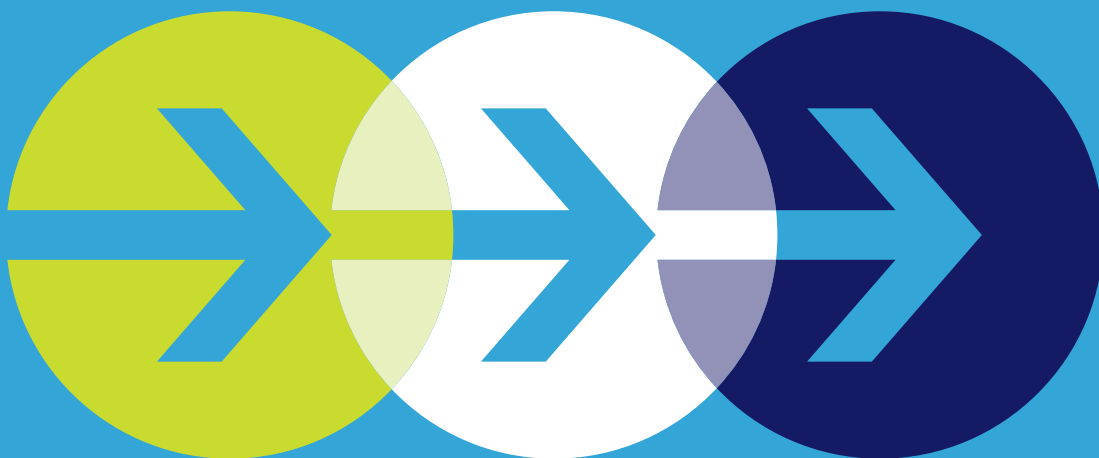
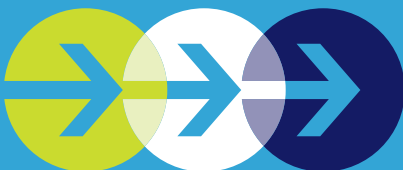


# SERVICE. INTEGRITY. INNOVATION.

EXPANDING ELECTORAL EXCELLENCE  
IN SASKATCHEWAN



**SERVICE.**  
**INTEGRITY.**  
**INNOVATION.**



EXPANDING ELECTORAL  
EXCELLENCE IN SASKATCHEWAN

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A STRATEGIC PLAN FOR ELECTIONS SASKATCHEWAN – 2023–2025 (V1.0)

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"My intent is to facilitate a transformation of the way in which Saskatchewan residents vote in provincial elections."

- Dr. Michael Boda, Chief Electoral Officer

# A Message from the Chief Electoral Officer

Thank you for taking the time to read *Service. Integrity. Innovation: Expanding Electoral Excellence in Saskatchewan: A Strategic Plan for Elections Saskatchewan 2023–2025*.

This is the third strategic plan that I have overseen as Saskatchewan’s Chief Electoral Officer. Over the course of the two previous plans, we administered two general elections, oversaw multiple by-elections, and weathered a global pandemic. We have come through those challenges a stronger, more capable organization that is well-equipped to fulfill our mission of delivering and regulating provincial electoral events.

Our previous plan, thematically a direct predecessor to this one, was entitled *Sustaining. Leading. Modernizing: Advancing Electoral Excellence in Saskatchewan* and covered the years 2017–2022. It prioritized pushing for modernization while also sustaining important structural improvements from my first five years as Chief Electoral Officer (CEO). We strengthened those structural improvements, but we were not able to implement a modernized process during our 2020 General Election to the extent that we had hoped and planned. This was due partially to the very real possibility of an election six months before the legislated date and partially to the COVID-19 pandemic.



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

Throughout my tenure as CEO, Elections Saskatchewan has grown and matured. The internal improvements that were central to the last two plans have become so ingrained in our organization that they no longer require focused attention. We have also established and strengthened stakeholder relationships that are crucial to effective elections management. Now that we have achieved those important goals, we can turn our full attention to modernization.



This leads to a fresh strategic imperative—the ultimate aim driving each component of our new strategic plan:

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

As I write this report, the precise format of Saskatchewan's Thirtieth General Election has not yet been determined. Elections Saskatchewan continues to work toward the vision of modernization outlined in *A Report on the Twenty-Ninth General Election, Volume IV, Chief Electoral Officer's Recommendations for Legislative Reform*. Whether that vision can be realized, however, is a decision for Saskatchewan's legislators and Board of Internal Economy (BOIE). Legislation allows me to put forward Directives modifying election legislation in Saskatchewan, but those Directives must be approved by the BOIE. It is my hope that legislators will see the benefits of the system that I will propose—a system that has significant benefits for voters, political stakeholders, and election workers. For us to move forward, the modifications contained within my Directives must be approved.

Of course, 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. My intent is to facilitate a transformation of the way in which Saskatchewan residents vote in provincial elections, and I will continue to push for modernization wherever and however I can.

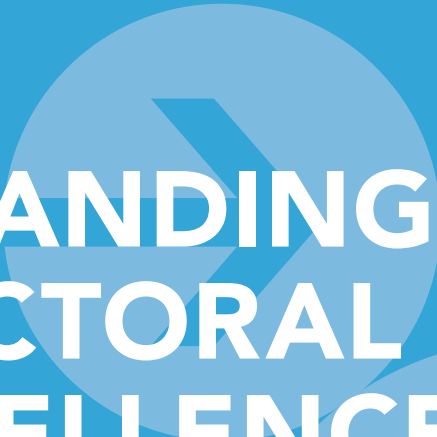
I have often said that we are serving twenty-first-century voters and political stakeholders with a twentieth-century election system. The time for change has come. But as we update our processes, we must continue to maintain the trust of our stakeholders. Following our last election, more than 95 percent of survey respondents representing the public described Elections Saskatchewan as "fair," and nearly 98 percent said we were "professional." Likewise, representatives from registered political parties provided high grades for Elections Saskatchewan's performance. I am committed to honouring and maintaining this high level of trust.

As Chief Electoral Officer for the Province of Saskatchewan, I have presented a consistent, achievable vision of the pathway to a modernized election and all the benefits it brings. The final decision as to whether Saskatchewan will embrace that vision is now left to our elected MLAs. Regardless of their decision, our team will continue to pursue our strategic imperative guided by Elections Saskatchewan's vision, mission, and values. As you read through the pages of this strategic plan, I hope you will see the depth of thought and care involved in its creation and join us in our commitment to expanding and achieving electoral excellence in this province.

Michael D. Boda  
Chief Electoral Officer  
Province of Saskatchewan

Regina, Saskatchewan  
April 1, 2023

# **EXPANDING ELECTORAL EXCELLENCE IN SASKATCHEWAN**





## WHAT IS A STRATEGIC PLAN?

A strategic plan outlines the vision, mission, values, and priorities that will guide an organization's decision-making over a particular period of time, typically three to five years. By providing a basic frame of reference for actions and decisions, a strategic plan empowers executive leadership, management, and employees to focus together on their organization's most important challenges and opportunities. A glossary of terms used in this strategic plan is available in Appendix A.

## OUR PLANNING PROCESS

This strategic plan has been developed to provide clarity and direction for Elections Saskatchewan in the period 2023 to 2025. It is intended to carry the organization through Saskatchewan's Thirtieth General Election and beyond.

The strategic plan was developed under the leadership of the Chief Electoral Officer (CEO) with input from Elections Saskatchewan team members, including the Field Leadership Team.<sup>1</sup> The process began with an environmental scan pointing to important trends: developments in election management technologies, shifting voter expectations, lower voter turnout, staffing challenges, and concerns relating to the dissemination of misinformation.

The Chief Electoral Officer, executive staff, and management team participated in several planning sessions addressing needs, opportunities, and possible trajectories for Elections Saskatchewan. The draft strategic plan was then refined to articulate the priorities that will guide Elections Saskatchewan through to 2025. The length of the plan, running from 2023 through 2025, has been intentionally chosen so that future strategic plans will align with the election cycle, creating a natural connection between each plan and the administration of each election.

## ENVIRONMENTAL SCAN

The strategic planning process revealed numerous issues and challenges affecting election management in Saskatchewan. Some key developments are outlined below.

**Election Management Technology:** Electoral management is rapidly evolving in modern democracies. Advancements in technology offer new tools with the power to support and sustain healthy operations, increasing the efficiency, transparency, and integrity of our electoral processes. Election management bodies across Canada and around the world are embracing these technologies as they increasingly seek to maintain and strengthen election integrity while meeting the expectations of a tech-savvy, convenience-oriented public. There are two key technologies that could have an immediate impact on the efficiency and security of Saskatchewan's elections. First, electronic pollbooks (i.e., laptop computers operating custom software) would give election workers access to province-wide voter records, allowing instant strike-off. The second key technology is vote counting equipment, offering faster and more accurate results than a manual count.

**Voter Confidence:** In tandem with these technological developments, however, a culture of suspicion is impacting voter confidence and engagement in electoral processes. In recent years, there has been an increase in high-profile questioning of election legitimacy in developed countries. Many of these conversations have focused on the use of technology at the polls, leading some to perceive these technologies as problems, rather than solutions to issues of electoral integrity.





**Privacy:** These doubts are magnified by concerns regarding privacy and the use of personal data. As in many jurisdictions, Elections Saskatchewan has managed a voters list since shortly after the founding of the province. In the early days, personal data was publicly posted on telephone poles and bulletin boards in the days before an election; however, this is not acceptable in today's society. The significant growth in expectations relating to data security has impacted how election management bodies prepare for and conduct elections, heightening privacy concerns and safeguards. Privacy breaches can erode trust in a public institution and trust is central to the work of an effective election management body.

#### **Public Participation and Voter Turnout:**

Democratic participation is in decline around the globe. Public participation in elections across Canada has been on a downward trend for decades, and provincial elections in Saskatchewan have followed a similar trend. Participation of eligible voters in 1982 stood at nearly 80 percent. In 1995, turnout dropped to just over 57 percent. Since that time, voter turnout has continued to decline, dropping to 52 percent in Saskatchewan's Twenty-Ninth General Election. While Elections Saskatchewan

sits at the center of the election process, it is not the only stakeholder that must play a part. Registered political parties, Members of the Legislative Assembly, the media, academic institutions, and other civil society groups must also confront this issue directly if these downward trends are to be reversed.

**Staffing:** This decline in public participation is not limited to voting: it has also become increasingly difficult to recruit election workers. Adoption of the electronic pollbooks and vote counting machines mentioned above could alleviate these issues by reducing the number of workers required at each polling location and easing pressures on hiring during elections.

**Legislation:** Elections Saskatchewan is closely bound by the prescriptive nature of *The Election Act, 1996*. Electoral innovation cannot move forward without either wholesale changes to that legislation or a transition to a model wherein the CEO can define procedures via Directives (as proposed in Volume IV of *A Report on the Twenty-Ninth General Election*). If this does not happen, it will be difficult for Elections Saskatchewan to keep its practices aligned with peer jurisdictions in Canada and around the world.

## **STRATEGY MAP**

The strategy map on the next page illustrates the outcome of the planning process, providing a concise summary of the strategic plan. The blue upper section of the map outlines the vision, mission, and values that drive the plan, along with the organizational hope and dream. This portion of the strategy map concludes with the plan's strategic imperative—i.e., its ultimate aim. The yellow lower section of the map outlines a series of goals and three-year deliverables, stating clearly and concretely what steps Elections Saskatchewan will take to achieve its strategic imperative.



## ELECTIONS SASKATCHEWAN

### OUR HOPE AND DREAM:

#### VISION:

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

#### VALUES

##### INTEGRITY

We administer elections that are reliable, secure, transparent, and accessible.

##### INNOVATION

We improve and modernize the election system while maintaining the trust of our stakeholders.

### STRATEGIC IMPERATIVE:

#### 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.

#### 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."

#### FINANCES

3.0 We ensure accountability and sustainability by:

##### 3.1 Immediate Term:

- 3.1.1 Expending funds in accordance with policies and legislation.

#### 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.

#### 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.



## 2023–2025 STRATEGY MAP

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

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

### IMPARTIALITY

We are objective and treat stakeholders equitably and fairly.

### SERVICE

We excel in how we serve stakeholders and colleagues in support of our mission.

### DEDICATION

We proudly and professionally administer electoral activities that support our democracy.

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

#### 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.

#### 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."

- 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.

#### 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.

#### 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.



## WHY THIS PLAN?

### Our Hope and Dream for Saskatchewan

The work of Elections Saskatchewan revolves around a hope and dream for our community:

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

Election management impacts everyone in Saskatchewan. We recognize that our work is crucial to the integrity of democratic processes within this province, and we take that responsibility seriously. We also recognize 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

That hope and dream drives the organizational vision for Elections Saskatchewan—i.e., what we strive to be:

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

Because our work is vital to the democratic process, we strive for excellence. We capitalize on our internal strengths and learn from the experiences of our peers. Well-established relationships with election management bodies across Canada, at all levels of government, enable us to share our insights and identify solutions that are right for the people of Saskatchewan.

### Mission

Our vision outlines what we strive to be, but our mission outlines what we are tasked to do. As an election management body, our mission is clear:

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

This mission is clear, but it is not easy. Elections Saskatchewan oversees a wide range of electoral events including general elections, by-elections, referenda, plebiscites, constituency boundary redistributions, and voter registration. Every four years our team grows from 17 individuals to nearly 12,000, then shrinks again. Our stakeholders include—but are not limited to—every person of voting age in the province, and our work ranges from training thousands of temporary workers to overseeing the distribution of hundreds of thousands of pencils so voters can mark their ballots. It is nothing if not diverse. Throughout it all, we remain independent and impartial, serving all registered political parties, candidates, and stakeholders equally while reporting on our activities to the Legislative Assembly of Saskatchewan.



## Values

As we develop solutions to wide-ranging challenges, the common denominator is steadfast commitment to our core values:

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

**Innovation:** We improve and modernize the election system while maintaining the trust of our stakeholders.

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

**Service:** We excel in how we serve stakeholders and colleagues in support of our mission.

**Dedication:** We proudly and professionally administer electoral activities that support our democracy.

These values are hallmarks of good election management both here in Saskatchewan and around the globe. They cultivate trust and participation in elections. They nurture ongoing growth and improvement. And they equip us to work independently and effectively with all stakeholders, resulting in healthy democratic processes in the province of Saskatchewan.

## STRATEGIC IMPERATIVE

The top portion of the strategy map concludes with the **strategic imperative**, a call for action arising from the application of our vision, mission, and values to the needs of the current moment:

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

This is the ultimate aim of this strategic plan: an election that employs updated electoral processes while maintaining stakeholder confidence and participation. This aim is upheld most powerfully by the three values highlighted in the title of our plan: **service, integrity, and innovation**.

**Service** is central to Elections Saskatchewan's mandate: we exist to serve the public good. We do this by ensuring that the people of Saskatchewan have access to an electoral system marked by **integrity**. On a broad level, this means delivering elections that are trustworthy and are seen to be so. More specifically, we are committed to continually reviewing and growing in the areas highlighted by Elections Canada's Electoral Integrity Framework. This includes a commitment to accessibility, facilitating each person's ability to exercise their democratic rights. Finally, we value **innovation** as a means to an end, not an end in itself. Thoughtful use of innovative tools and processes enables us to serve the people of Saskatchewan with more secure, reliable, and accessible electoral processes, safeguarding the province's democratic traditions.<sup>2</sup>

<sup>2</sup> See Elections Canada's Electoral Integrity Framework for further discussion of the principles of electoral integrity. Available at <https://www.elections.ca/content.aspx?section=abo&dir=fra&document=index&lang=e>.

# WHAT WE PLAN TO DO





The hope and dream, vision, mission, values, and strategic imperative articulated in the first half of the strategy map give rise to the second half of the map, which outlines specific goals to be accomplished over the course of the strategic plan. These include commitments related to the four perspectives of a **balanced scorecard** approach, culminating in a set of specific three-year deliverables. Below you will find a summary of the balanced scorecard approach, followed by an outline of Elections Saskatchewan's strategic goals and objectives.

### Balanced Scorecard

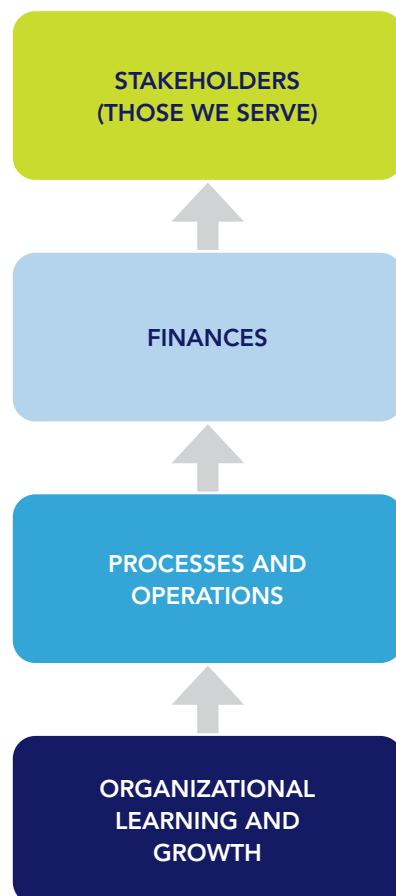
A balanced scorecard is a way of attending to **four important perspectives** of organizational management: stakeholder impact, financial management and accountability, processes/operations, and organizational learning. Focusing on these four perspectives ensures that as we pursue the strategic imperative and three-year deliverables, our organizational attention and resources are not overly allocated to one perspective at the expense of another.

The relationship between these four perspectives is demonstrated on the strategy map by their representation as a series of building blocks:

- At the bottom of the map is the **organizational learning and growth** perspective. This communicates that nothing is possible without a competent institution with a clear and purposeful culture.
- Built on top of the learning and growth perspective is the **processes and operations** perspective. The message communicated by its location above the organizational line is that processes and operations can be built and improved if the institution is strong.

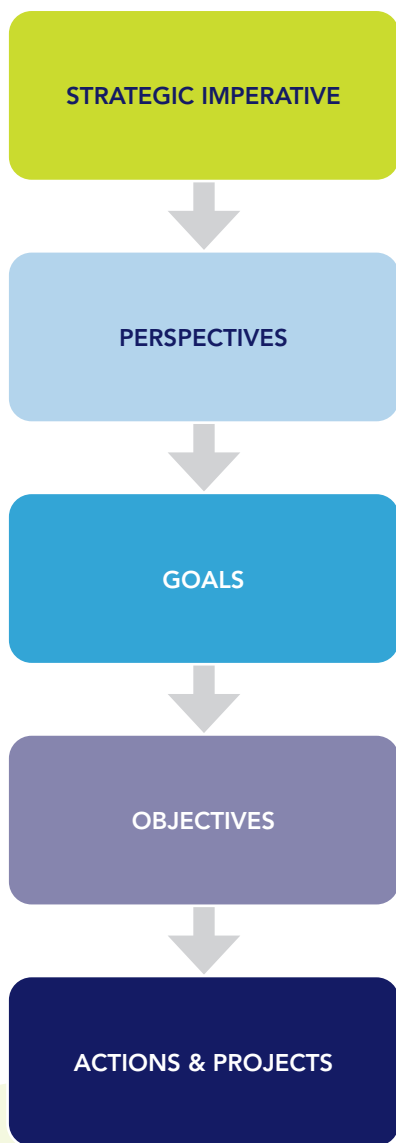
- The **finance** perspective lies above processes, indicating that if processes and operations are sound, financial goals can be achieved.
- The **stakeholder** perspective tops the four perspectives, signifying that we can achieve the desired impact on those we serve if all is working well within the institution.

We know that by achieving these goals, we will make progress toward the **three-year deliverables** and ultimately the **strategic imperative**. This in turn supports our mission, our vision, and ultimately our hope and dream for the people of Saskatchewan.





## From Idea to Action



See Appendix A for definitions.

## PERSPECTIVE 1: ORGANIZATIONAL LEARNING & GROWTH

Successful election management begins with strong staff. Under this strategic plan, we will make organizational investments that offer important supports to our existing staff, boost retention, and ensure new recruits are effectively welcomed, trained, and integrated into the organization.

### Goal 1.1

We will strive for organizational excellence by building **organizational capacity**.

#### Objectives

- 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.

### Goal 1.2

We will strive for organizational excellence by investing in **team preparedness**.

#### Objectives

- 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.





### Goal 1.3

We will strive for organizational excellence by clarifying and deepening our organizational **culture**.

#### Objectives

- 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.

## PERSPECTIVE 2: PROCESSES AND OPERATIONS

A strong organization allows us to pursue the operational excellence that is crucial to our mission. In an election, operational errors can undermine participation and inhibit trust. As we move toward modernization, we will cultivate greater stakeholder confidence by investing in operations and processes that keep our elections running smoothly from start to finish. Key developments will include a new Election Management System, improvements to our procurement processes allowing us to reliably and efficiently source election supplies, improvements in external communication, and refined project and risk management processes.

### Goal 2.1

We will strive for operational excellence through **systems refinement**.

#### Objectives

- 2.1.1 Implement new Election Management System (EMS).
- 2.1.2 Improve procurement processes.
- 2.1.3 Improve warehouse processes and operations.

### Goal 2.2

We will strive for operational excellence by improving **external communication**.

#### Objectives

- 2.2.1 Strengthen mechanisms for communication with stakeholder groups.
- 2.2.2 Build and maintain important relationships with stakeholder groups.

### Goal 2.3

We will pursue operational excellence by strengthening **risk and project management**.

#### Objectives

- 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.



## PERSPECTIVE 3: FINANCES

Healthy operations enable us to give careful attention to finances. When it comes to elections, the desire for cost savings must always be balanced against the vital importance of secure, accessible, trustworthy electoral processes. We honour the trust and resources of the people of Saskatchewan through our commitments to financial accountability and sustainability.

### Goal 3.1

In the **immediate term**, we will ensure financial **accountability** through legislative compliance and transparent reporting.

#### Objectives

- 3.1.1 Expend funds in accordance with policies and legislation.
- 3.1.2 Transparently report and manage election spending and reimbursements.

### Goal 3.2

In the **long term**, we will ensure financial **sustainability** by investing in modernization efforts that improve financial efficiency.

#### Objective

- 3.2.1 Invest in modernization efforts toward improved financial efficiencies in elections administration.

## PERSPECTIVE 4: STAKEHOLDERS (THOSE WE SERVE)

When our organization, operations, and finances are healthy, we are free to serve our stakeholders well. A successful strategic plan demands careful consideration of our impact on those we serve. This plan takes that reality seriously, explicitly centering stakeholders in Elections Saskatchewan's mission and strategic imperative.

#### Mission:

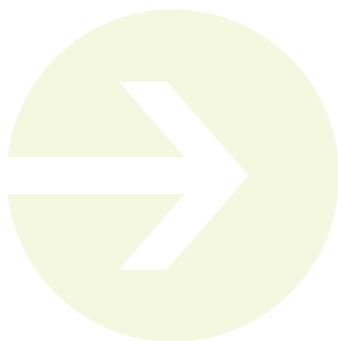
Elections Saskatchewan is an independent office of the Legislative Assembly. We engage with all stakeholders to deliver and regulate provincial electoral events.

#### Strategic Imperative:

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

While all of these stakeholders matter, this strategic plan is particularly concerned with three groups: voters, political participants (parties and candidates), and partners.

For us to achieve our strategic imperative, each of these three key stakeholder groups must have a positive perception of Saskatchewan's Thirtieth General Election. Our goals in this section of the map are therefore set out as quotes expressing the stakeholder experiences we need to produce. While each stakeholder group has a different focus, a common goal shines through the conclusion of each quote: we will not achieve our strategic imperative unless each stakeholder group trusts Saskatchewan's electoral process.

## Goal 4.1

Our success comes from serving **voters**.

*"My voting experience was accessible, fast, and easy. I trust our electoral process."*

## Goal 4.2

Our success comes from serving **political parties and candidates**.

*"I was provided with the support and information needed to comply with legislation. I trust our electoral process."*

## Goal 4.3

Our success comes from serving **key partners**, including key vendors, media, academic institutions, and municipal and Indigenous election management bodies.

*"I was provided with the support and information needed to fulfill my role. I trust our electoral process."*

**"It is crucial to continue adapting our tools and systems to match best practices in electoral management in Canada and around the globe."**



## THREE-YEAR DELIVERABLES

Finally, attention to all four perspectives of the balanced scorecard provides the strong base that enables us to set and meet specific commitments within the three-year period of this strategic plan.

### Goal 5.1: Election Management

Over the course of this three-year plan, we will modernize election management, improving the voter experience by strengthening our teams and systems.

#### Objectives

- 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.

### Goal 5.2: Regulatory Affairs

Over the course of this three-year plan, we will modernize regulatory affairs, strengthening oversight and education in order to support financial and legislative compliance.

#### Objectives

- 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.

### Goal 5.3: Stakeholder Engagement

We will ensure that the modernization process is effectively implemented and positively perceived by investing in stakeholder engagement.

#### Objectives

- 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.

## PERFORMANCE MEASUREMENT

Following completion of a strategic plan, the next major project is establishing the performance measures that ensure ongoing movement toward the plan's goals. The Chief Electoral Officer, executive staff, and senior leadership team are prioritizing the development of a performance measurement system and will report on that system in the 2023–2024 Annual Report.

## CONCLUSION

As we look to Saskatchewan's Thirtieth General Election and beyond, Elections Saskatchewan is faced with two key challenges. It is crucial to continue adapting our tools and systems to match best practices in electoral management in Canada and around the globe. It is also essential to maintain and strengthen public confidence in and engagement with electoral processes. Modernization is not only necessary; it is inevitable. However, the process by which it is pursued could make or break the public's trust in the electoral system. Clear communication with stakeholders is necessary to ensure continued confidence in Elections Saskatchewan.

At the time of this plan's writing, the scope of modernization for the province's Thirtieth General Election is still unknown. What is known is that whatever form it takes, the Elections Saskatchewan team, in all 61 constituencies and at head office, will be ready and able to implement it. As we do so, we are committed to maintaining the high level of stakeholder trust that we have earned over the past ten years and over the life of the last two strategic plans.

This document lays out a renewed vision, mission, strategic imperative, and statement of values for Elections Saskatchewan. It will guide the organization through the next three years and the successful administration of the next election. More information, including performance measures, will be published in Elections Saskatchewan's annual reports.



"We are committed to maintaining the high level of stakeholder trust that we have earned over the past ten years."

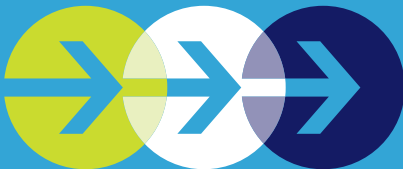


## APPENDIX A: TERMS USED IN THIS STRATEGIC PLAN

| TERM                           | MEANING   | EXAMPLES FROM THE STRATEGY MAP  |
|--------------------------------|---|---|
| <b>Strategic Imperative</b>    | The ultimate aim of this strategic plan; a measureable outcome that shapes all other components of the plan.  | Saskatchewan's 30th General Election is modernized and positively perceived by stakeholders.  |
| <b>Hope and Dream</b>          | Our hope for our community.   | The people of Saskatchewan trust, value, and participate in their democracy.  |
| <b>Vision</b>                  | What Elections Saskatchewan will be known for by the end of this strategic plan.  | We are a collaborative leader in establishing and refining best practices in election management in Canada.   |
| <b>Mission</b>                 | The work of Elections Saskatchewan.   | Elections Saskatchewan is an independent office of the Legislative Assembly. We engage with all stakeholders to deliver and regulate provincial electoral events. |
| <b>Values</b>                  | Assumed behaviours and expectations that are shared throughout the Elections Saskatchewan team.   | Integrity, Innovation, Impartiality, Service, Dedication  |
| <b>Three-Year Deliverables</b> | Targeted and specific outputs that are essential to the success of the strategic imperative.  | 5.1: Over the course of this three-year plan, we will modernize election management, improving the voter experience by strengthening our teams and systems.       |
| <b>Goals</b>                   | Strategically important outcomes to be achieved over the life of the strategic plan. Each Goal is tied to one of the four balanced scorecard perspectives: Stakeholders, Finances, Operations, and Organizational Growth. | 1.2: We will strive for organizational excellence by investing in team preparedness.  |
| <b>Objectives</b>              | Measurable steps taken or items produced to advance a particular Goal or Deliverable. Detailed performance measurement targets are frequently tied to Objectives.   | 1.2.2: Further enhance training with principles of adult education and modern technology.   |
| <b>Actions</b>                 | Activities, tasks, or initiatives that advance a specific Objective. An Action or Project is always the means to an end, not an end in itself.  | <i>Actions and Projects will be determined in the strategy implementation process.</i>  |



**SERVICE.**  
**INTEGRITY.**  
**INNOVATION.**



EXPANDING ELECTORAL  
EXCELLENCE IN SASKATCHEWAN

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