of Expenditures, in *A Report on the Thirtieth General Election* is released, completing reporting on that election



## 2026–2029 STRATEGY MAP

In January 2026, Elections Saskatchewan published its strategic plan for the years 2026–2029: *Trusted Elections. Trusted Democracy. Achieving Electoral Integrity and Access through Innovation*. This strategic plan introduced a new strategic imperative for the institution, focused on preserving the trust of its stakeholders. The plan is summarized in the one-page strategy map on the next page with complete details found in the Strategic Planning section of this annual report.



# ELECTIONS SASKATCHEWAN

FOUNDATIONAL STATEMENTS		HOPE AND DREAM:		
		<b>VISION:</b> We are recognized leaders in achieving electoral integrity and access through innovation.	<b>MISSION:</b>	
		<b>VALUES</b>	<b>Integrity</b>	<b>Innovation</b>
			We administer elections that are reliable, secure, and transparent.	We respond to changing needs and always seek to improve.
		STRATEGIC IMPERATIVE:		
FOUR-YEAR DELIVERABLES		<p><b>We will accomplish the following:</b></p> <p><b>Election Management</b></p> <ul style="list-style-type: none"> <li>Innovate the administration of voting in accordance with the legislation and electoral best practice.</li> <li>Enhance election efficiency by leveraging technology.</li> <li>Build institutional capacity and an engaged electoral service.</li> <li>Reduce barriers and broaden access to participation in the democratic process.</li> </ul>		
PERFORMANCE PERSPECTIVES	Stakeholders	<p><b>4.0 Our success comes by serving:</b></p> <p><b>4.1 Voters</b> "I understood how to vote. My voting experience was accessible, fast, and easy."</p>		
	Financial Accountability	<p><b>3.0 We ensure accountability and sustainability by:</b></p> <p><b>3.1 Election Costs:</b> Maintaining general election costs relative to inflationary adjustment</p>		
	Internal Priorities	<p><b>2.0 We strive for operational excellence with special emphasis in:</b></p>		
		<p><b>2.1 Election Administration</b></p> <p>2.1.1 Review and innovate standard election processes.</p> <p>2.1.2 Evolve election project planning.</p> <p>2.1.3 Expand use of technology in voting locations.</p> <p>2.1.4 Modernize special voting opportunities.</p>	<p><b>2.2 Regulatory Oversight</b></p> <p>2.2.1 Redesign political financial education.</p> <p>2.2.2 Modernize register of political parties.</p> <p>2.2.3 Institutionalize compliance and accountability.</p>	
Institutional Capacity	<p><b>1.0 We strive for organizational excellence with special emphasis in:</b></p> <p><b>1.1 Purpose-Driven Electoral Service</b></p> <p>1.1.1 Implement our purpose-driven approach across the institution.</p> <p>1.1.2 Build relationships and engage strategic suppliers in our purpose-driven approach.</p>			



# 2026–2029 STRATEGY MAP

The people of Saskatchewan trust, value, and participate in their democracy.

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

Impartiality	Service	Dedication
We are objective and treat stakeholders equitably and fairly.	We excel in serving stakeholders and one another in support of our mission.	We are strongly committed and hold true to our role in the democratic process.

Our success is measured by the trust of our stakeholders—voters, political parties and candidates, and our partners.

<p><b>Regulatory Affairs</b></p> <ul style="list-style-type: none"> <li>• Support registered political parties to navigate and comply with electoral legislation.</li> <li>• Modernize the administration of political finance to increase compliance of candidates and financial agents.</li> <li>• Facilitate governmental and stakeholder compliance with legislation during the election.</li> </ul>	<p><b>Stakeholder Engagement</b></p> <ul style="list-style-type: none"> <li>• Be the single source of trusted information for provincial elections.</li> <li>• Educate stakeholders on the electoral process.</li> <li>• Collaborate with stakeholders to remove barriers to the electoral process.</li> </ul>
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<p><b>4.2 Political Parties and Candidates</b></p> <p>“I was provided with the support and information needed to comply with legislation.”</p>	<p><b>4.3 Partners</b></p> <p>“I was provided with the support and information needed to fulfill my role.”</p>
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<p><b>2.3 Systems Management</b></p> <p>2.3.1 Update political finance filing system (ELMS).</p> <p>2.3.2 Upgrade permanent register and voter registration systems.</p> <p>2.3.3 Refine Saskatchewan Election Management System (SEMS).</p>	<p><b>2.4 Data Management and Reporting</b></p> <p>2.4.1 Operationalize data infrastructure and data management.</p> <p>2.4.2 Leverage data in legislative and program reporting.</p> <p>2.4.3 Assess election period data reporting.</p>	<p><b>2.5 Communications and Relationships</b></p> <p>2.5.1 Broaden voter access through partner relationships.</p> <p>2.5.2 Implement proactive public campaigns.</p> <p>2.5.3 Activate new channels of public communication.</p>
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<p><b>1.2 Labour Force Management</b></p> <p>1.2.1 Create and implement an integrated recruitment, hiring, and placement program.</p> <p>1.2.2 Elevate Saskatchewan Election Academy curriculum and tools for all levels of the electoral service.</p> <p>1.2.3 Review and address workforce capacity to deliver on our mandate.</p>
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## COMPLETING CLOSEOUT OF SASKATCHEWAN'S 30TH GENERAL ELECTION

Getting ready to administer a general election is work that takes several years and completing the closeout and wrap-up activities also takes an election management body a considerable amount of time. Throughout the 2025-26 fiscal year, Elections Saskatchewan focused on necessary reporting, operational “cleanup” and other important activities to formally bring the province’s 30th general election to a close.

The Chief Electoral Officer is legislatively required to complete significant post-election reporting. *A Report on the Thirtieth General Election*<sup>1</sup> was released in four volumes throughout 2025-26:

1. Volume I, Statement of Votes (tabled in the Legislative Assembly in June 2025): provides statistical voter turnout data and “poll-by-poll” results.
2. Volume II, Administrative Review (tabled in November 2025): provides detailed analysis of Elections Saskatchewan’s administration of the election, including in-person observations and survey data.
3. Volume III, Statement of Expenditures (tabled in March 2026): provides financial reporting on the election, including Elections Saskatchewan’s total four-year event cost as well as candidate and political party reimbursement details.
4. Volume IV, Chief Electoral Officer’s Recommendations for Legislative Reform (tabled in November 2025): see the Legislative Change section for more details on the recommendations the Chief Electoral Officer put forward.

Volume IV was tabled before Volume III to provide legislators with additional time to consider the Chief Electoral Officer’s recommended changes and to better align with the calendar of the province’s Legislative Assembly. The finalization of Volume III depended on certain financial and accounting activities being completed, which delayed its publication.

In addition to this required reporting, there was also significant operational work underway related to the previous election. This included the destruction of election materials from that event, which by legislation must take place one year after the return to the writ.<sup>2</sup> This is a substantial undertaking at Elections Saskatchewan’s warehouse, ensuring materials are securely destroyed in accordance with the law. This frees up valuable space at the warehouse, allowing preparations for the next general election to continue.

Political finance and other regulatory affairs work also takes place after every election. Candidate financial returns were due at the end of January 2025, while registered political parties had until the end of April 2025 to complete their returns. Once Elections Saskatchewan received these returns, each one was reviewed for completeness, accuracy, and compliance with legislation, to help provide the public with confidence that political stakeholders are in compliance with the law.



## LEGISLATIVE CHANGE

As mentioned in the previous section, the Chief Electoral Officer released a number of recommendations for legislative change to *The Election Act, 1996* in Volume IV of his post-election report. If accepted and passed into law by legislators, these changes will keep Saskatchewan’s election system moving forward, broadening access and reducing barriers for voting.

These recommendations represented the final phase of a three-phase vision that was first put forward following the province’s 2016 general election. While past phases had seen significant modernization efforts, the current phase is focused on incremental improvement and securing the gains made in the province’s 2020 and 2024 general elections.

Volume IV focused on three primary categories of recommendations for legislative change. These were:

- **Category 1** changes were those that had been successfully tested and implemented during the province’s 2024 general election through the use of CEO Directives (in Saskatchewan, CEO Directives provide the CEO with the authority to modify provisions of the legislation under certain conditions, including that, for a general election, the CEO Directive be approved by the Legislative Assembly’s Board of Internal Economy). In 2024, items authorized through CEO Directive included: the use of electronic poll books; the introduction of Voting Week; the creation of larger, more flexible polling divisions; and centralized Vote by Mail options. The CEO has recommended that these items be permanently incorporated into the Act through legislative amendments.
- **Category 2** changes were a small number of items that the CEO proposed implementing in 2028 through CEO Directives. Should they prove successful during that event, they could be considered for future rounds of legislative change. The two items included in category 2 were: the limited implementation of telephone voting for certain voters; and the removal of the external audit for candidate election expense returns to be replaced by an internal political party review.



- **Category 3** changes were smaller in scale than Category 1 and 2 items and, for the most part, could be considered stand-alone improvements to the legislation. One example of a Category 3 change was a new recount threshold based on a simpler-to-understand formula as opposed to the complicated one currently found in the Act. Another example would be renaming “homebound voting” to “home-based voting” and removing complicated, unhelpful procedures from the legislative instructions for the voting opportunity.

In addition to the legislative change recommendations recently put forward in Volume IV, the Chief Electoral Officer has issued reports calling for the modernization of the province’s referendum legislation (in September 2019) and constituency boundary delimitation process (in November 2021). To date, neither of these reports nor the recommendations contained within have been acted upon by legislators, but the issues and concerns found within each remain.

## PREPARING FOR 2028

The work that Elections Saskatchewan undertook in 2025-26 to bring the province's 30th general election to a successful conclusion is discussed earlier in this annual report. At the same time, the institution was also beginning preparations for Saskatchewan's next election, the 31st in the history of the province, which is scheduled, by legislation, to be held in October 2028.

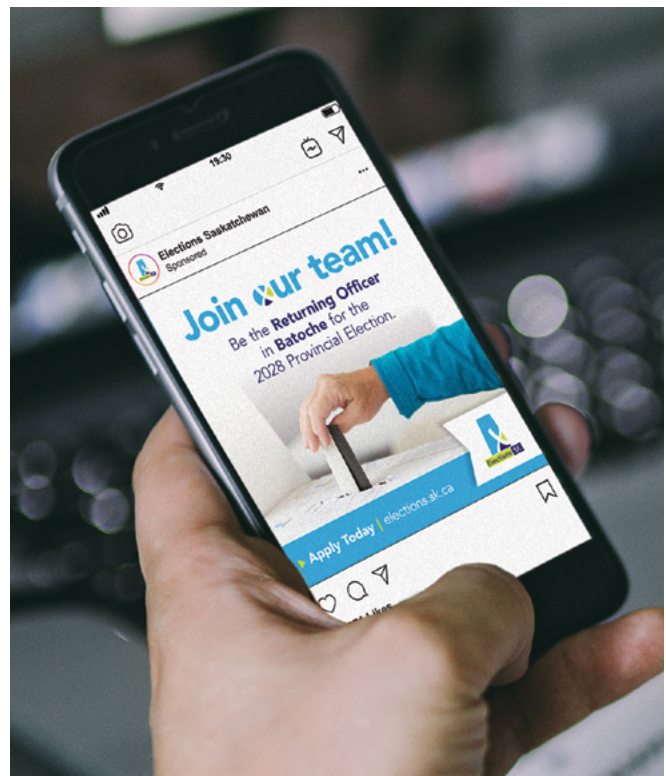
Preparing to administer an event of the size and complexity of a general election takes multiple years. The more work that can be spread over a longer period, the better planned and prepared an election management body will be. Spreading work and effort over multiple years also means spreading spending over multiple years, providing for longer procurement timelines as well as creating other efficiencies.

One of the first activities that Elections Saskatchewan undertook to get ready for 2028 was recruiting returning officers. Returning officers are responsible for the administration of the election within their constituency, including securing voting locations, finding election workers, and overseeing the management of their local office. As of the end of fiscal year 2025-26, nearly every returning officer in the province had been recruited and hired. Work has now begun on onboarding these important team members and training them in their roles and for the work they will need to complete in 2028.

Training of returning officers and other election workers is another activity that Elections Saskatchewan worked on over the past year with the goal of offering an improved product for the next election. The first step in this work was procuring a new learning management system (LMS) for Elections Saskatchewan that will manage all aspects of training workers. Moving forward, the LMS will become the official source for all training, forms, guides, updates, etc. used by the Field Leadership Team and election workers.

Finally, throughout fiscal year 2025-26, Elections Saskatchewan engaged with key contacts throughout the province to continue valuable work with groups that face barriers to participating in elections. In Saskatchewan, First Nations people, both those living on and off reserve, have traditionally participated in voting at levels far below other demographic groups. The Chief Electoral Officer

visited a number of First Nations communities throughout the year, meeting with Chief and Council, and learning more about local issues and opportunities. Elections Saskatchewan also spent time working with disability groups, promoting the importance of voting, including offering demonstrations of how the process works, what type of identification is required, and what assistance can be provided.



One of the first activities that Elections Saskatchewan undertook to get ready for 2028 was recruiting returning officers.



# **STRATEGIC PERFORMANCE SUMMARY**



## STRATEGIC PLANNING 2026-2029

In January 2014, Elections Saskatchewan published its first strategic plan, *A Path for Renewal*. That plan set forth “a different way of thinking about strategic planning for Elections Saskatchewan.”<sup>1</sup> Beginning with that plan and continuing with each that followed, Elections Saskatchewan has moved beyond planning exclusively for the next general election, to plans that embrace the health of the institution as a whole.

Our current plan, *Trusted Elections. Trusted Democracy. Achieving Electoral Integrity and Access Through Innovation*, continues by providing a comprehensive approach to maintaining the trust of the people of Saskatchewan. The plan captures all aspects of Elections Saskatchewan’s activities from the provision of voting services to the administration of the province’s political finance regulations. It looks not only at the present health of the province’s democracy but also seeks to plan for the future. The plan is the product of extensive consultations with the institution’s head office leadership and the province’s Field Leadership Team of returning officers and is intended not simply to be Elections Saskatchewan’s plan, but also to be the citizens of Saskatchewan’s plan for a healthy and secure democracy.

## FOUNDATIONAL STATEMENTS

### Our Hope and Dream for Saskatchewan

Our strategy is premised on a hope and dream for our communities, a statement defining the world we desire:

**The people of Saskatchewan trust, value, and participate in their democracy.**

Alongside other election management bodies, Elections Saskatchewan plays a key role in shaping public trust in democracy. We recognize that our work is central to the integrity of democratic processes, and we take that responsibility seriously. We also understand that the elements of our hope and dream are dependent on each other: when residents of Saskatchewan trust and value their democracy, they are more likely to participate—and when they participate in their democracy as a voter, election official, candidate, or campaign volunteer, they are more likely to trust and value it.

### Vision

We are clear on our institutional vision:

**We are recognized leaders in achieving electoral integrity and access through innovation.**

We are uncompromising on electoral integrity while ensuring access to all eligible voters. Balancing these aspirations can be challenging, but we are committed to being national leaders in accomplishing both through innovation.



## Mission

Our mission states plainly our job in election management. We exist to administer provincial electoral events—including general elections, by-elections, referenda, plebiscites, constituency boundary redistributions, and voter registration—in ways that meet the needs of voters and stakeholders while safeguarding democratic integrity. Our independence from the political process is essential to ensuring election integrity.

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

## Values

We have defined a set of values to serve as our collective institutional conscience.

**Integrity:** We administer elections that are reliable, secure, and transparent.

**Innovation:** We respond to changing needs and always seek to improve.

**Impartiality:** We are objective and treat stakeholders equitably and fairly.

**Service:** We excel in serving stakeholders and one another in support of our mission.

**Dedication:** We are strongly committed and hold true to our role in the democratic process.

These values balance our commitment to serve voters and stakeholders while ensuring sound electoral events.

## Strategic Imperative

A strategic imperative is a measurable call to action that emerges from our hope and dream statement, vision, mission, and values. It articulates the overarching objective against which our work will be assessed.

**Our success is measured by the trust of our stakeholders—voters, political parties and candidates, and our partners.**

This strategic imperative captures what is most essential to the success we seek for the institution and those we serve: cultivating and sustaining trust. We will hold ourselves accountable by establishing clear measures and targets and by reporting openly on our progress toward this goal.



Alongside other election management bodies, Elections Saskatchewan plays a key role in shaping public trust in democracy.



## FOUR-YEAR DELIVERABLES

The four-year deliverables (shown in grey on the strategy map on page 16) are tangible outputs that our team has committed to producing over the life of this strategic plan. They are the central way in which Elections Saskatchewan will fulfill the strategic imperative of maintaining and strengthening stakeholder trust. These commitments take the form of new programs and services or significant enhancements to existing institutional functions. They are organized to align with the primary functions set out in our mission: **election management**, **regulatory affairs**, and **stakeholder engagement**.

### 5.1: Election Management

- Innovate the administration of voting in accordance with the legislation and electoral best practice.
- Enhance election efficiency by leveraging technology.
- Build institutional capacity and an engaged electoral service.
- Reduce barriers and broaden access to participation in the democratic process.

### 5.2: Regulatory Affairs

- Support registered political parties to navigate and comply with electoral legislation.
- Modernize the administration of political finance to increase compliance of candidates and financial agents.
- Facilitate governmental and stakeholder compliance with legislation during the election.

### 5.3: Stakeholder Engagement

- Be the single source of trusted information for provincial elections.
- Educate stakeholders on the electoral process.
- Collaborate with stakeholders to remove barriers to the electoral process.

## PERFORMANCE PERSPECTIVES

Since 2017, Elections Saskatchewan has adopted a strategic planning approach designed to harness the full potential of every member of our team by aligning our collective efforts toward clearly defined deliverables. To ensure full engagement across the institution, the plan examines our work through four distinct performance perspectives (shown in green on the strategy map on page 16), each reflecting a core dimension of the institution. Within each perspective, we establish goals that promote excellence in that defined area. By strengthening the four perspectives, we ensure that we remain fully capable of achieving the four-year deliverables outlined in this plan.

- **Institutional capacity** is intentionally placed at the bottom of the map because it is foundational to success. Nothing can be achieved without a competent, well-resourced institution supported by a clear and purposeful culture.
- **Internal priorities** sit directly above institutional capacity to underscore that systems and processes can be built and refined only on the strength of a solid institutional foundation. Their placement below the remaining elements of the map signals that attention to internal priorities—like attention to institutional capacity—is essential to achieving the plan’s deliverables and outcomes.
- **Financial accountability** occupies the third row from the bottom of the map, reflecting that financial efficiencies and responsible stewardship of our funding depend on the two lower layers. As a publicly-funded organization, Elections Saskatchewan is guided not by profit but by responsible stewardship of public resources—a critical component of stakeholder confidence and overall organizational health.
- **Stakeholders** top the performance perspectives section of the map, illustrating that outcomes for those we serve are realized only through sustained attention to the foundational perspectives beneath them.

By achieving the goals articulated in each of these performance perspectives, we will advance our four-year deliverables and, ultimately, our strategic imperative. Fulfilling this strategic imperative in turn supports our mission, our vision, and ultimately our hope and dream for the people of Saskatchewan.



## 1. Institutional Capacity

Trust in elections depends on the people responsible for administering them. Our plan is rooted in a purpose-driven culture that places trust at the centre of our organization—not only within our head office, Field Leadership Team, and among our election workers, but also among strategic suppliers who support us and deliver important services on our behalf. We need to embed this intentional culture of trust through strengthened recruitment, training, performance management, and supplier engagement. Our purpose is to reinforce trust and integrity in every facet of our organization, ensuring that confidence in the democratic process is maintained and strengthened.

We will build institutional capacity by focusing on the following two areas:

### 1.1: Purpose-Driven Electoral Service

- 1.1.1 Implement our purpose-driven approach across the institution.
- 1.1.2 Build relationships and engage strategic suppliers in our purpose-driven approach.

### 1.2: Labour Force Management

- 1.2.1 Create and implement an integrated recruitment, hiring, and placement program.
- 1.2.2 Elevate Saskatchewan Election Academy curriculum and tools for all levels of the electoral service.
- 1.2.3 Review and address workforce capacity to deliver on our mandate.

## 2. Internal Priorities

We have identified a focused set of projects and initiatives to strengthen our internal processes and systems, enhancing both the efficiency and effectiveness of election management. These improvements will support our financial commitment, improve accessibility, and reinforce the integrity of the election system.

Our internal priorities will focus on the following five areas:

### 2.1: Election Administration

- 2.1.1 Review and innovate standard election processes.
- 2.1.2 Evolve election project planning.
- 2.1.3 Expand use of technology in voting locations.
- 2.1.4 Modernize special voting opportunities.

### 2.2: Regulatory Oversight

- 2.2.1 Re-design political financial education.
- 2.2.2 Modernize register of political parties.
- 2.2.3 Institutionalize compliance and accountability.

### 2.3: Systems Management

- 2.3.1 Update political finance filing system (ELMS).
- 2.3.2 Upgrade permanent register and voter registration systems.
- 2.3.3 Refine Saskatchewan Election Management System (SEMS).

### 2.4: Data Management and Reporting

- 2.4.1 Operationalize data infrastructure and data management.
- 2.4.2 Leverage data in legislative and program reporting.
- 2.4.3 Assess election period data reporting.

### 2.5: Communications and Relationships

- 2.5.1 Broaden voter access through partner relationships.
- 2.5.2 Implement proactive public campaigns.
- 2.5.3 Activate new channels of public communication.



### 3. Financial Accountability

We are committed to the efficient use of resources. Innovation offers new opportunities to manage costs and steward public funds responsibly. Elections Saskatchewan is committed to ensuring that the costs of the 31st general election remain consistent with those of the previous election. This commitment is grounded in two assumptions: reasonable adjustment for inflation and consistency in scope of management and administration relative to the 2024 general election.

We will measure our financial performance against the following standard:

#### 3.1: Election Costs:

Maintain general election costs relative to inflationary adjustment.

### 4. Stakeholders

Achieving success requires shared clarity about those we serve. Understanding this is fundamental to sound decision-making, ensuring that resources are directed where they have the greatest impact. Elections Saskatchewan has long defined its stakeholders, that is, those it serves, as three key groupings:

- Voters
- Political parties and candidates
- Partners, those we collaborate with to achieve our mandate

Elections Saskatchewan recognizes that a broad and diverse community comes together to deliver a successful election event. This community is our team, and it includes head office staff and strategic suppliers (vendors whose goods and services are critical to delivering our election), the Field Leadership Team composed of supervisory returning officers, returning officers, election clerks and their support staff, and the thousands of election workers in locations across the province.

To achieve our strategic imperative, we must successfully ensure that each stakeholder group experiences Saskatchewan’s 31st general election as a success. The strategy map on page 16 outlines what success looks like for each group through a quote, capturing in their own voice the experience we intend to create for them:

#### 4.1: Voters

*“I understood how to vote. My voting experience was accessible, fast and easy.”*

#### 4.2: Political Parties and Candidates

*“I was provided with the support and information needed to comply with legislation.”*

#### 4.3: Partners

*“I was provided with the support and information needed to fulfill my role.”*



# **FINANCIAL SUMMARY**



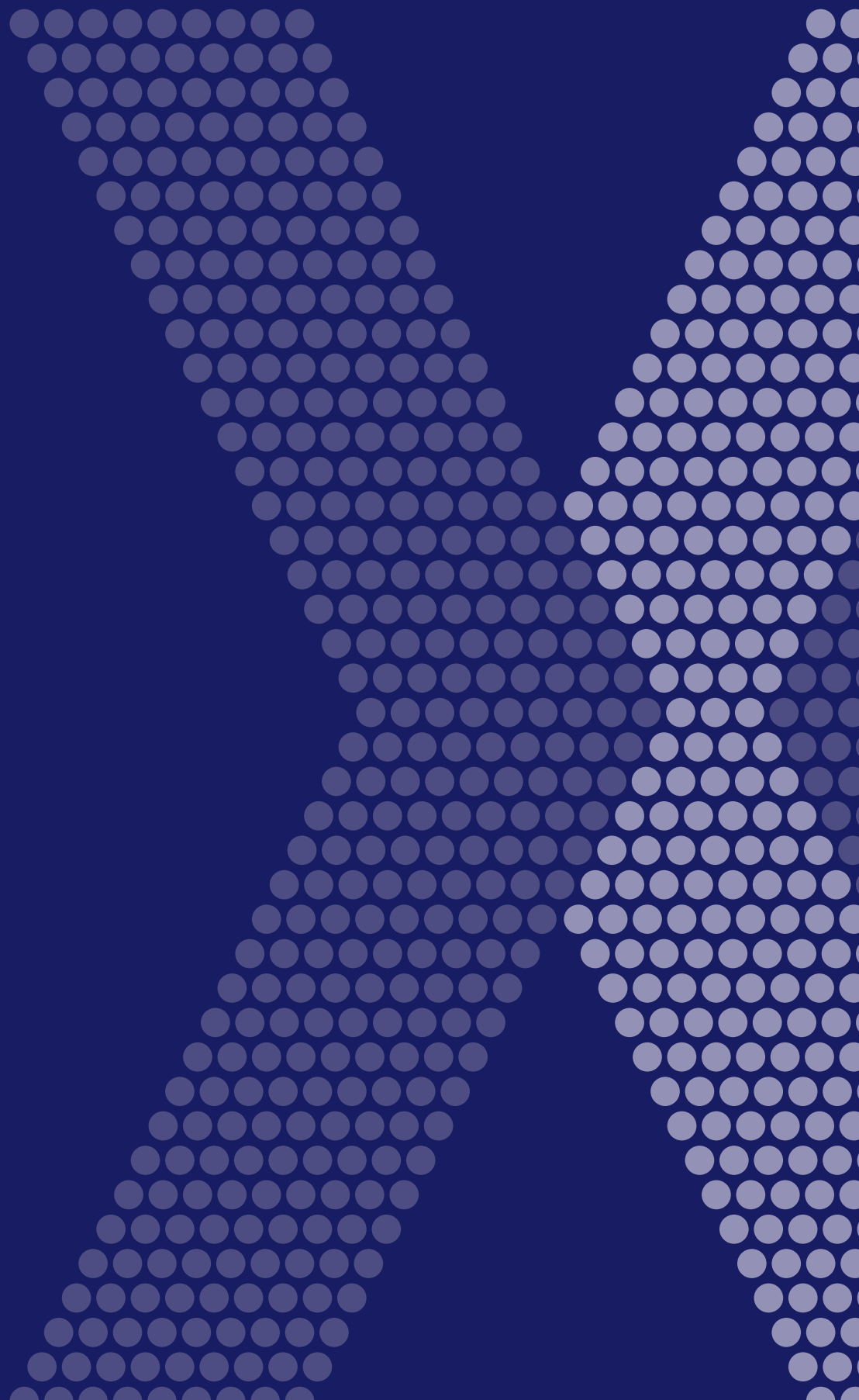
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As such, it incurs costs associated with the ongoing operations of the institution as well as costs associated with the delivery of electoral events that happen either on a schedule set out in statute (i.e., general elections and boundary redistributions) 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 FY2025–26, including audited financial statements, will be available on the Elections Saskatchewan website in the Corporate Reports and Publications section. You can also find them by visiting [www.elections.sk.ca/financials](http://www.elections.sk.ca/financials).





# TRUSTED ELECTIONS. TRUSTED DEMOCRACY.

Achieving Electoral Integrity  
and Access Through Innovation



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