

Trusted Elections. Trusted Democracy.

ACHIEVING ELECTORAL INTEGRITY AND ACCESS
THROUGH INNOVATION



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ACCESS THROUGH INNOVATION



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A STRATEGIC PLAN FOR ELECTIONS SASKATCHEWAN – 2026–2029 (v1.0)

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A Message from the Chief Electoral Officer

Thank you for taking the time to read *Trusted Elections. Trusted Democracy: A Strategic Plan for Elections Saskatchewan 2026-2029*.

This is an important document at an important time in Elections Saskatchewan's history.

In June 2026, I will have been Saskatchewan's Chief Electoral Officer for 14 years, working with our team to implement three general elections and 12 by-elections. This experience has revealed what I would say is a single, defining insight: everything we have accomplished rests on the confidence our stakeholders place in us, and that confidence is the institution's greatest resource. When it comes to election management, confidence and trust move hand in hand.

Trust is so essential that we have made it the central, defining point of this plan—our strategic imperative, our ultimate aim, and the measurable outcome that shapes every aspect of it.

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

We believe that we will succeed in the delivery of Saskatchewan's 31st General Election by preserving the trust of our stakeholders—voters, political parties and candidates, and other partners.

Throughout my tenure as Chief Electoral Officer and across three previous strategic plans, we have achieved a great deal as an institution. Our



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

first plan (2014 – 2016) focused on stabilizing the foundations of Elections Saskatchewan, while the second (2017 – 2022) and third (2023 – 2025) put change and the modernization of election delivery at the forefront.¹

I am proud to say that, in each case, we accomplished what we set out to do. Our most recent election in October 2024 offered the broadest access to the ballot in Saskatchewan's history, with more hours of voting than ever before, spread over a Voting Week rather than separate "advance" and "election day" periods. And I am equally proud to say that we

¹ Elections Saskatchewan's previous strategic plans can be found at <https://www.elections.sk.ca/reports-data/strategic-planning/>.

"We believe that we will succeed in the delivery of Saskatchewan's 31st General Election by preserving the trust of our stakeholders—voters, political parties and candidates, and other partners."

- Dr. Michael Boda, Chief Electoral Officer



accomplished our goals in 2024 while reducing the number of temporary election workers hired—from about 11,000 in 2016 and 2020 to just over 4,500 in 2024.

This reduction, achieved without any noticeable decrease in service or voter wait times, was the result of thoughtful, measured improvements in how voting was administered. As a result, the 2024 general election cost only slightly more than the 2020 election, despite significant inflation over those four years. Looking ahead to 2028, through this strategic plan, I have committed to maintaining general election costs to the 2024 baseline, adjusted to inflation.

Amidst the successes, real challenges remain. Election administration faces increasing pressures from outside forces. Shifts in media and mass communication have contributed to the spread of misinformation, disinformation, and malinformation. The rapid growth of artificial intelligence (AI) has enabled “deepfakes” and other fraudulent messaging that mislead the public and erode trust. Bad actors, including some representing foreign governments, seek opportunities to interfere with how we exercise our democratic rights, from fostering distrust to actively undermining the integrity of our election and voting processes.

These trends have made trust and integrity, longstanding pillars of election administration, more important than ever, at a time when public confidence is increasingly difficult to build and maintain.

In response, Elections Saskatchewan has established its new strategic imperative, measured by stakeholder trust, and has adopted a renewed institutional vision.

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

This vision represents the ongoing balancing required of every election management body. The principles of access to the ballot and electoral integrity often stand in tension: it is possible to design a system with minimal safeguards that maximizes access, just as it is possible to create one with such stringent protections that very few can vote. Striking the right balance requires sustained effort, and it is through a commitment to innovation and a continual search for improvements that Elections Saskatchewan will bring this vision to life.

To date, Elections Saskatchewan has maintained a remarkable level of trust and satisfaction among voters and other stakeholders. These high marks are a result of the commitment, dedication, and professionalism demonstrated by our head office team, Field Leadership Team, and the thousands of election workers who serve voters directly. Maintaining this level of trust will be challenging, but we remain committed to implementing improvements that reduce barriers for voters while preserving the overall integrity of the system.

This plan represents the culmination of work undertaken since my appointment in 2012. As Chief Electoral Officer, I am committed to seeing all aspects of it realized so that we can fulfill our institutional hope and dream, that “the people of Saskatchewan trust, value, and participate in their democracy.”

Michael D. Boda
Chief Electoral Officer
Province of Saskatchewan

Regina, Saskatchewan
January 1, 2026

Trusted Elections. Trusted Democracy.



INTRODUCTION

Trusted Elections. Trusted Democracy: A Strategic Plan for Elections Saskatchewan 2026–2029 is rooted in the imperative to maintain and strengthen the trust Saskatchewan voters have in their electoral process. Since Saskatchewan's founding in 1905, the province has upheld a strong tradition of thriving, trusted democracy. This plan charts a course for steadily reinforcing that trust while preparing for the effective delivery of Saskatchewan's 31st General Election, scheduled for October 2028.

The vision, mission, values, strategic imperative, and priorities outlined in this plan offer clear guidance for Elections Saskatchewan's decisions and actions over the next four years. Building on the past three strategic plans, *Trusted Elections. Trusted Democracy* offers a combined focus on innovation and continuous improvement, with the goal of broadening access for all.

This strategy puts the trust of our stakeholders, Saskatchewan's voters, political parties and candidates, and other partners at the centre of all we do. We are committed to continuing to improve the electoral process while maintaining a stable budget and directing resources to where voters and candidates need them most. We will achieve this through embracing a purpose-driven approach while focusing on upholding the integrity of Saskatchewan's democratic process under the leadership of the Chief Electoral Officer.

OUR PLANNING PROCESS

The 2026–2029 Elections Saskatchewan Strategic Plan was developed under the leadership of the Chief Electoral Officer (CEO). The CEO, senior leadership, management, staff, and members of the Field Leadership Team participated in a series of planning sessions to reflect on voter and stakeholder needs, shifts in the operating environment, institutional learning from the 2024 election, and potential innovations to enhance the 2028 Provincial Election. This process led to the development of a set of clearly defined priorities, presented below in a strategy map, and further supported by measures and targets within an institutional balanced scorecard.

ENVIRONMENTAL SCANNING

The planning process included an assessment of environmental realities facing election management bodies around the world and in Saskatchewan specifically. Many of the key environmental factors that informed Elections Saskatchewan's 2023–2025 Strategic Plan continue to be relevant, although the 2024 election marked several positive developments.

Election Legislation: While recent amendments to *The Election Act, 1996* (the "Act") have provided the important ability to pilot new processes, testing alone does not address the underlying issues. More broadly, Saskatchewan is in need of updated, comprehensive, and plain-language election legislation. Nearly three decades have passed since the Act became law in 1996, and many of its provisions were carried forward from even earlier statutes. As a result, the Act is outdated, overly prescriptive, and increasingly difficult to administer.

Saskatchewan needs a modernized act to govern provincial elections and developing it will require substantial engagement from the Office of the Chief Electoral Officer, the Ministry of Justice, political stakeholders, and others. Advancing this work should be a top priority shortly after the province's next general election in October 2028.

Technology: In 2016, the Chief Electoral Officer wrote, "Voters, temporary election officers, candidate's agents, and political party representatives are increasingly questioning why modern tools of information technology—evidenced in every other work environment in which they participate—cannot be applied to support voting and ballot counting."² In the 2024 election, Elections Saskatchewan took an important step toward incorporating technology into election administration by introducing electronic poll books in urban constituencies. Their adoption not only streamlined voting but also further aligned the experience of voting with the conveniences of everyday life. It is essential that Elections Saskatchewan continue with the measured introduction of technology, providing the level of service that stakeholders expect while upholding election integrity.

Digital Communications, Disinformation, and Democracy:

Traditional, in-person forms of communication historically used by political stakeholders have been replaced increasingly by online communications, particularly through social media. While this shift offers benefits—such as lower costs and the ability to reach supporters directly without intermediaries—it also carries significant risks. Chief among these are heightened cyber threats and the rapid spread of incorrect and even harmful information. These risks are further exacerbated by the rapid rise of artificial intelligence (AI). According to the Communications Security Establishment, the federal government's technical expert on cyber security, it is likely that AI will be used in attacks targeting political figures and election management bodies over the next two years.³

This growing reliance on social media for political communication has given rise to concerns about the accuracy of information shared online. This is even more the case for information about elections, political campaigns, and candidates. Disinformation campaigns during elections are especially challenging due to the speed at which false content can spread, the possibility that the content is sponsored by foreign actors (including foreign state actors), and the increasing sophistication of AI-generated audio and imagery, which can appear highly authentic.

Increased Public Attention on Electoral Processes:

Over the past 10 years, elections have come under increased scrutiny in jurisdictions outside of Saskatchewan, including those outside of Canada. Some of this scrutiny is not only welcome but is absolutely necessary for public confidence in the process. However, some of the attention from these groups has veered towards irresponsible commentary and even misinformation. All election management bodies have a responsibility to ensure that the public has accurate information about the election process.

Strategic Suppliers: Elections have long depended on external suppliers to provide the goods and services needed to deliver an

event. In recent years, however, the growing complexity of modern elections has made it essential to engage with these suppliers more strategically—especially those whose work is integral to delivering an election. Election administrators must strengthen these relationships to ensure suppliers understand their critical role in supporting the quality and integrity of the election system.

Stakeholder Confidence: The challenges outlined above have contributed to declining confidence among voters, political parties, candidates, and other stakeholders in election systems across North America and Europe. Although Saskatchewan's stakeholders have, to this point, been largely insulated from these trends, complacency is not an option. A healthy and trusted democracy requires the sustained commitment of all participants.

Voter Participation: Voter confidence is closely connected to voter turnout, and declining voter participation has been a critical concern for the Chief Electoral Officer throughout his tenure. Although overall voter turnout improved in 2024, there remains significant room for progress.

These turnout and participation challenges can be addressed only through cooperation with many different actors. The Chief Electoral Officer and Elections Saskatchewan play a vital role in removing barriers and broadening access for voters and candidates, ensuring that anyone who wishes to vote can do so. Political parties and candidates must also contribute by motivating their supporters and reaching segments of the public who have disengaged from political messaging. The media, school divisions, and the academic community also play important roles in fostering civic understanding and emphasizing the importance of voting and democratic participation.





ELECTIONS SASKATCHEWAN 2026–2029 STRATEGY MAP

| | | | | | | | |
|---|--------------------------|--|--|---|---|---|--|
| FOUNDATIONAL STATEMENTS | | HOPE AND DREAM: The people of Saskatchewan trust, value, and participate in their democracy. | | | | | |
| | | VISION: We are recognized leaders in achieving electoral integrity and access through innovation. | | 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. | | | |
| | | VALUES | Integrity | Innovation | Impartiality | Service | Dedication |
| | | | We administer elections that are reliable, secure, and transparent. | We respond to changing needs and always seek to improve. | 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. |
| | | STRATEGIC IMPERATIVE: Our success is measured by the trust of our stakeholders—voters, political parties and candidates, and our partners. | | | | | |
| FOUR-YEAR DELIVERABLES | | We will accomplish the following: | | | | | |
| | | Election Management <ul style="list-style-type: none">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. | | Regulatory Affairs <ul style="list-style-type: none">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. | | Stakeholder Engagement <ul style="list-style-type: none">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 | Stakeholders | 4.0 Our success comes by serving: | | | | | |
| | | 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 Accountability | 3.0 We ensure accountability and sustainability by: | | | | | |
| | | 3.1 Election Costs: Maintaining general election costs relative to inflationary adjustment | | | | | |
| | Internal Priorities | 2.0 We strive for operational excellence with special emphasis in: | | | | | |
| | | 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 Redesign 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. |
| | | | | | | | |
| | Institutional Capacity | 1.0 We strive for organizational excellence with special emphasis in: | | | | | |
| 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. | | | | | |



UNDERSTANDING THE STRATEGY MAP

The strategy map on the previous page illustrates the outcome of the planning process and provides a concise summary of the overall strategic plan. It is organized into three interconnected sections that reinforce one another, reflecting both the goals we aspire to achieve and the means by which we will achieve them.

The top section contains **foundational statements** (shown in light blue), including our hope and dream, vision, mission, and values by which we will work. It also contains the strategic imperative which defines how our overall success will be measured—the extent to which we have earned and sustained the trust of our stakeholders. Together, these statements offer overarching guidance across all of Elections Saskatchewan’s responsibilities and ensure that all activities are performed in a consistent and exemplary manner.

The middle section contains **four-year deliverables** (shown in grey). These are concrete commitments for the next four years, and their achievement will directly contribute to the fulfillment of the strategic imperative.

Finally, the bottom section contains four different **performance perspectives** (shown in green), which capture the full scope of Election Saskatchewan’s work. These perspectives represent targeted areas of excellence and provide the operational foundation required to complete our four-year deliverables.

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.





FOUR-YEAR DELIVERABLES

The four-year deliverables (shown in grey) 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.

The four-year deliverables 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.

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), 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.

2.4: 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 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."

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.

How We Will Operationalize This Plan and Measure Success

The Chief Electoral Officer, senior leadership, and management are now prioritizing the operationalization of this plan. This begins with a careful review of each **four-year deliverable** to identify the components required for its completion.

From this work, a set of clear **objectives** will be produced for every deliverable. As a team, we will determine the **projects and actions** necessary to fulfill each objective, along with appropriate timelines and resources for each. Finally, we will develop a robust performance measurement system—a **balanced scorecard**—to ensure accountability to our stakeholders. This system will track progress on every objective and each four-year deliverable while also monitoring the levels of confidence and trust in us by our stakeholders. In doing so, this will help us remain true to our **strategic imperative** and, in turn, advance the **foundational statements** that ground our work and guide all aspects of Election Saskatchewan's mandate.

Elections Saskatchewan will report on this progress annually through the Chief Electoral Officer's Annual Report, tabled before the Legislative Assembly of Saskatchewan and published on our website. Updates on targets and achievements will be provided each year in the 2025–2026, 2026–2027, 2027–2028, and 2028–2029 annual reports. A comprehensive assessment of our four-year achievements under this strategic plan will be presented in the 2029–2030 Annual Report, following the completion of the plan in December 2029.

Through this transparent reporting cycle, we will continue to uphold and strengthen the trust that the people of Saskatchewan have placed in their democracy since the province's first election in 1905.

Conclusion

The future of our democracy depends on public confidence in our election system.

As we look to Saskatchewan's 31st General Election, integrity and trust are more important than ever. We need an electoral service united and motivated by a purpose-driven commitment to public service. We need a skilled and adaptable workforce capable of meeting emerging challenges. We need strong financial oversight and robust education to support compliance and accountability among political stakeholders. We need thoughtful, innovative approaches that make effective use of new tools while reinforcing public confidence. Above all, we need strong relationships and proactive communication to foster an informed, discerning, and engaged public.

The strength of a democracy rests on its people. This document lays out a renewed vision and strategic imperative designed, above all, to strengthen public confidence in Saskatchewan's electoral processes. While we cannot predict the circumstances that may arise over the next four years, we are committed to serving the province with integrity and doing everything in our power to sustain and renew trust in the democratic system that serves us all.



APPENDIX A: TERMS USED IN THIS STRATEGIC PLAN

| TERM | MEANING | EXAMPLES FROM THE STRATEGY MAP |
|---------------------------------|---|---|
| Foundational Statements | Core assertions that define Election Saskatchewan’s identity, purpose, and guiding principles. | Include our hope and dream, vision, mission, values and strategic imperative. |
| Hope and Dream | Our hope for our community. | The people of Saskatchewan trust, value, and participate in their democracy. |
| Vision | What Elections Saskatchewan will be known for by the end of this strategic plan. | We are recognized leaders in achieving electoral integrity and access through innovation. |
| Mission | The work of Elections Saskatchewan. | 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 | Assumed behaviours and expectations that are shared throughout the Elections Saskatchewan team. | Integrity, innovation, impartiality, service, and dedication. |
| Strategic Imperative | The ultimate aim of this strategic plan; a measurable outcome that shapes all other components of the plan. | Our success is measured by voter and stakeholder trust. |
| Four-Year Deliverables | Targeted and specific outputs that are essential to the success of the strategic imperative. | Innovate the administration of voting in accordance with the legislation and electoral best practices. |
| Performance Perspectives | Core dimensions of Elections Saskatchewan that are key to completing the four-year deliverables and achieving the strategic imperative. | Stakeholders, financial accountability, internal priorities, and institutional capacity. |
| Goals | Strategically important institutional outcomes to be achieved over the life of the strategic plan. Each goal is tied to one of the four performance perspectives: stakeholders, financial accountability, internal priorities, and or institutional capacity. | 1.1 We strive for organizational excellence with special emphasis in purpose-driven electoral service. |
| Objectives | Measurable steps taken or items produced to advance a particular goal or deliverable. | 1.2.1 Create and implement an integrated recruitment, hiring, and placement program. |
| Actions | 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. | Actions and projects will be determined in the strategy implementation process. |

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