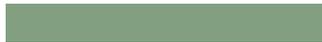
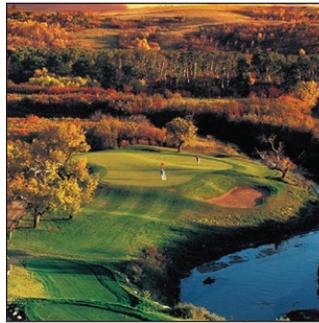


Ministry of Corrections and Policing

Ministry of Justice and Attorney General



Annual Report for 2017-18

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Letters of Transmittal



*The Honourable
Don Morgan, Q.C.
Minister of Justice
and Attorney General*

His Honour the Honourable W. Thomas Molloy,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The Ministry of Justice and Attorney General and the Ministry of Corrections and Policing are committed to building safe and secure communities, supporting a prosperous Saskatchewan economy, maintaining an efficient and accessible justice system, and integrating responses from the justice system and other government human services.

In 2017-18, the ministries took significant steps towards these goals.

One of the ministries' biggest projects over the last year was the formation of a Protection and Response Team (PRT) as a response to the Caucus Committee on Crime's recommendations on how to reduce rural crime. The PRT comprises RCMP, municipal police services, Ministry of Highways and Infrastructure Vehicle Enforcement Officers and Ministry of Environment Conservation Officers, and exemplifies the importance the Government of Saskatchewan, as a whole, places on the safety and security of the people of Saskatchewan.

The Ministry also achieved considerable success in its efforts to reduce the number of offenders in remand custody. Since the ministries began seeking ways to address remand rates, the remand growth rate has dramatically decreased.

Among the ministries' other major accomplishments over the year are the establishment of a new Safer Communities and Neighbourhoods unit in Prince Albert; the launch of an emotional support program for Saskatchewan jurors; and the creation of a Family Information Liaison Unit to provide support to families of missing and murdered Indigenous women and girls.

These successes are the result of the hard work of staff at the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing. We are proud of the work our ministries do to support the Government's goals and to promote an efficient, effective and accessible justice system across the province.

This Annual Report represents our progress to the Legislature and to the people of Saskatchewan, and is an important accountability measure that assists the ministries' plans for the future.

We respectfully submit the Annual Report of the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing for the fiscal year ending March 31, 2018.



Don Morgan, Q.C.
Minister of Justice and Attorney General



Christine Tell,
Minister of Corrections and Policing



*J. Glen Gardner, Q.C.
Deputy Minister of Justice
and Deputy Attorney General*

The Honourable Don Morgan, Q.C., Minister of Justice and Attorney General

May it Please Your Honour:

This past year has seen the Ministry of Justice and Attorney General make significant progress in the justice system that will improve the well-being of the province.

The Ministry of Justice became the Ministry of Justice and Attorney General and Ministry of Corrections and Policing in 2018. This led to the creation of Integrated Justice Services, which comprises staff and resources used by both ministries. This ensures a continued cooperative approach to supporting and improving the justice system as a single entity.

The Ministry has continued to modernize the court system through the expansion of video installations in court services facilities, allowing for more video appearances across the province and reducing costs and safety concerns inherent in transporting prisoners. This includes expansion to Black Lake, Humboldt, Weyburn, and Melville.

Access to Justice continues to be a major focus for the Ministry. The Ministry introduced legislation to create a structure for family justice professionals to offer a broader range of services to families experiencing separation and divorce. The Family Matters program continued to provide early intervention and problem resolution outside the court system. The Office of Residential Tenancies will soon have an online case management system to improve client experience. The Ministry is standardizing case documents, improving information sharing, and conducting earlier case assessments and resolution discussions to take a comprehensive approach to reduce court delays and time to disposition in criminal justice matters.

The ministries' efforts to address strategic use of remand have continued this year. The growth rate in the provincial remand population has dramatically decreased from 17% to near zero. This is a key result in the ministries' efforts to reduce time to trial and the total custody population.

The Ministry also had a strong focus on victims this year. A new tort for the unauthorized distribution of intimate images was created. The Saskatchewan Domestic Violence Death Review will be released in spring 2018 and the Ministry, along with the Status of Women Office, will develop an effective response to the report's recommendations.

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice Annual Report for 2017-18.

The Ministry has taken every step to ensure accountable and transparent governance practices in compiling and relaying information contained in this report. I have the honour of submitting the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2018.

A handwritten signature in black ink, appearing to read 'J. Gardner', written in a cursive style.

J. Glen Gardner, Q.C.
Deputy Minister of Justice and Deputy Attorney General



*Dale R. McFee
Deputy Minister of
Corrections and Policing*

The Honourable Christine Tell, Minister of Corrections and Policing

May it Please Your Honour:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained in the Ministry of Corrections and Policing Annual Report for 2017-18.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

This last year saw stronger linkage between the Ministry of Corrections and Policing and the Ministry of Justice and Attorney General. This connection allowed us to look for innovative ways in which we can divert or intervene earlier in the lives of those in need of our services. We had the ability to see where there is opportunity for early intervention and to work as a larger team on advancing evidence-based models that meet client need upstream.

Solutions need to be grounded in the following four foundational principles: 1. Strategic partnerships, 2. Data driven, 3. Local solutions, and 4. Outcomes driven – with a focus on collective outcomes. Within this foundation, we continue to advance the use of data and analytics to target intake to be more effective from the client’s perspective and ensure effective off-ramps toward independence.

There are many dedicated people working within the Ministry of Corrections and Policing to improve the lives of our citizens. These professionals are our most valuable asset and we will rely on their innovation and commitment to deliver the best services for citizens.

It is a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for the Ministry of Corrections and Policing for the fiscal year ending March 31, 2018.

A handwritten signature in black ink, appearing to read 'D. McFee', written over a horizontal line.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

This annual report for the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing presents the ministries' results for the fiscal year ending March 31, 2018. It provides results of publicly committed strategies, key actions and performance measures identified in the *Ministry of Justice Plan for 2017-18*. It also reflects progress toward commitments from the Government Direction for 2017-18, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the Ministry.

The annual report demonstrates the ministries' commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The ministries' activities in 2017-18 align with Saskatchewan's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth
and opportunities for
Saskatchewan people

Meeting the challenges
of growth

Securing a better quality
of life for all
Saskatchewan people

Delivering responsive
and responsible
government

Together, all ministries and agencies support the achievement of Saskatchewan's four goals and work towards a secure and prosperous Saskatchewan.

Ministry Overview

Mandate Statement

The Ministry of Justice and Attorney General and the Ministry of Corrections and Policing provide a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and provides legal and justice policy advice to the Government.

Mission Statement

All Saskatchewan citizens will benefit from:

- ⇒ effective policing and crime prevention initiatives;
- ⇒ a balanced and efficient prosecution service;
- ⇒ effective administration services to support Saskatchewan's courts;
- ⇒ support and assistance to victims of crime and other individuals in vulnerable circumstances;
- ⇒ accessible and timely resolution of civil, family, criminal and administrative matters;
- ⇒ offender management that promotes public safety and rehabilitation;
- ⇒ strategies that reflect the cultural and demographic realities of the province;
- ⇒ effective legal and strategic advice and services to government; and
- ⇒ a framework for commercial transactions that supports business and protects the public.

In 2017-18 government used 3,223.0 FTEs to operate and support the justice system.

In late winter of 2018, the Ministry of Justice was reorganized into two separate ministries – the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing. The overview below reflects the ministries as they were structured as of March 31, 2018.

Ministry of Corrections and Policing

The Ministry of Corrections and Policing is responsible for overseeing Saskatchewan's correctional system and facilities, and for providing guidance and support to Saskatchewan's municipal police services. The Ministry also works closely with the RCMP to support law enforcement activity in rural Saskatchewan. In addition to the divisions listed below, additional support services are provided to the Ministry through the Research and Evidence-based Excellence Branch and the Innovation Strategy and Transformational Change Branch, which report directly to the Deputy Minister's Office.

Custody, Supervision and Rehabilitation Services Division

The Custody, Supervision and Rehabilitation Services Division administers the *Youth Criminal Justice Act*, which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate into their communities.

Policing and Community Safety Division

The Policing and Community Safety Division is mandated to help keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals.

The Policing and Community Safety Division is responsible for: oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing, and the Vehicle Impoundment Against Sexual Exploitation (VISE) program; providing municipal police grant funding for 125 police officers employed in municipalities and dedicated to specific

focused community safety initiatives such as Internet Child Exploitation (ICE), Combined Forces Special Enforcement Unit (CFSEU), Police and Crisis Team (PACT), and Combined Traffic Services Saskatchewan (CTSS); providing funding for provincial policing services under contract with the RCMP; regulating the private security industry; coordinating the Public Disclosure Committee; enforcing *The Safer Communities and Neighborhoods Act*, *The Seizure of Criminal Property Act*, *The Criminal Enterprise Suppression Act*, and *The Witness Protection Act*; liaising with the National Crime Prevention Centre; and Security Intelligence and Investigations units.

Ministry of Justice and Attorney General

The Ministry of Justice and Attorney General provides legal services and justice policy advice to government to protect the legal rights of Saskatchewan citizens and promote social and economic order for the province. The Ministry is responsible for prosecutions, civil law services, marketplace regulation and providing support to the courts system.

Courts and Tribunals Division

The Courts and Tribunals Division is responsible for the Aboriginal Courtworker Program, the Automobile Injury Appeal Commission, Court Services, Court Security, the Highway Traffic Board, Office of the Chief Coroner, Office of Residential Tenancies/Provincial Mediation Board, Public Complaints Commission, Saskatchewan Human Rights Commission and the Saskatchewan Review Board.

Court Services provides for the delivery of all court administration services for the Saskatchewan Court of Appeal, Court of Queen's Bench, Provincial Court, Therapeutic Courts, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace. It also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel such as responding to applications for court-appointed counsel, arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused. It also is responsible for the administration of the Commissioners for Oaths and Notary Publics, Fine Collection and Enforcement of Money Judgments.

Legal Services Division

The Legal Services Division provides a full range of legal services to the ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appearing before all levels of court and administrative tribunals. It also provides legal advice and other legal services to the Government. The Division consists of the Civil Law, Legislative Services, Legislative Drafting, and Constitutional Law branches. It also includes the Office of Public Registry Administration.

The Division also provides support to independent boards and commissions, including the Financial and Consumer Affairs Authority, the Credit Union Deposit Guarantee Corporation, and the Film Classification Board.

Innovation Division

The Innovation Division provides support and coordination of justice reform and innovative initiatives across the Ministry of Justice and Attorney General and works with a range of justice system partners to address access to justice concerns and provide better service to citizens relying on the justice system. There is also a focus of putting Saskatchewan citizens first by providing quality justice services that are understandable, timely and affordable.

The Assistant Deputy Attorney General of the Innovation Division also provides oversight and support to the Dispute Resolution Office, Family Justice Services, the Maintenance Enforcement Office, the Office of the Public Guardian and Trustee, the Children's Counsel, and the Office of Tribunal Counsel. The Assistant Deputy Attorney General also serves as the Ministry liaison to Saskatchewan Legal Aid and serves as Vice Chair of the Commission.

This Division also publishes and distributes legislation, regulations, and other government publications through Publications Saskatchewan. Publications Saskatchewan is responsible for managing all Government of Saskatchewan publications and documents through their e-commerce-enabled website, Publications Centre.

Public Prosecutions

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to government and law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The Division also plays a large role in training law enforcement officials.

Integrated Justice Services

Integrated Justice Services comprises a number of branches and divisions which provide support to both the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing. These shared services ensure that Saskatchewan's justice system provides consistent, efficient and effective programming across the province. In addition to the divisions listed below, Integrated Justice Services includes the Communications Branch, the Access and Privacy Branch, and the Strategic Portfolio and Fiscal Planning Branch.

Corporate Services Division

Corporate Services provides various administrative services to the ministries of Corrections and Policing and Justice and Attorney General, including corporate strategic planning; program review; enterprise projects; planning and helping to deliver corrections- and policing-based capital investments; and occupational health and safety programming.

Corporate Services is responsible for ensuring financial practices comply with government policy; providing technical accounting advice to all programs; and ensuring financial reporting requirements for the ministries are met through tabling of financial statements in the legislature. The Division houses the internal audit program, which provides a measure of assurance to the permanent heads that the ministries are in compliance with government requirements. Finally, the Division provides accommodations management services to both ministries and is the primary liaison with the Ministry of Central Services for office and program space needed by the ministries to deliver programs.

Community Safety and Well-Being Division

The Community Safety and Well-Being Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the Ministry of Corrections and Policing and the Ministry of Justice and Attorney General in developing community-based services; offering restorative justice and crime prevention programs; coordinating Aboriginal and northern justice initiatives; funding community programs that address interpersonal violence and abuse; and providing programs to assist victims of crime. It is also responsible for information technology planning and project delivery, data analytics and business intelligence, and policy development and implementation.

Key Partners

To achieve its major commitments, the ministries require the participation of key partners.

These include:

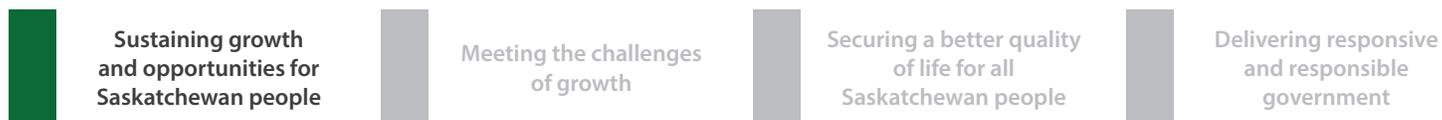
- ⇒ community-based organizations;
- ⇒ regional health authorities;
- ⇒ police services;
- ⇒ the RCMP;
- ⇒ the judiciary;
- ⇒ the private bar;
- ⇒ the defence bar (e.g., Legal Aid);
- ⇒ probation services;
- ⇒ youth restitution, education, employment and reintegration programs;
- ⇒ business and consumer organizations;
- ⇒ First Nations and tribal councils; and
- ⇒ Métis organizations.

Collaboration with the federal government is also essential, particularly with respect to criminal justice and sentencing reform, matters concerning First Nations peoples, and cost-sharing and contribution agreements.

The ministries' relationship with other justice partners, human service ministries and other boards and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the justice needs of individuals.

Progress in 2017-18

Government Goals



Strategic priorities: Develop labour force and invest in people, build safer communities, promote fiscal responsibility, utilize enterprise approaches to renew government services, and support transformational change.

Ministry Goal

Support a Prosperous Economy

The ministries continue to work to achieve the Government of Saskatchewan's goal of supporting a prosperous economy. The ministries have focused attention this year on legislative changes to protect investors and ensure provincial regulations meet the modern needs of Saskatchewan businesses. The ministries ensured that quality educational and employment programs and supports are available to offenders as part of their rehabilitation plans. This benefits the province in terms of rehabilitation and as a contribution to the provincial workforce.

Strategy

Provide a framework for commercial transactions that supports business and protects the public

Key Actions and Results

Regulations have been developed under *The Insurance Act* to update the Saskatchewan insurance industry and ensure it is consistent with other Canadian jurisdictions such as Alberta and British Columbia. The new Regulations will come into effect on January 1, 2019.

The ministries continue to work with other provinces and territories on the implementation of a Cooperative Capital Markets Regulatory System to provide better protection for investors. The system will improve Canada's financial services and manage systemic risk in national capital markets. Progress also continues in developing legislation to establish a new Capital Markets Regulatory Authority. Capital markets are vital to growing the economy and creating jobs in Saskatchewan and across Canada.

Strategy

Improve jobs and literacy outcomes for offenders

Key Actions and Results

The ministries continue to work hard to deter offenders from committing further crimes by providing them with rehabilitation programs and services that expand their education and increase their ability to gain employment.

The justice system is partnering with the ministries of Social Services, Health, Immigration and Career Training, and Advanced Education to create a common employment assessment tool. This tool will provide offenders with useful employment services and programming to help them find work after they are released from custody. When the assessment tool is ready for use, the ministries will begin testing it in correctional centers.

A new employment support and connection process was tested in Prince Albert for adults with community sentence orders. If successful, the model could be expanded to other communities. Initial efforts are focused on implementing best practices for probation officers in case management planning and program referrals. This will help offenders gain and maintain regular employment and reduce reoffending.

The justice system updated employment, education and literacy programs in correctional centers. To improve teaching skills, Creating Independence through Student-owned Strategies (CRISS®) teachers have been hired to work for the ministries. CRISS is a program that teachers use to help improve students' reading, writing, and learning skills. Adult Basic Education programming has also been approved for use in all adult correctional centers. In Prince Albert, the Sun West School Division has developed pilot courses to improve reading and math skills for adults and youth involved in the justice system. The Construction Worker Prep program offers dual credit with the Saskatchewan Indian Institute of Technologies (SIIT) towards completion of a certificate course for offenders who participate in the program.

The Whitespruce Provincial Training Center is partnering with Habitat for Humanity and the SIIT to provide vocational training to male offenders who are deemed low risk to public safety. This has increased opportunities for offenders to gain education, trade, and employment skills. Basic construction skills are learned by offenders who participate in building a Habitat for Humanity home. The work experience and the SIIT Construction Worker Prep Program give offenders better opportunities to find meaningful jobs when they are released from custody.

Participants had this to say about their experience in SIIT's Construction Worker Prep program:

*"All together I really like the program; I'd encourage anyone looking for more skills in construction to take this program."
 "I know the training I received here at Whitespruce will benefit me in future carpentry jobs."*

In September 2017 the ministries partnered with Regina school boards, the health region, community-based organizations and the Ministry of Education to create the Integrated Classroom for young offenders in Regina. This innovative program provides in-custody youth with the opportunity to attend regular schools in Regina. For many of these youth, this was the first time they had been enrolled in or attended a high school. Young offenders who have been in the program over the last year have consistently rated their commitment level in the classroom as high.

Performance Measures

Young Offenders School Enrollment in Regina

Since the Integrated Classroom initiative was established in Regina in May 2017, there has been increase in enrollment of young offenders in Regina schools from 48% to 80%.

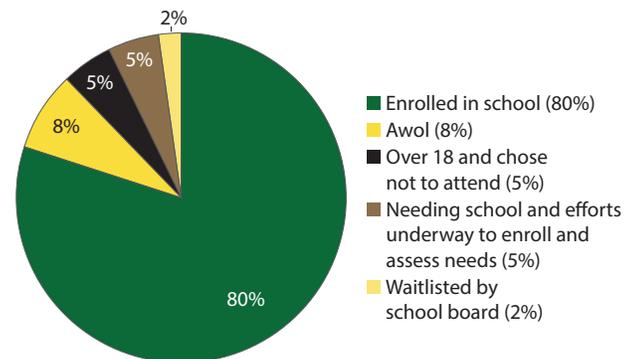
Percentage of Offenders Receiving Local Market Services

This year, 90% of the targeted offenders within the Prince Albert pilot site received employment and education counselling and referrals to other supports and programs.

Employment Status Post-Release

There is currently no way to capture employment status because the justice system does not have data on employment status of offenders after release. Staff are currently partnering with third-party service providers to see if there is the potential to develop the ability to consistently capture data about the employment status of post-release offenders in the future.

Status of Community Corrections Young Offender School Enrollment – Snapshot as of March 16, 2018



Source: Ministry of Corrections and Policing, Custody Supervision and Rehabilitation Services, March 2018

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities: Build safer communities, promote fiscal responsibility, promote client-centered services, utilize enterprise approaches to renewal of government services, and support transformational change.

Ministry Goal

Safe and Secure Communities

The ministries support the Government's goal of securing a better quality of life for all Saskatchewan people by working to ensure communities are safe and secure. To do this, the ministries have increased partnerships across the province to expand effective community policing models, decrease traffic collisions and fatalities, and address gangs, drugs and violence.

Strategy

Increase adoption of evidence-based policing models to promote effective policing and crime prevention and improve community safety outcomes

Key Actions and Results

The ministries continue to maintain and expand the use of evidence-based policing models such as the Community Safety Officer (CSO) program across Saskatchewan. The CSO program is designed to address low-risk, high-priority community safety concerns in municipalities and First Nations. A CSO provides a uniformed presence in communities, liaises with schools and community groups, and uses targeted enforcement to increase compliance with municipal bylaws and traffic laws. The CSO is not a police officer or an RCMP member. They are a municipal bylaw enforcement officer that has been given special constable status to enforce a few, select provincial statutes. By diverting such investigations to the CSOs, RCMP resources are freed to manage more serious investigations or crimes-in-progress. The program operates in 16 communities and program expansion to more communities is ongoing.

The ministries continue to partner with SGI and police agencies to decrease traffic-related collisions and fatalities through prevention, education, and enforcement. This partnership is exemplified by the creation of Combined Traffic Services Saskatchewan (CTSS) in 2014. CTSS positions are located within police agencies in all areas of the province. They undertake public campaigns and host events to increase awareness of the dangers of impaired driving, distracted driving and speeding. In 2017, the number of lives lost to fatal accidents on Saskatchewan roads dropped to 102, compared to 125 in 2016. This was a low not seen in more than 60 years.

The justice system continues to explore partnerships with First Nations to advance community safety and well-being. For example, discussions are underway to pilot the CSO program on First Nations reserves. The Hub model of providing integrated human and justice services to individuals at risk of criminal behavior is also being expanded to more First Nations communities.

The justice system is working with community partners to combat organized crime, gangs and radicalization. This includes partnering with the Saskatoon community-based organization STR8 UP to provide outreach, support, personal healing and education to ex-gang members and deliver prevention education on the dangers of crime and gangs to youth and the community. STR8 UP has been granted \$188,000 by the federal government for the development of a provincial gang strategy with the assistance of academics, justice professionals and community stakeholders.

The ministries partnered with the ministries of Health, Social Services, Education, and Advanced Education to establish the Saskatchewan Drug Task Force. This provincial response is focused on addressing fentanyl and other emerging public safety issues. The Saskatchewan Drug Task Force concentrates on the following key areas: gathering facts, trend and risk analysis, emergency management for treatment and intervention, and prevention. Plans are also underway for improving the monitoring and surveillance of opioid use and abuse, and improving the responses to opioid emergencies at both the local and provincial levels.

The Safer Communities and Neighbourhood (SCAN) program continues to support the justice system's activities that are focused on prevention, intervention and suppression of crime in Saskatchewan. SCAN helps police and other law enforcement agencies stop criminal activity such as drug dealing, gangs and prostitution by targeting property where the crime is happening. This includes shutting down homes or businesses if needed. SCAN works with home owners and tenants to spot any criminal activity concerns to help deal with neighbourhood issues before

Since SCAN was formed in 2005, it has received **over 6,000 calls** from citizens in over 190 communities in Saskatchewan.

police action is needed. This makes the community safer and a better place to live. As of April 2018, SCAN has issued 36 successful Community Safety Orders which have resulted in property closures. SCAN has also issued 405 warning letters and 864 Demands to Vacate. An additional SCAN unit was established in Prince Albert in March 2018.

The Ministry also announced the Protection and Response Team (PRT) in August 2017. Established as a response to recommendations from the Caucus Committee on Crime, the PRT consists of 258 armed officers who will have arrest and detention powers. The team comprises 120 police officers from RCMP and municipal police services, 40 Ministry of Highways Commercial Vehicle Enforcement Officers, and 98 Ministry of Environment Conservation Officers. One of the PRT's main goals will be the reduction of crime in rural Saskatchewan.

Performance Measures

Uptake of evidence-based policing models

The Community Safety Officer (CSO) program is an evidence-based policing model that deploys resources to identify and address low risk, high priority safety concerns in communities. As of March 31, 2018, the CSO program is operating in 16 Saskatchewan communities. The program has seen 220% growth since 2016-17, when it was operating in five communities.

Strategy

Expand community mobilization and engagement in community safety and well-being

Key Actions and Results

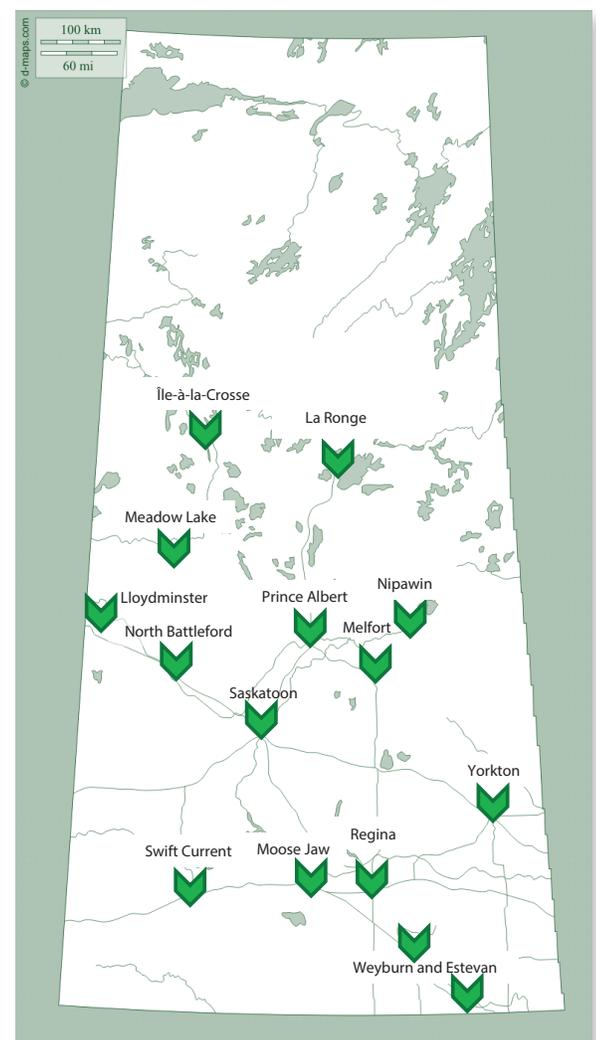
The ministries worked to further develop the province's Hub networks. Hub networks are teams of frontline workers from human service ministries and agencies who work collaboratively in communities to connect people with the right programs and services. Saskatchewan's Hubs have successfully engaged with 85% of the clients referred to them, and the number of people Hubs are able to help across the province continues to grow. To better understand client needs, the ministries are in the process of studying outcomes for the children referred from Hubs to Child and Family Services. New Hubs were established in the communities of Regina and Île-à-la-Crosse in 2017-18. The communities of Fort Qu'Appelle, Beauval, Sturgeon Lake First Nation, Stanley Mission, and Green Lake have all expressed interest and received information and guidance to determine if the model is appropriate for their communities.

The justice system works hard to ensure that when people are released from custody they have the best possible support programs to help them transition back into their communities safely and avoid committing new crimes. To support this, the ministries are continuing to develop meaningful outcomes, measures, and targets for the provincial Community Connections program to ensure that community-based programs are effective in reducing reoffending for high-risk clients.

The number of families involved in the Healthy Families Initiative (HFI) increased from eight (total of 46 people) to 11 (total of 70 people) this year. The HFI is a two-year pilot program to support families by addressing issues such as addictions and mental health concerns to help them to care for their children and reduce criminal behaviour and family violence. The HFI pilot is scheduled to end in September 2018 and is currently being reviewed for the level of impact the program has had with the families who have participated.

The development of an information-sharing management system for the HFI pilot that interfaces with providers and government is no longer being pursued. The development time for such a system would have been longer than the pilot phase. The HFI is currently undergoing an outcome evaluation and is not due to receive continued funding after its scheduled end in September 2018. If the HFI continues, the information sharing system would be reconsidered at that time.

Saskatchewan Hubs as of March 31, 2018

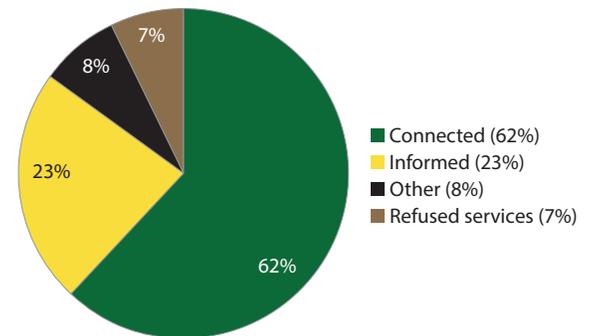


Performance Measures

Hub clients connected to services

The focus in 2017-18 was on increasing the percentage of Hub clients that are informed, offered and connected to appropriate services through a participating lead agency from 50% to 70%. An increase of 11% was achieved (62%). The ministries will continue to monitor Hub activities to ensure quality of service to clients improves and support plans are developed for communities who require additional assistance.

Percentage of Hub Clients Connected to Services
2017-18



Source: Integrated Justice Services,
Community Safety and Well-being Division

Strategy

Use targeted approaches to address high rates of violence across the province

Key Actions and Results

The Northeast Serious Violent Offender Program (NSVOP) is implementing components and principles of the Serious Violent Offender Response (SVOR) in the communities of Sandy Bay, Pelican Narrows, and Deschambault Lake. The Program involves the justice system working with health services, First Nations and Métis organizations, and local community partners to create programs specifically for people who have a history of violent behaviour, with the overall goal of reducing violence and increasing community safety.

The ministries continue to lead the Northeast Youth Violence Reduction Partnership (NYVRP) program in the communities of Sandy Bay, Pelican Narrows, and Deschambault Lake. The program provides intensive support and reintegration services for high-risk youth and young adults to reduce youth violence and gang-related offending through community support,

"We have heard from parents themselves who have said that their children are listening more, they are going to school more, they are not fighting as much. They are coping better with their anger."

Project Manager for the Northeast Youth Violence Reduction Partnership

supervision and sustainable, pro-social connections. Young people can be referred to the program by their own families, teachers or others who believe that support could help improve their lives and reduce their risk of committing a crime. Integrated case management for these youth is provided by community staff employed by local stakeholder agencies under contract with the ministries. Funding for these staff is provided by Public Safety Canada through the Ministry of Justice and Attorney General. Approximately 80 youth have consented to services and support since the creation of the NYVRP.

The justice system is looking for ways to include Domestic Violence Court approaches into traditional provincial courts to help offenders learn to deal with anger in their relationships and avoid the use of violence. A workshop was hosted that included representatives from all seven therapeutic courts in Saskatchewan. This included judges, prosecutors, legal aid lawyers, probation officers, treatment providers, police officers and victim service workers. The justice system continues to work to identify standardized domestic violence programming that is culturally responsive and effective in reducing domestic violence reoffending across the province.

The ministries continue efforts to undertake data analysis and develop predictive analytics models to identify emerging issues and risks to support the effective use of police resources in targeted priority areas. The CSO and SVOR programs described elsewhere in this report are examples of responsive programs using data to inform priorities.

Performance Measures

Serious violent reoffending

This year's target to have SVOR expansion to Regina and NSVOP be operational in the communities of Pelican Narrows, Sandy Bay, and Deschambault Lake by March 31, 2018 has been met and will contribute to our efforts to reduce violent reoffending in these communities by 2020. An outcome evaluation will be implemented in 2018-19 to assess the impact on recidivism and progress towards the 2020 target to reduce recidivism by 30% among this population.

Offence frequency and severity over time among serious violent offenders

As the program is just becoming fully operational, it is too early yet to assess the full impact of the SVOR and NSVOP programs on recidivism. An early "formative" evaluation has been completed and early indicators of program success include increased participant engagement in employment, education, and behavioral and cultural programming.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities: Keep Saskatchewan strong by investing in people, support the Saskatchewan 10 Year Mental Health and Addictions Action Plan, promote client-centered services, and utilize enterprise approaches to renewal of government services.

Ministry Goal

Integrated Justice and Human Service System Responses

The ministries goal of integrated justice and human service system responses supports achieving government's goal of securing a better quality of life for all Saskatchewan people. It does this by helping to reduce interpersonal violence, quickly resolving child protection matters, and helping to increase the collection of maintenance for children and families. The ministries further support government's goal through increased supports for victims of crime with collection of restitution payments, and the provision of proactive and integrated mental health, domestic violence, and victim service programs.

Strategy

Provide services and assistance to victims of crime and other individuals in vulnerable circumstances

Key Actions and Results

The ministries completed a Saskatchewan Domestic Violence Death Review as part of the provincial response to interpersonal and domestic violence. The final report will be released in May 2018 and will contain several recommendations. The ministries and the Status of Women Office will lead the Government of Saskatchewan in developing a response to the report.

The Child Protection Mediation program began as a pilot in 2009 to reduce the time in resolving child protection matters. The program encourages informed decision making and parent participation in matters affecting their children. It also aims to increase parents' satisfaction with the management of child protection cases. Files are referred to the program from a variety of places, such as the Ministry of Social Services, lawyers, parents, foster parents and care givers. This year there were six child protection mediation files managed by the program. Work is ongoing to increase the number of referrals and use of the program.

The ministries have been increasingly successful in collecting court-ordered maintenance on behalf of Saskatchewan children and families. The amount of maintenance collected for Saskatchewan children and families increased from roughly \$43 million in 2016-17 to roughly \$44.5 million in 2017-18. These maintenance payments help decrease poverty and improve quality of life for Saskatchewan children.

The justice system continues to help victims of crime collect court-ordered restitution. Court-ordered restitution is money that judges award victims of crimes such as theft or property damage to compensate for their losses. This past year, the ministries' collection target rate of an average of 70% was achieved. The ministries will continue to seek improvements and provide training on policy and procedures to increase court-ordered restitution collection rates. Saskatchewan's collection program has been successful and gained attention from other Canadian jurisdictions, as well as international governments who are interested in learning about Saskatchewan's best practices in restitution collection.

The ministries continue to support programming to meet the needs of victims of domestic violence and other violent crimes. Services for victims of violent crimes across the province include police-based victim services, Aboriginal family violence programs, programs for children exposed to violence and specialized domestic violence victim service programs. In addition, a victims' compensation program exists that helps reimburse victims for financial expenses resulting from violent crimes. Victim Services conducted a client survey this past year which included questions about how clients felt about the services they received. The results show that 95% of the clients surveyed reported that the supports they received met or more than met their needs, and that 94% of respondents reported that they were satisfied or very satisfied with the supports they received from Victim Services.

Under *The Victims of Interpersonal Violence Amendment Act, 2017*, which was passed in summer 2017, tenants are now allowed to end fixed-term tenancy agreements with 28 days' notice if they or their family members are being abused by another resident or former resident of the rented property. These amendments prioritize personal safety for renters who are fleeing situations of interpersonal violence and abuse.

In November 2017, the Ministry of Justice launched the Juror Support Program to support people experiencing personal difficulties resulting from jury duty. The Program provides jurors with access to four treatment sessions with a health care professional to help them overcome personal difficulties related to jury duty. Additional sessions may be approved if deemed appropriate in the circumstances.

The Ministry developed legislation, introduced in late 2017, that creates new legal options for people whose intimate images have been shared without their consent. *The Privacy Amendment Act, 2017* allows people whose intimate image has been distributed without their consent to sue the person who distributed the image. It also shifts the onus of proof to the person who circulated the image, requiring them to show they had received consent to do so.

The Family Information Liaison Unit (FILU) became operational in late 2017. The FILU, which is funded through Justice Canada, is designed to connect families of missing and murdered Indigenous women and girls with those organizations who can provide information about their loved ones.

Performance Measures

Collection of Support Payments for Children and Families

The justice system aims to increase dollars collected for those that are owed court-ordered maintenance payments, compared to the 2016-17 baseline.

The roughly \$43 million collected in 2016-17 and the roughly \$44.5 million collected in 2017-18 show a continuous increase in the amount of maintenance collected by the ministries. Year over year, since 2007-08 the ministries have successfully continued to increase the amount of court-ordered maintenance dollars collected for families and children.

Collection of Restitution Payments

The ministries aim to maintain a high percentage (above 70%) of dollars collected for victims owed money through court-ordered restitution. The ministries' average collection rate for the 2017-18 fiscal year was 70%. This means that 70% of all victims that are due court-ordered restitution are receiving that money with the help of the ministries.

Strategy

Lead an improved system-wide response for people with mental health needs and addictions who come into contact with police, courts, and corrections

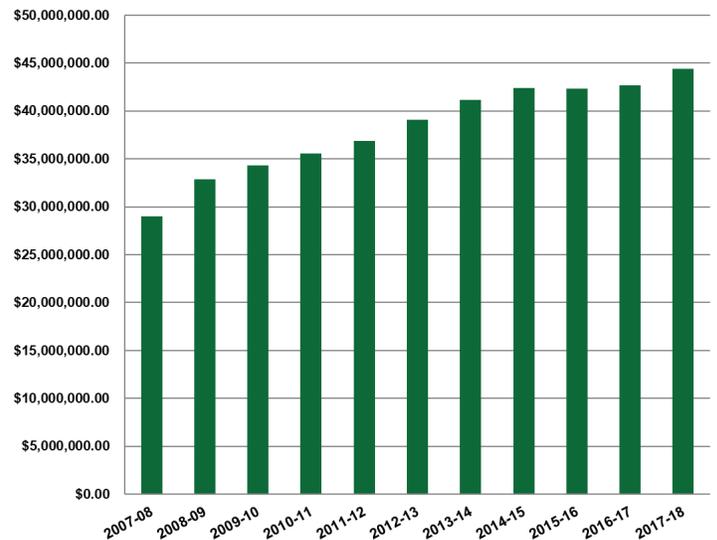
Key Actions and Results

The Police and Crisis Team (PACT) received increased support this past year to expand the program to more locations in the province. PACT involves partnerships between mental health workers and police officers who work together to ensure people who are having mental health emergencies get the proper medical assistance. This helps reduce risks to community safety and relieves the strain on police and emergency medical services. In 2017, the Premier's Committee on Rural Policing released a number of recommendations on rural crime. This included a recommendation that the justice system receive a funding commitment to expand the PACT program to Prince Albert, North Battleford, Moose Jaw and Yorkton. These communities are now in the process of developing local strategies for implementation of the PACT model in their areas.

Victim Services clients had this to say:

"My worker was so incredibly supportive, informative, knowledgeable and genuine! She listened to my needs, did not make me feel rushed or like I didn't matter and was just another 'victim.' I cannot thank her enough!"

Child Support Monies Collected 2007-08 to 2017-18



Source: Ministry of Justice and Attorney General, Family Justice Services

It is estimated that Saskatoon's PACT program has helped the province avoid **\$574,122** in health costs in 2017-18 by providing an alternative to emergency room visits and arrests. Without PACT, non-PACT police officers would have been called out **over 1,000 times** for calls that did not involve a criminal offence during this time period.

Domestic violence and drug treatment courts have shown that therapeutic courts can make a difference to offenders and their families, while also serving the needs of the community and the justice system. Therapeutic courts are dedicated to providing programming and supports to clients to address some of the root causes of crime, such as mental health issues, addiction, and limited anger- and risk-management skills.

The ministries continue to promote therapeutic court approaches for those with domestic violence, mental health and addictions issues by implementing these practices within the traditional court system. To support this, the ministries hosted a Knowledge Exchange Workshop for key stakeholders to learn the best practices of each of Saskatchewan's therapeutic courts and to begin the process of expanding these court models throughout the province.

Work continues to develop and implement the Corrections Mental Health Strategy in Saskatchewan. Treatment for mental health will be integrated with correctional programming for offenders at the Saskatchewan Hospital North Battleford (SHNB). This programming has been developed by SHNB clinical staff to address mental illnesses and risk factors associated with criminal behaviour.

The work to implement standardized suicide assessment and procedures for offenders with mental health concerns in custody facilities is ongoing. A standardized suicide risk assessment has been developed, as well as mental health screening protocols. Both will be implemented in 2018-2019.

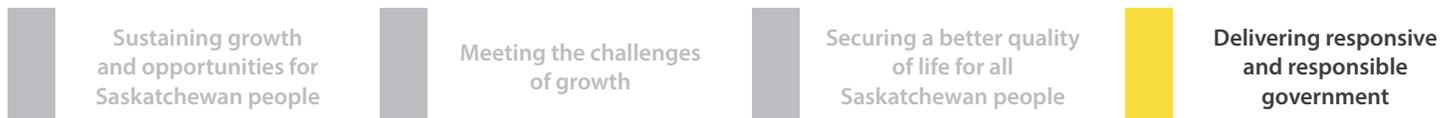
The ministries are creating a data warehouse with tools to monitor reoffending rates for offenders who have completed the Dedicated Substance Abuse Treatment Unit program (DSATU) at the Regina Provincial Correctional Centre. The DSATU is a five-week program similar to in-patient addiction treatment programs available in the community. The data warehouse and tools will allow employees to study the effectiveness of the DSATU program and other strategies to reduce reoffending.

Performance Measures

Screening of mental health and suicide risk in adult facilities

This year's target to introduce standardized mental health and suicide protocols into the Pine Grove Correctional Center was slightly delayed; however, the protocol is ready for approval and both are expected to be implemented in 2018-19.

Government Goals



Strategic priorities: Promote fiscal responsibility, and support transformational change.

Ministry Goal

Accessible and Efficient Justice System

The ministries have continued to support government's goal of delivering responsive and responsible government by providing an accessible and efficient justice system. The ministries have created strategies to reduce short- and long-term remand use by expanding video-court technologies, improving processes to reduce-time to-trial, and working with partners to decrease court delays. The ministries are further working to provide innovative solutions to dispute resolution, family matters, and court processes. To support innovative responses, the ministries are engaged in advanced research and enhanced data analysis.

Strategy

Reduce demand for justice services through a coordinated justice response

Key Actions and Results

The ministries continue to work to develop a validated remand risk assessment tool to help police make decisions on the efficient use of remand. Remand is the practice of keeping a person who has been arrested in custody before conviction. While not all accused awaiting trial are held in remand, the practice is used in a variety of situations, such as those where the accused is considered a risk to the public or a flight risk.

The justice system has made progress in reducing short-term remand numbers while maintaining public safety through practices such as early case resolution and video court. This is contributing to reduction of remand for people who are accused of crimes and present a low risk to public safety. Remand is costly and takes up space in correctional centers that is needed for rehabilitation programs for sentenced offenders.

Progress has been made in implementing processes and practices to reduce the time it takes for trials to happen and speed up sentencing for people who have spent a prolonged period of time on remand. The justice system is working to standardize case documents; improve information sharing; conduct earlier case assessments; ensure remand is being used only where necessary; initiate resolution discussions; and reduce court delays.

Performance Measures

Short-term remand

The target for 2017-18 of being below the baseline measure of 8.1 days was achieved at 7.8 days. To date, however, the initiative has achieved a much greater impact. Prior to the initiative, remand was steadily growing over the past 25 years. The growth rate was reduced from 17% to near zero in 2017-18. Since the ministries began seeking ways to address remand rates, the growth rate has dramatically decreased resulting in the total remand count reduction. This reduction is expected to contribute toward reaching the overall target of a 50% reduction in the total remand population, or a 25% reduction in the total custody population by 2020.

Strategy

Provide accessible and timely resolution of civil, family, criminal, and administrative matters

Key Actions and Results

The justice system is aligning resources and working with key partners to reduce court delays that affect time-to-trial. One example of this is the use of early case assessment to determine the appropriateness of proceeding to trial. The justice system is also focused on providing effective administration services to support Saskatchewan's Courts.

Discussions continue regarding creating efficiencies at Meadow Lake Provincial Court. Initiatives implemented include special sittings of the court, adjustments to court scheduling, and video appearances. Effort is being made there, and across the province, to reduce the time the disclosure process takes so matters can move through court and be resolved more promptly.

The Strategic Systems and Innovation Branch has been working with the Office of Residential Tenancies (ORT) to develop an online case management system that will make processing ORT cases and hearings easier for clients and staff. This system is currently in the final stages of development and testing.

Performance Measures

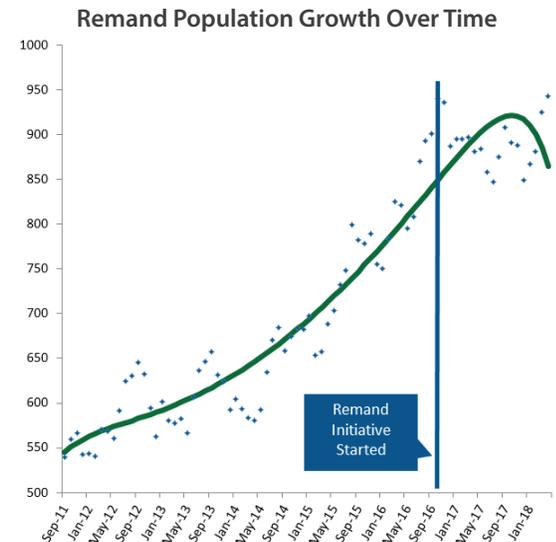
Elapsed Time to Trial/Case Resolution

Baseline and evaluative data within the file and case management system is currently unavailable. This is primarily due to a combination of resource constraints and the complexities inherent in ensuring secure and lawful data sharing. Work to develop this measure is ongoing.

Most cases in the province are resolved within the target time frames set out by the Supreme Court of Canada. Exceptional events are often the cause in the small number of cases that are concluded outside those time frames. Nonetheless, the ministries continue to implement further strategies to move every case along as quickly as possible. These include focusing on expediting disclosure, assessing cases as early as is workable, removing cases that do not meet the prosecution standard, increasing the use of video technology, and working to resolve cases as soon as possible.

Fine Collection

The Fine Collections Branch consistently collects a high rate of fines from tickets. In 2017-18, the Branch increased their collection rate from 83.7% to 84.35%. There were fewer tickets issued in 2017-18, which may be an indicator that more people are obeying the laws for fineable offenses.



Source: Ministry of Corrections and Policing, Research and Excellence Division

Strategy

Reduce barriers in the family law system for families going through separation and divorce

Key Actions and Results

The ministries are continuing to explore options to develop two separate streams of family court processes, one that is simplified for the majority of litigants whose issues are straightforward, and another for the minority who have complex issues. The mandatory dispute resolution process below is one example.

The ministries consulted with various stakeholders, including lawyers, mediators, and people in the midst of a separation or divorce, to research the viability of a mandatory information and dispute resolution process prior to court for all parties involved in family law issues. The ministries also introduced legislation to create a structure for family justice professionals to offer family arbitration and parent services. *The Arbitration (Family Dispute Resolution) Amendment Act, 2017* and *The Miscellaneous Statutes (Family Dispute Resolution) Amendment Act, 2017* were passed by the Legislature and will come into effect in May 2018.

The Family Matters: Assisting Families through the Separation and Divorce program provides families with early mediation and problem resolution options outside the traditional court system. The program also offers families a free three-hour problem solving session with a service provider. The program provides early intervention and problem resolution outside the court system, thereby reducing demand on the court system and allowing for quicker resolution for families.

Performance Measures

Family Matters Services

The ministries provided 93 referrals and information sessions to clients, slightly below their target of 97. Although slightly below target, the Family Matters program has continued to see a high demand for services and now has sustained resources to continue to provide this service. Since initiation, this program has delivered 249 problem solving sessions and has now been expanded from two sites to a province-wide service.

The Family Matters program assists families through separation and divorce. In 2017-18:

- ⇒ 1,689 contacts were made to the Program (by phone, email, or in-person);
- ⇒ 2,781 instances where a referral was made or information on services was provided; and,
- ⇒ 92 problem solving sessions were held.

Strategy

Make the justice system understandable, affordable, and timely

Key Actions and Results

The justice system has successfully expanded video-conferencing units to more locations within the court system. The ministries have increased the number of locations by 15, and the number of video units by 24. These new locations include legal aid offices and provincial courts in Black Lake, Humboldt, Weyburn and Melville as well as the reestablishment of services in Pelican Narrows.

Efforts to implement legislative amendments and develop systems to support administrative processes for citizens requiring time to pay their provincial fines were not completed due to other projects taking priority. However, these changes are being considered for 2018-19.

Discussions have begun to assess the potential development of a Justice Access Centre as a pilot project to provide justice services to citizens. Justice Access Centers, such as the one in British Columbia, provide citizens with multiple justice services to help resolve their problems in a central location.

The Ministry of Justice and Attorney General has developed a strategy to provide better support for tribunals and the services they provide for their users. This strategy includes the creation of a legal counsel office specifically for tribunals. The Office of Tribunal Counsel (OTC) has been operational since November 1, 2017, and is currently staffed by one lawyer and a paralegal. The OTC currently provides legal service to 14 independent provincial tribunals who were formerly clients of the Civil Law Branch of the Legal Services Division.

Performance Measures

Court Appearances by Video-Conferencing

The percentage of charges heard by video-conference in courts with video-conferencing equipment in the 2017 calendar year was 21%. This exceeded the ministries' goal of 20%. The justice system will continue to increase the percentage of court appearances heard by video-conferencing.

Strategy

Use data analytic approaches to optimize deployment of Ministry resources

Key Actions and Results

An Integrated Justice Information Management Systems (IJIMS) framework supports the justice system with business intelligence and data analyses. This enables ministries to identify and analyze trends to support improved services and informed decision making. The Justice Data Warehouse configuration was completed in September 2017 and nine reports were developed for Courts and Corrections in the 2017-18 fiscal year.

The ministries have reviewed the Canadian Centre for Justice Statistics (CCJS) research on re-contact of offenders in Saskatchewan's justice system. This information will help identify strategies to target and reduce the prevalence, frequency, and time to re-contact of the small number of offenders responsible for a large amount of work for police, courts and corrections. The ministries will continue to work with CCJS and Statistics Canada to access data to inform strategies, programs and services to reduce recidivism.

Analysis of the Canadian census provincial population information continues to be undertaken in order to inform the development of programs for people needing justice services in Saskatchewan. This information helps identify local needs and provide responsive programming.

This year, the ministries improved business processes by developing new models for court security, prisoner detention and offender transport. The new model for transporting prisoners between certain communities will become fully operational in 2018-2019. This will include routes between Regina and Saskatoon, Prince Albert and Saskatoon, and Saskatoon and North Battleford/Lloydminster. The ministries are also in the process of reviewing the recommendations made from a security review done by Public Safety Canada on three courthouses in Regina and Saskatoon to improve security, information sharing and other internal risk management processes.

Strategy

Adopt and maintain appropriate IT infrastructure and tools to deliver the ministries' programs and services

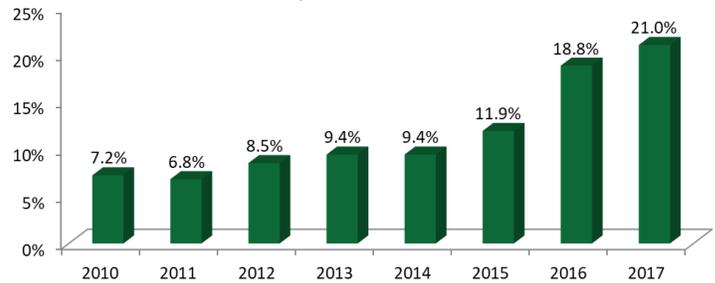
Key Actions and Results

The ministries' Strategic Systems and Innovation Branch (SSI) continues to develop the Criminal Justice Information Management System (CJIMS) through ongoing improvements and hardware/software upgrades. The application combines core information from courts, corrections and fine collections and is used by prosecutors and police services.

The SSI Branch continues to develop its small systems program as a part of the IJIMS network. The small systems strategy uses a consistent and sustainable approach to application development with a focus on creating reusable components, which increases cost savings and efficiencies.

The SSI Branch continues the process of migrating data and reports from multiple systems to the centralized data warehouse through the development of dashboards and reports for the justice system. This work will help the ministries make effective business decisions.

Percentage of Charges Heard by Video-Conference in Court Locations with Access to Equipment January - December 2017



Source: Ministry of Justice and Attorney General, Court Services Division

Strategy

Address infrastructure needs of the Ministry to ensure delivery of quality programs and services

Key Actions and Results

Work is ongoing to revitalize and enhance physical infrastructure to ensure safety and security of staff and offenders at provincial correctional centers. Correctional facilities received several upgrades this past year to improve the security to outside borders of the buildings, the outdoor recreation spaces, building locks, and cameras used to monitor offenders within and outside of the buildings. The ministries continue to look for ways to improve the safety and security of the staff and offenders at provincial correctional centres.

A review of court fees across the province was completed this past year. It was concluded that some provincial court fees in Saskatchewan require changes to reflect the cost of delivery of services. Changes include increases to some court applications and introduction of some new fees that are expected to take place in July 2018.

The ministries continue to explore options to implement the use of video-conferencing in the Office of Residential Tenancies hearing process.

The Prince Albert Correctional Centre kitchen replacement project was initiated in fiscal 2016-17. Construction began in 2017 and is expected to be completed in 2018. In addition, the lifecycle replacement of food services equipment project was completed in eight of provincial correctional facilities last year.

Strategy

Support government institutions, local authorities, and communities

Key Actions and Results

The Office of Residential Tenancies (ORT) this year engaged community partners to expand educational opportunities for landlords and tenants to learn about common residential tenancy issues. This included 30 presentations given to educational institutions, non-profit organizations and other community agencies. Organizations such as the Open Door Society, YMCA/YWCA, Saskatoon's Crime Free Multi-Housing, Saskatchewan Housing and the University of Regina continue to request presentations.

The Strategic Systems and Innovation (SSI) Branch is developing an interactive online application database for the ORT to provide landlords and tenants information about their rights and responsibilities to speed up resolving residential tenancy issues. This case management software will improve ORT staff's ability to respond to tenant and landlord disputes quickly and efficiently; improve communication when claims are filed; and save money by reducing paper usage. Landlords and tenants will be able to access the online system from mobile phones as well as computers. They will be able to create claims, pay fees or security deposits, upload records, photos and other documents for use as evidence. The online system is scheduled to be released in the fall of 2018.

The ministries' Access and Privacy Branch continues to respond to requests for assistance with understanding and compliance with access to information and privacy matters. The ministries are working to improve the Access and Privacy Branch's capacity to respond faster to access to information requests.

Regulations were completed in the fall of 2017 resulting in the passing of *The Freedom of Information and Protection of Privacy Amendment Act, 2017* (FOIP) and *The Local Authority Freedom of Information and Protection of Privacy Amendment Act, 2017* (LAFOIP). Both Acts came into effect January 1, 2018. The changes to the legislation include extending the privacy requirements to include MLAs and Cabinet Ministers within FOIP. Changes within LAFOIP now extend the application of the Act to municipal police services. This means that people will have the opportunity to request access to police information, and the duty to protect personal information will be extended to elected officials.

Performance Measures

Processing time of applications for access to government information requests

The ministries achieved their target to increase the percentage of completed access to information requests within legislated timelines to 76% in 2016-17 to 86% in 2017-18.

2017-18 Financial Overview

The justice system's original 2017-18 appropriation was \$600.9 million, including \$13.0 million for capital asset acquisitions and \$593.8 million on an expense basis. The expense budget excludes the \$13.0 million appropriation to acquire capital assets and includes \$6.0 million for the amortization of capital assets.

For 2017-18, actual expenses were \$619.1 million; a variance of \$25.3 million higher than the original budget. The increased costs are attributable to:

- ⇒ increased pressures, largely as a result of utilization pressures within the criminal justice system, including custody services, court services, and legal aid (\$24.6 million);
- ⇒ contingent liability for the Office of the Chief Coroner (\$5.2M);
- ⇒ increased pressures, mainly attributable to high demand for Ministry programs and services (\$2.9 million);
- ⇒ increased amount of capital expenditures expensed due to not meeting accounting standards for capitalization (\$1.4 million); and
- ⇒ increased amortization expenses mainly due to capital improvements (\$0.5 million).

These increased costs were partially offset by savings from vacancies and grants, and deferral of some projects (\$9.3 million).

The replacement of the kitchen at the Prince Albert Correctional Centre and enhancements of security features in other custody facilities were delayed. This resulted in net capital savings of \$2.7 million.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report.

The 2017-18 revenue budget was \$88.3 million. Actual revenue was \$103.8 million; \$15.5 million greater than budget. The increased revenue is primarily attributable to:

- ⇒ a higher than estimated dividend from Financial and Consumer Affairs Authority (FCAA) (\$9.3 million);
- ⇒ an increase in payments from the federal government for custody programs and legal aid (\$3.3 million);
- ⇒ an increase from municipal policing revenue (\$1.8 million);
- ⇒ a net increase in fines and fees collected by Court Services (\$0.8 million)
- ⇒ a higher than anticipated collection of Public Trustee fees; (\$0.4 million);
- ⇒ a net decrease in revenue from a number of different branches (\$0.1 million).

2017-18 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and allocation. Explanations are provided where variances are greater than \$500,000. All amounts are shown in \$000s.

| Sub-vote | Allocation | 2016-17 Restated Actuals | 2017-18 Original Estimates | 2017-18 Actual Expenditure | Variance | Notes |
|--|--|--------------------------------|----------------------------------|----------------------------------|-------------------|-------|
| Central Management and Services | Minister's Salaries (Statutory) | \$ 68 | \$ 49 | \$ 58 | \$ 9 | |
| | Executive Management | 1,806 | 1,799 | 1,637 | (162) | |
| | Central Services | 5,922 | 6,010 | 6,091 | 81 | |
| | Accommodation Services | 39,510 | 40,250 | 40,236 | (14) | |
| Total Central Management and Services | | \$ 47,307 | \$ 48,108 | \$ 48,022 | \$ (86) | |
| Courts and Civil Justice | Court Services | \$ 36,347 | \$ 32,800 | \$ 37,891 | \$ 5,091 | 1 |
| | Salaries – Provincial Court Judges (Statutory) | 15,608 | 15,717 | 15,637 | (80) | |
| | Salaries – Justices of the Peace (Statutory) | 2,746 | 3,031 | 2,888 | (143) | |
| | Family Justice Services | 4,447 | 4,804 | 4,307 | (497) | |
| | Dispute Resolution Office | 1,955 | 2,034 | 1,824 | (210) | |
| Total Courts and Civil Justice | | \$ 61,103 | \$ 58,386 | \$ 62,547 | \$ 4,161 | |
| Innovation and Legal Services | Civil Law | \$ 4,406 | \$ 4,231 | \$ 4,242 | \$ 11 | |
| | Public Law | 6,196 | 5,643 | 5,934 | 291 | |
| | Innovation | 479 | 370 | 381 | 11 | |
| | Public Prosecutions | 24,758 | 25,824 | 24,493 | (1,331) | 2 |
| | Queen's Printer Revolving Fund - Subsidy | 97 | 97 | 97 | - | |
| | Public Registry Assurance Claims (Statutory) | 2 | 1 | 107 | 106 | |
| Total Innovation, Legal and Policy Services | | \$ 35,938 | \$ 36,166 | \$ 35,254 | \$ (912) | |
| Community Safety and Well-Being | Community Services | \$ 9,186 | \$ 17,313 | \$ 14,020 | \$ (3,293) | 3 |
| | Strategic Systems and Innovation | 12,478 | 14,813 | 14,696 | (117) | |
| | Research and Evidence-Based Excellence | 1,182 | 1,444 | 1,168 | (276) | |
| | Access and Privacy | 2,080 | 1,716 | 1,818 | 102 | |
| | Program Support | 1,093 | 1,280 | 1,656 | \$376 | |
| Total Community Safety and Well-Being | | \$ 26,019 | \$ 36,566 | \$ 33,358 | \$ (3,208) | |
| Boards, Commissions and Independent Offices | Human Rights Commission | \$ 2,505 | \$ 2,406 | \$ 2,343 | \$ (63) | |
| | Office of Residential Tenancies | 2,016 | 1,568 | 1,935 | 367 | |
| | Inquiries | 78 | 126 | 39 | (87) | |
| | Legal Aid Commission | 24,921 | 24,269 | 25,469 | 1,200 | 4 |
| | Automobile Injury Appeal Commission | 998 | 1,017 | 994 | (23) | |
| | Highway Traffic Board | 570 | 1,043 | 973 | (70) | |
| | Public Complaints Commission | 584 | 546 | 501 | (45) | |
| | Office of the Public Guardian and Trustee | 3,191 | 3,304 | 3,208 | (96) | |
| Office of the Chief Coroner | 3,221 | 3,047 | 8,782 | 5,735 | 5 | |
| Total Boards, Commissions and Independent Offices | | \$ 38,083 | \$ 37,326 | \$ 44,243 | \$ 6,917 | |

| Sub-vote | Allocation | 2015-16 Actual Expenditure | 2016-17 Original Estimates | 2016-17 Actual Expenditure | Variance | Notes |
|---|--|----------------------------------|----------------------------------|----------------------------------|-------------------|-------|
| Custody, Supervision and Rehabilitation Services | Custody Services | \$ 143,524 | \$ 130,295 | \$ 148,571 | \$ 18,276 | 6 |
| | Community Corrections | 25,782 | 29,085 | 26,483 | (2,602) | 7 |
| | Program Support | 7,167 | 6,154 | 6,476 | 322 | |
| | Correctional Facilities Industries – Subsidy | - | 40 | - | (40) | |
| Total Custody, Supervision and Rehabilitation Services | | \$ 176,472 | \$ 165,574 | \$ 181,529 | \$ 15,955 | |
| Policing | Police Programs | \$ 19,740 | \$ 20,316 | \$ 21,093 | \$ 777 | 8 |
| | Royal Canadian Mounted Police | 179,638 | 182,543 | 182,410 | (133) | |
| | Program Support | 1,429 | 1,398 | 1,330 | (68) | |
| Total Policing | | \$ 200,807 | \$ 204,257 | \$ 204,832 | \$ 575 | |
| Sask. Police Commission | Saskatchewan Police Commission | \$ 197 | \$ 204 | \$ 203 | \$ (1) | |
| | Saskatchewan Police College | 1,242 | 1,280 | 1,260 | (20) | |
| Total Saskatchewan Police Commission | | \$ 1,439 | \$ 1,484 | \$ 1,463 | \$ (21) | |
| Total Capital and Improvements | | \$ 12,387 | \$ 12,995 | \$ 10,322 | \$ (2,673) | 9 |
| Total Ministry Appropriation | | \$ 602,198 | \$ 600,862 | \$ 622,915 | \$ 22,053 | |
| Capital Asset Acquisitions | | (9,744) | (12,995) | (8,977) | 4,018 | 10 |
| Capital Asset Amortization | | 5,803 | 5,969 | 6,511 | 542 | 11 |
| Capital Asset Revaluation | | 526 | - | - | - | |
| Change in Prepaid Expenses | | (12) | - | - | - | |
| Total Ministry Expense | | \$ 596,129 | \$ 593,836 | \$ 619,103 | \$ 25,267 | |

Explanation of Major Variances:

1. Increased costs related to allowance for doubtful accounts, dangerous and long-term offender assessments, transcript services, and other operating pressures.
2. Decreased salary costs due to vacancies.
3. Decreased salary costs due to vacancies, lower than anticipated spending on the Northern Integrated Initiative, and accounting policy changes to accruals on transfer payments.
4. Increased workload causing more files to be handled by the Private Bar.
5. Increased operating expenses including accruals for contingent liabilities.
6. Increased costs due to high counts in custody facility operations.
7. Decreased salary costs due to vacancies.
8. Increased expenditures on rural crime initiatives.
9. Delayed start on major capital projects.
10. Less capital asset acquisition due to the delay of many capital projects (see note 9).
11. Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2017-18 Public Accounts.

2017-18 Financial Results – Revenues

The justice system collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than \$500,000. All amounts are shown in \$000s.

| Description | Revenue Budget | Actual Revenue | Variance | Notes |
|----------------------------------|------------------|-------------------|------------------|-------|
| Fines, Forfeits and Penalties | \$ 20,609 | \$ 19,734 | \$ (875) | 1 |
| Sales, Services and Service Fees | 14,823 | 16,370 | 1,547 | 2 |
| Federal/Provincial Agreements | 12,245 | 15,115 | 2,870 | 3 |
| Municipal Agreements | 18,662 | 20,128 | 1,466 | 4 |
| Proceeds from Other Funds | 21,227 | 30,400 | 9,173 | 5 |
| Other Miscellaneous Revenue | 745 | 2,098 | 1,353 | 6 |
| Ministry Revenue | \$ 88,311 | \$ 103,845 | \$ 15,534 | |

Explanation of Major Variances:

1. Less than anticipated fine revenue from traffic safety initiatives and other court fines.
2. Higher than anticipated Public Trustee fees and Surrogate Court fees were collected.
3. Increased revenues from Exchange of Services agreement, cost-share for young offenders, and legal aid cost-share.
4. Higher than anticipated revenues from rural policing program.
5. Dividend from FCAA higher than estimated.
6. More prior year adjustments required than anticipated.

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- ⇒ Correctional Facilities Industries Revolving Fund (PRISM Industries)
- ⇒ Criminal Property Forfeiture Fund
- ⇒ Queen's Printer Revolving Fund
- ⇒ Victims' Fund

Information regarding the 2017-18 business activities of these funds can be found in **Appendix C** of this annual report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice and Attorney General
Ministry of Corrections and Policing
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3

By telephone: (306) 787-7872

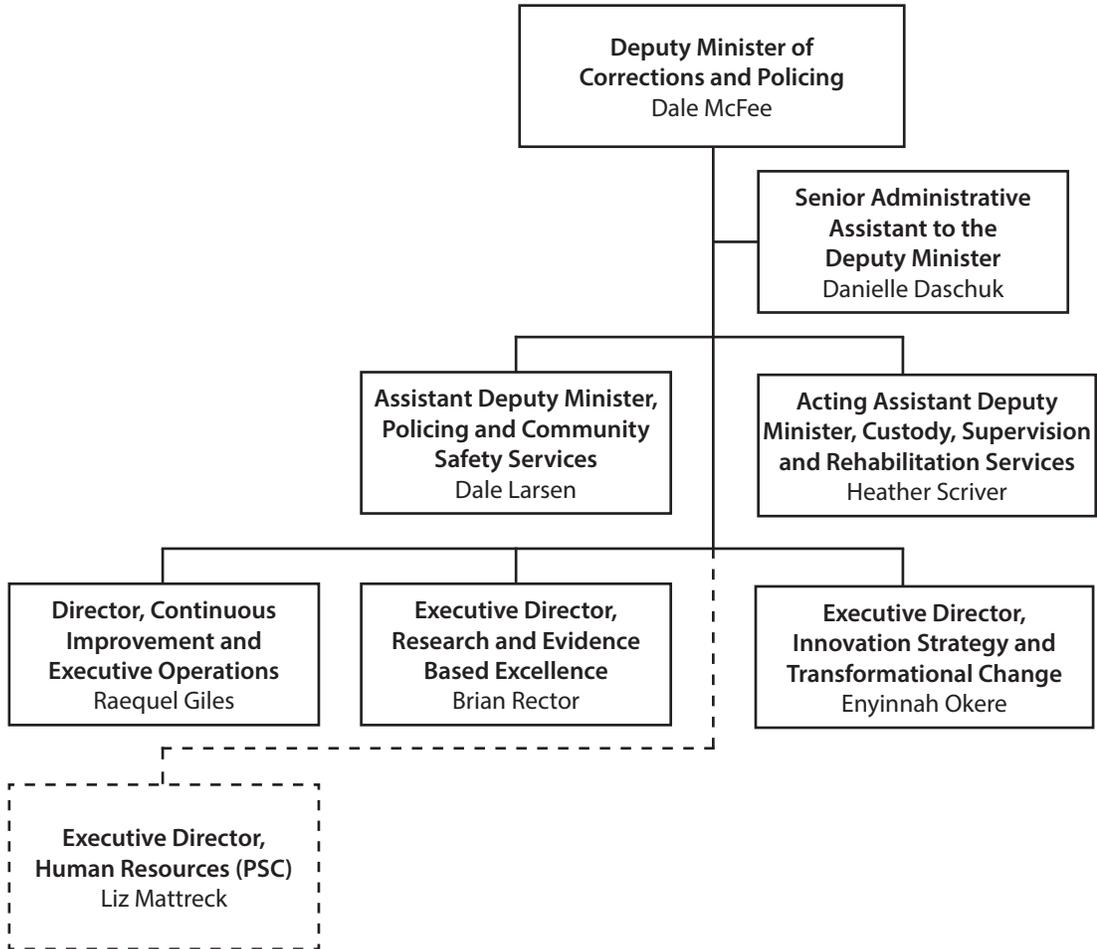
Or send an email to: webteam@gov.sk.ca

Copies of this report are available for download at:
www.saskatchewan.ca/government/government-structure/ministries/justice/

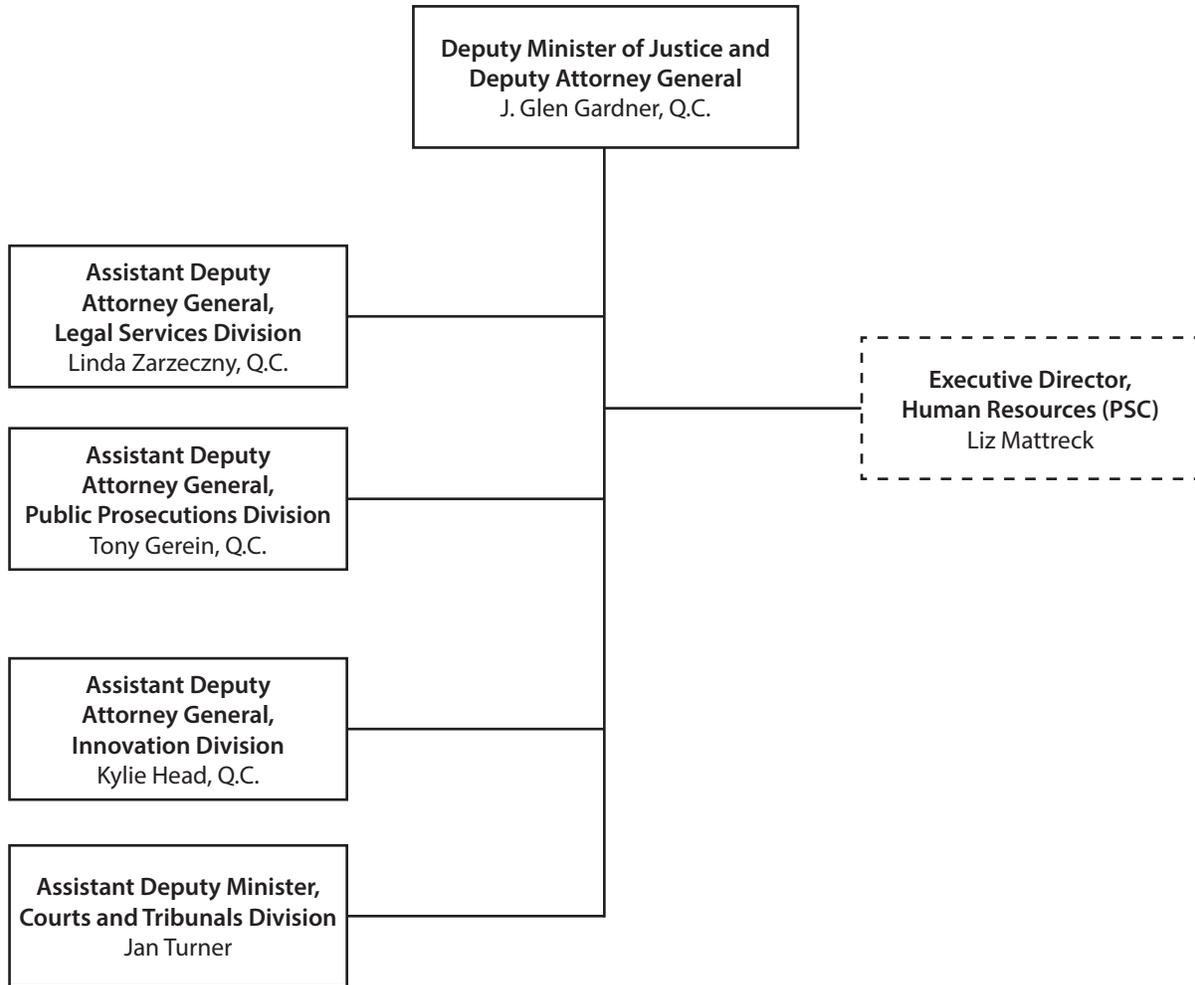
Appendices

Appendix A: Organizational Structure as of March 31, 2018

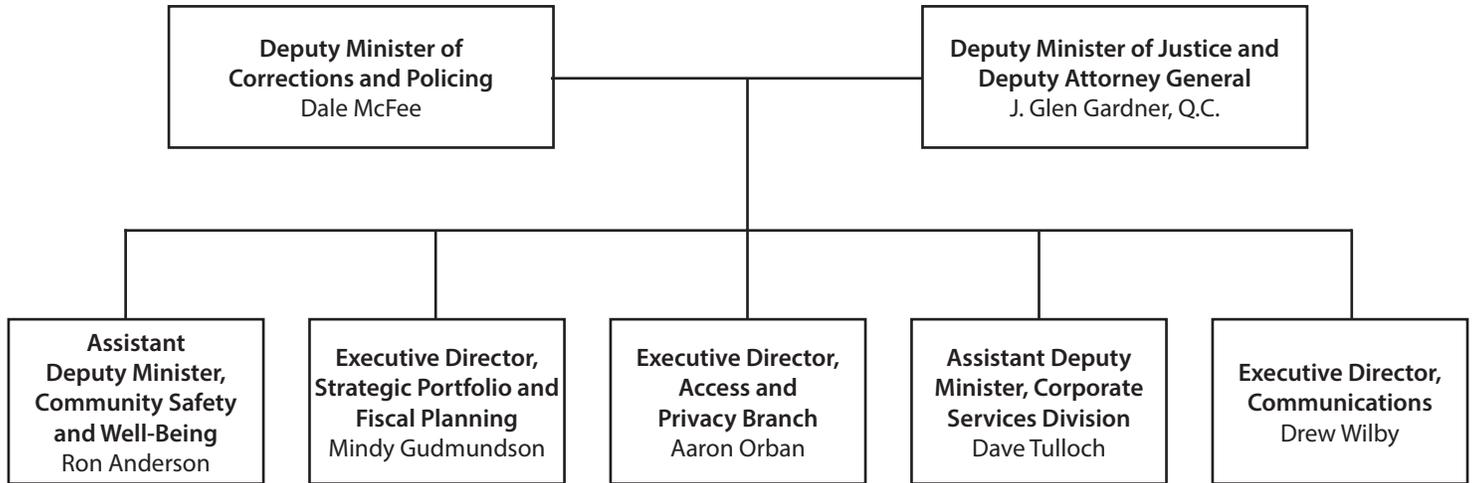
Ministry of Corrections and Policing



Ministry of Justice and Attorney General



Integrated Justice Services



Appendix B: Boards and Commissions

The Minister of Justice and Attorney General is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- ⇒ Aboriginal Courtworker Advisory Board
- ⇒ Automobile Injury Appeal Commission
- ⇒ Financial and Consumer Affairs Authority
- ⇒ Funeral and Cremation Services Council
- ⇒ Highway Traffic Board
- ⇒ Justice of the Peace Review Council
- ⇒ Law Reform Commission
- ⇒ Office of Residential Tenancies
- ⇒ Provincial Court Judicial Council
- ⇒ Provincial Mediation Board
- ⇒ Public Complaints Commission
- ⇒ Public Disclosure Committee
- ⇒ Public and Private Rights Board
- ⇒ Saskatchewan Review Board
- ⇒ Saskatchewan Film Classification Appeal Committee
- ⇒ Saskatchewan Film Classification Board
- ⇒ Saskatchewan Human Rights Commission
- ⇒ Saskatchewan Legal Aid Commission
- ⇒ Saskatchewan Legal Aid Commission Appeal Committee
- ⇒ Saskatchewan Police Commission
- ⇒ Saskatchewan Real Estate Commission
- ⇒ The Elders Forum
- ⇒ Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate tabling requirements and reduce printing costs:

- ⇒ Automobile Injury Appeal Commission
- ⇒ Provincial Mediation Board
- ⇒ Office of Residential Tenancies

Automobile Injury Appeal Commission

Mandate and Objectives

The Automobile Injury Appeal Commission is an independent, quasi-judicial body whose mandate is to adjudicate no-fault bodily injury benefit disputes between a claimant and the insurer (SGL), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role the Commission has several objectives:

- ⇒ to issue quality decisions based on facts, findings and legislative entitlements on a timely basis;
- ⇒ to reduce the average elapsed time between the submission of an application and the commencement of a hearing;
- ⇒ to enhance the understanding of the appeal process and how it may be accessed, and to better inform claimants who represent themselves during the process;
- ⇒ to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- ⇒ to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

Commission Membership

At year end the Commission's membership included:

- ⇒ Kelly Cook, Saskatoon
- ⇒ Dr. Barry Heath, Saskatoon
- ⇒ Patrick Kelly, Q.C., Regina
- ⇒ Joni MacKay, Q.C., Saskatoon
- ⇒ Don McKillop, Q.C., Regina
- ⇒ Walter Matkowski, Saskatoon
- ⇒ Patricia Pacholek, Regina
- ⇒ Shane Parker, Saskatoon
- ⇒ Tim Rickard, Saskatoon
- ⇒ Thomas Schonhoffer, Q.C., Regina (Chairperson)
- ⇒ Christy Stockdale, Regina
- ⇒ Philipp Strenger, Saskatoon
- ⇒ Bruce Wirth, Saskatoon

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGL under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGL under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed within 90 days of the date of SGL's decision or, if mediation was elected, 90 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a \$75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and submitting an Application for Fee Waiver Certificate. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGL have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. Claimants are self-represented in approximately two thirds of applications received by the Commission. SGL is represented by counsel.

Both the claimant and SGL have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- ⇒ *The Automobile Accident Insurance Act*
- ⇒ *The Personal Injury Benefits Regulations*
- ⇒ *The Automobile Accident Insurance (Injury) Regulations*

The Commission's budgetary status is reflected as follows:

2017-18 Actuals: \$993,705
FTEs: 3.0

The favorable actual to budget variance of \$23,295 is primarily attributable to reduced IT spending.

2017-18 Activities and Results

- ⇒ There were 97 new appeal files opened by the Commission during 2017-18. Based on past experience, a significant percentage of these files will be settled or withdrawn by the claimant prior to an appeal hearing.
- ⇒ The Commission issued 53 final decisions during the year. Forty-one of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 77% success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- ⇒ The 53 decisions issued by the Commission in 2017-18 were in process for an average of 2.7 years from the time the file was opened until the written decision was issued. This compares to an average of 2.6 years for the previous year. This slight increase is attributable to the number of older files included in the mix of appeal files reaching the hearing stage of the appeal process.
- ⇒ There were 120 on-the-record hearings conducted during 2017-18. Many of these were conducted by telephone and dealt with various issues that arise prior to the parties and the appeal panel convening for the appeal hearing.
- ⇒ Fee waivers were approved for 19 claimants who submitted applications to waive fees based on substantial hardship.
- ⇒ Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan.

2018-19 Planned Activities

- ⇒ The Commission will prepare an implementation plan for enhancements to communications materials and web resources made available to claimants. In this regard, the Commission will also continue to work with the Ministry on their access to justice initiative.
- ⇒ The Commission will continue to assist in developing an appeal advisor program in collaboration with other parties.
- ⇒ The Commission will continue to review its appeal process and develop new initiatives to decrease appeal timelines.
- ⇒ The Commission anticipates working with technology providers to deal with data base issues and enhancements as well as public and management reporting requirements. This was initially planned for 2016-17, but has been deferred until 2018-19.
- ⇒ The Commission will investigate options to improve the physical security arrangements for office staff. This was initially planned for 2016-17, but has been deferred until 2018-19.
- ⇒ The Commission will continue to support professional development initiatives which enable members and staff to continue to improve services and the quality of the appeal process experience afforded claimants.

No Fault Appeal Statistics

| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---------|---------|---------|---------|---------|
| Comparative Activity Levels | | | | | |
| Appeal Files Opened | 143 | 120 | 107 | 99 | 97 |
| Appeal Files Closed Prior to Hearing | 77 | 70 | 94 | 65 | 74 |
| Hearings Held | 111 | 116 | 110 | 113 | 120 |
| Decisions Issued | 51 | 45 | 47 | 61 | 53 |
| Status of Appeal Files Opened in a Particular Year | | | | | |
| Appeal Files Opened | 143 | 120 | 107 | 99 | 97 |
| - Less Closed Prior to Hearing | 71 | 57 | 58 | 29 | 8 |
| - Less Decisions Issued | 56 | 31 | 22 | 17 | 2 |
| Outstanding* | 16 | 32 | 27 | 53 | 87 |

*Includes files where decisions are outstanding, files that stand adjourned and files that are awaiting additional medical information or reports.

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- ⇒ Municipal Tax Enforcement
- ⇒ Mortgage Foreclosures
- ⇒ Debt Counseling
- ⇒ Eviction of Non-Residential Tenants

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent to the municipality to take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board contacts the mortgagor by mail to offer its services. If the mortgagor contacts the Board, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court.

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both Regina and Saskatoon to access files and share information. This improves service to the public by ensuring a prompt response to enquiries from either location.

Debt Counseling

The Board discontinued the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act* in 2012 after a non-for-profit agency, Credit Counseling Society, opened an office in Saskatchewan and began offering debt counseling services to the public. The Board continues to administer 22 files and will continue to do so until the files are concluded. Some may take several years to close.

Evictions of Non-Residential Tenants

The Board may delay the eviction of a tenant under *The Landlord and Tenant Act* (primarily commercial and agricultural leases). The Board will delay eviction if the eviction will cause serious hardship to the tenant that can be avoided by allowing additional time. With the Board's involvement, most inquiries and applications are resolved directly between the landlord and tenant.

Board Members

- ⇒ Anne-Marie Cotter, Chair, Regina
- ⇒ Doug Jameson, Regina
- ⇒ F. Andrea M. Jorde, Saskatoon
- ⇒ Terry Hymers, Saskatoon

Legislative Authorities

Governing legislation:

- ⇒ *The Provincial Mediation Board Act*
- ⇒ *The Tax Enforcement Act*
- ⇒ *The Land Contracts (Actions) Act*
- ⇒ *The Agricultural Leaseholds Act*
- ⇒ *The Land Titles Act, 2000*
- ⇒ *The Bankruptcy and Insolvency Act (federal)*
- ⇒ *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--|-----------|----------|----------|----------|
| Debt Repayment Files Opened | 0 | 0 | 0 | 0 |
| Debt Repayment Files Active at Year End | 38 | 28 | 24 | 22 |
| Debt Payments Received from Debtors | \$114,117 | \$51,799 | \$72,230 | \$46,004 |
| Administrative Levy on Debt Payments | \$17,923 | \$8,577 | \$11,833 | \$7,110 |
| Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale | 772 | 981 | 1,162 | 1,236 |
| Tax Enforcement Files Opened | 652 | 785 | 624 | 683 |
| Tax Enforcement Fees | \$16,440 | \$17,700 | \$15,680 | \$19,680 |
| <i>Landlord and Tenant Act</i> Applications | 4 | 2 | 2 | 2 |

Office of Residential Tenancies

The Office of Residential Tenancies (the ORT) was created to provide an alternative to the court system for landlords and tenants involved in rental disputes. The ORT's mandate is to provide simple, inexpensive and timely dispute resolution for landlords and tenants. To achieve this, the ORT:

- ⇒ provides information to landlords and tenants about their rights and obligations;
- ⇒ encourages landlords and tenants to use information about their rights and responsibilities to resolve problems directly; and
- ⇒ adjudicates disputes between landlords and tenants when they can't find their own solutions.

Director, Deputy Directors and Manager of Operations

- ⇒ Anne-Marie Cotter, Director, Regina
- ⇒ Doug Jameson, Deputy Director, Regina
- ⇒ F. Andrea M. Jorde, Senior Deputy Director, Saskatoon
- ⇒ Terry Hymers, Deputy Director, Saskatoon
- ⇒ Nadine Johnson, Manager of Operations

Legislative Authorities

Governing legislation:

- ⇒ *The Residential Tenancies Act, 2006*
- ⇒ *The Residential Tenancies Regulations, 2007*
- ⇒ *The Condominium Property Act, 1993*
- ⇒ *The Co-operatives Act, 1996*
- ⇒ *The Tax Enforcement Act*

The ORT has jurisdiction under:

- ⇒ *The Condominium Property Act, 1993* to enable condominium associations to evict tenants of condo units who disturb other occupants; and
- ⇒ *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked.

Budget

The Provincial Mediation Board (PMB) and the ORT operate as a combined entity and share resources and personnel. Their budgets are combined.

2016-17 Actual: \$2,012,000

FTEs: 16.1

Per Diem Hearing Officers: 24

2017-18 Actual: \$1,930,000

FTEs: 16.1

Per Diem Hearing Officers: 24

The variance of \$362,000 is substantially attributable to an increase in per diems paid to hearing officers. The additional per diems arose from the following circumstances:

- ⇒ The limit on the monetary value of the cases the ORT has jurisdiction over was increased from \$20,000 to \$30,000 in February 2015. Cases of greater value have more complexity, take longer to hear, and longer to write decisions for. However, this change has provided an overall benefit by diverting at least some claims from Provincial Court to the ORT, thus reducing the number of small claims actions.
- ⇒ Hiring four additional summer students who lead very successful projects to improve access to justice. One led a project to publish ORT decisions on the website of the Canadian Legal Information Institute (CanLII). Another student wrote and produced information videos published to the ORT webpages.
- ⇒ Hearing officers billing for additional time required to research and write detailed reasons for decision.
- ⇒ Relocation expenses (furniture, supplies, telephone, and IT expenses)
- ⇒ Higher office expenses (office equipment, bank charges, courier, software maintenance agreements)

Decisions of the Court of Queen's Bench on appeals from the ORT have reiterated that hearing officers must explain their decision sufficiently for a judge to conduct a meaningful review of the reasoning and decision. Specifically, hearing officers must write details of the facts and the law, and explain how they used that information to arrive at a decision. This has a number of benefits, including increased public acceptance of the outcome. However, it also increases the amount of time needed to write decisions, which in turn results in increased costs. Meaningful and well-reasoned decisions are less likely to be appealed, which saves both time and money for the public and the courts.

Progress in 2017-18

- ⇒ The Regina office of ORT/PMB relocated on April 1, 2017, and co-located with the Saskatchewan Human Rights Commission (SHRC). While the ORT/PMB and the SHRC occupy the same office, they maintain their independence from one another. The space is designed for the purposes of ORT/PMB/SHRC. Security and privacy for the public and staff is significantly better in the new space. The office is very functional and designed with efficiency in mind. A shared and configurable meeting room serves as both a larger third hearing room for the ORT and as a larger meeting room for SHRC.
- ⇒ As part of our ongoing commitment to ensuring and improving service for our clients, the ORT recruited and trained new hearing officers as required.
- ⇒ The ORT started publishing decisions on the website of the Canadian Legal Information Institute (CanLII) in the summer of 2016. There are currently 888 ORT decisions on CanLII, providing a repository of significant ORT decisions that could be consulted by parties seeking precedents for outcomes at the ORT, and by hearing officers to provide consistent outcomes. Published decisions have improved training by providing precedents that demonstrate how issues have been handled by other hearing officers. They are an accessible and valuable resource for new hearing officers. Decisions are increasingly consistent with precedent, which should reduce the number of appeals of ORT decisions.
- ⇒ The ORT produced and prepared five additional videos, with ten videos in all currently on issues that arise frequently. The videos were posted to the ORT webpage to provide another means for visitors to view information, and to emphasize key points that are sometimes misunderstood.
- ⇒ All ORT forms were translated into French and posted to the ORT website, improving communication with the public.

- ⇒ The ORT continues to encourage landlords and tenants to work together to solve problems, and to only approach the ORT for adjudication if absolutely necessary. In 2017-18, ORT staff members took the Resolving Conflict Constructively course to improve their ability to help landlords and tenants solve problems directly. As a result, almost all staff is trained in Dispute Resolution. Recorded messages were added to the ORT's call centre to provide consistent basic information to landlords and tenants. During business hours callers are provided with basic information about their issue through the automated system, and then given the option to listen to additional information or to transfer to a queue to wait for a live operator with whom they can discuss their issue in more detail. As a result of this system, the number of total calls has declined as more callers are able to obtain the information they need without repeated calls to the information line. Additionally, many callers who disconnected were able to listen to the information that they needed without talking to an operator.

| | Total Calls | Total Calls Answered | Calls Disconnected | % Calls Disconnected | Voice Messages |
|---------|-------------|----------------------|--------------------|----------------------|----------------|
| 2013-14 | 31,353 | 16,695 | 8,740 | 34.19% | 5,918 |
| 2014-15 | 31,906 | 19,024 | 8,124 | 29% | 4,758 |
| 2015-16 | 25,843 | 18,742 | 4,961 | 21.01% | 2,140 |
| 2016-17 | 25,632 | 18,354 | 3,389 | 15.81% | 3,889 |
| 2017-18 | 23,672 | 18,786 | 2,805 | 13.57% | 3,871 |

- ⇒ The client service supervisors and dispute resolution facilitators in each location are increasingly using measurements of client service to identify areas for improvement and monitor the effect of changes. Efficiencies enable the ORT to handle the increased workload and catch up on backlog work with minimal additional staff.
- ⇒ The ORT made 16 presentations to over 400 people about various aspects of residential tenancy law.

2018-19 Goals and Objectives

- ⇒ ORT will continue its work to develop and implement case management software to automate processes, convert to digital case records, and provide a web portal the public can use to apply to the office and access files pertaining to them.
- ⇒ The new software mentioned above will make digital case records immediately accessible to all staff in either location, which will eliminate time wasted locating paper files, significantly improve the quality and completeness of records, reduce errors and improve service to the public.
- ⇒ The ORT will continue to look for efficiencies in office systems and practices. Electronic case management systems and existing call centre technology enables much work to be done from either ORT location. That allows supervisors to transfer work between ORT office locations and maintain service even during staff shortages.
- ⇒ The ORT will continue to simplify and clarify the language used in the forms it provides to landlords and tenants for online completion and submission of applications, payment of fees, and uploading documents as evidence.
- ⇒ The ORT will continue to promote and encourage electronic communication and service of documents, and will implement amendments to *The Residential Tenancies Act, 2006* and Regulations to support these changes. This will reduce the amount of time and money spent on serving paper documents.
- ⇒ The ORT will continue to make public presentations to increase the awareness and knowledge of landlords and tenants, and educate the public on changes to residential tenancies law, use of the ORT web portal and other changes to processes.
- ⇒ The ORT will continue to expand its services to promote diversity and inclusiveness.

Office of Residential Tenancies – Statistics

The table below shows statistics for the last three fiscal years.

| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|-----------------------------|-----------|-----------|-----------|-----------|
| Total Applications Received | 7,609 | 8,475 | 8,336 | 8,413 |
| Landlord Applications | 6,067 | 6,813 | 6,876 | 6,800 |
| Tenant Applications | 1,542 | 1,662 | 1,460 | 1,613 |
| Fees | \$291,492 | \$321,165 | \$327,400 | \$329,100 |

Appendix C: Special Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 108 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate offenders by operating work programs intended to provide practical and marketable work skills for offenders and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

| (in thousands of dollars) | | | | |
|--|----------|-------------|--------------------------|-------|
| | Budget | Actual | Variance Over/(Under) | Notes |
| Revenue | 535 | 449 | 86 | 1 |
| Expenditures | | | | |
| Cost of Goods Sold | 483 | 444 | 39 | 1 |
| Gross Profit | 52 | 5 | (57) | |
| Overhead Expenses | 52 | 49 | (3) | |
| SURPLUS (Deficit) FROM OPERATIONS | 0 | (44) | (44) | |
| Other Income | - | - | - | |
| Subsidy from GRF | - | - | - | 2 |
| Annual Surplus (Deficit) | 0 | (44) | (44) | |

* Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanation of Major Variances:

1. One of the facilities was not in operation for three months. This resulted in lower than expected revenue and cost of goods sold.
2. Subsidy from GRF not required in 2017-18.

Audited Financial Statements are available in Volume 2 of the 2017-18 Public Accounts.

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009*, established to:

- ⇒ receive all revenue forfeited to the Crown under the Act;
- ⇒ receive all revenue related to the forfeiture of property to the Crown pursuant to sections 83.14, 199, 462.37, 462.38, 462.43, 490, 490.01, 490.02, or 491.1 of the *Criminal Code*;
- ⇒ receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*;
- ⇒ offset the costs related to bringing forward applications of forfeiture orders and managing and selling forfeited assets; and
- ⇒ use surplus funds to benefit victims of crime, support community programs or activities designed to promote public safety, and enhance police operations.

2017-18 Goals and Objectives:

- ⇒ Use money generated by the forfeiture of property tainted by unlawful activity to benefit victims of crime, support community programs promoting public safety, and enhance police operations, taking into consideration administrative costs.
- ⇒ Establish processes and procedures to enforce the Act and Regulations.
- ⇒ Work with stakeholders to implement established processes and procedures.

2017-18 Activities and Results:

- ⇒ Officials continue to review and amend established processes and procedures to enforce the Act and Regulations, communicate the processes and procedures to law enforcement agencies and work with law enforcement agencies to obtain information necessary to successfully forfeit property pursuant to the Act.
- ⇒ An amendment to the Regulations in 2017 allows for additional assistance to be provided to Saskatchewan communities through the disbursement of funds to community programs or activities designed to enhance public safety.
- ⇒ For the period April 1, 2017 to March 31, 2018, forfeiture was granted in 19 of 19 applications decided by the courts. These include forfeiture of cash and vehicles.
- ⇒ For the period April 1, 2017 to March 31, 2018, the Director initiated administrative forfeiture proceedings through the distribution of 236 notices regarding proposed administrative forfeitures to interested parties, which has resulted in the issuance of 122 Notices of Forfeiture. These include forfeitures of cash and vehicles.
- ⇒ Equal disbursements of \$6,270.00 were made from the Fund to law enforcement agencies to enhance police operations and to the Victims' Fund to benefit victims of crime. An additional \$100,000 was provided to the Missing Children Society of Canada to assist with programming designed to locate missing children.

Revenue and Expenses – Criminal Property Forfeiture Fund

| Description | Amount | Notes |
|--|---|-------|
| Court Ordered Forfeitures | \$331,018.41 CAD \$20.00 USD | 1 |
| Administrative Forfeitures | \$551,436.77 CAD \$91.00 USD | 2 |
| Total Court Ordered and Administrative Forfeitures | \$882,455.18 CAD \$111 USD | |
| Property forfeited to the Crown pursuant to Section 490.1 of the <i>Criminal Code</i> | \$12,885.00 CAD | 3 |
| Property forfeited to the Crown pursuant to Section 186 of <i>The Traffic Safety Act</i> | – | 4 |
| 2017-18 Expenses | \$478,830.54 CAD | 5 |
| 2017-18 Disbursements | \$112,540.00 CAD | 6 |

1. 19 of the 19 forfeiture applications decided by the courts resulted in forfeitures. A total of \$27,905.35 CAD has not been received for deposit.
2. The Director initiated administrative forfeiture proceedings through the distribution of 236 notices of administrative forfeiture proceeding to parties with a potential interest in the property, resulting in 122 notices of forfeiture. A total of \$129,397.65 CAD has not been received for deposit.
3. Property was forfeited to the Crown pursuant to the *Criminal Code* on five instances.
4. No property was forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act* during the period of April 1, 2017 to March 31, 2018.
5. Costs related to processing the forfeiture applications and the managing and selling of forfeited assets under the Act. Funding for the civil forfeiture program was transitioned from the General Revenue Fund to a self-funding model for the 2017-18 fiscal year. As such, all the expenses incurred by the program in 2017-18 were paid from forfeited funds.
6. Equal disbursements of \$6,270.00 were made from the Fund to law enforcement agencies to enhance police operations and to the Victims' Fund to benefit victims of crime. An additional disbursement of \$100,000.00 was made to Missing Children Society of Canada.

Publications Saskatchewan

On behalf of the Government of Saskatchewan, Publications Saskatchewan (formerly the Office of the Queen's Printer) publishes, prints and distributes all legislation, regulations and other government legislative publications, including:

- ⇒ statutes;
- ⇒ regulations;
- ⇒ *The Saskatchewan Gazette*;
- ⇒ tables to Saskatchewan Statutes and Regulations;
- ⇒ the Saskatchewan Rules of Court for the Court of Queen's Bench and the Court of Appeal;
- ⇒ private Acts;
- ⇒ bound annual statutes; and
- ⇒ the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Publications Saskatchewan also provides Publications Centre at www.publications.gov.sk.ca. Publications Centre is an online catalogue of and e-commerce tool for all Government of Saskatchewan publications. Publications Centre includes Freelaw[®], which provides online access to current Saskatchewan legislation and regulations.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, Publications Saskatchewan is part of the Innovation Division of the Ministry of Justice and Attorney General.

Publications Saskatchewan operates through the Queen's Printer Revolving Fund and sells its legislative publications and related services to achieve the Fund's break-even mandate. Significantly self-funded through paper sales and services, Publications Saskatchewan receives a small annual subsidy from the General Revenue Fund. This subsidy is scheduled to be discontinued in the next fiscal year.

The main users of paper and electronic publications include:

- ⇒ municipal, provincial and federal governments;
- ⇒ law offices;
- ⇒ judiciary and courts;
- ⇒ schools and school districts;
- ⇒ health region;
- ⇒ colleges and universities;
- ⇒ industry-specific groups (e.g. associations and oil and gas companies);
- ⇒ libraries;
- ⇒ businesses and corporate entities;
- ⇒ Saskatchewan police services and RCMP; and
- ⇒ private citizens.

Sales remained stable in the last year. Efficiencies in on-demand printing and equipment kept the cost of goods sold low. The Fund decreased its reliance on the General Revenue Fund and will proceed with eliminating this reliance completely in 2018-19.

Queen's Printer Revolving Fund Financial Summary

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Actual | 2016-17 Budget | 2017-18 Budget | 2017-18 (unaudited) |
|--|-------------------|--------------------|-------------------|-------------------|--------------------|------------------------|
| Revenue | \$ 1,039,276 | \$ 1,025,737 | \$ 1,048,220 | \$ 1,037,838 | \$ 1,000,000 | \$ 1,000,583 |
| Expenditures: | | | | | | |
| Cost of Goods Sold | \$ 270,162 | \$ 334,728 | \$ 305,833 | \$ 306,958 | \$ 265,000 | \$ 257,309 |
| Gross Profit/(Loss) | \$ 769,114 | \$ 691,009 | \$ 742,387 | \$ 730,880 | \$ 735,000 | \$ 743,275 |
| Administrative Expenses | \$ 862,369 | \$ 765,344 | \$ 795,070 | \$ 811,535 | \$ 855,025 | \$ 749,369 |
| Net Profit/(Loss) | \$ (93,254) | \$ (74,335) | \$ (52,683) | \$ (80,656) | \$ (120,025) | \$ (6,094) |
| GRF Subsidy | \$ 95,000 | \$ 0 | \$ 95,000 | \$ 97,000 | \$ 97,000 | \$ 97,000 |
| Net Profit/(Loss) After Subsidy | \$ 1,746 | \$ (74,335) | \$ 42,317 | \$ 16,344 | \$ (23,025) | \$ 90,906 |

2017-18 Activities and Results

- ⇒ Added historical legislation and point-in-time consolidations to Freelaw® within two days of filing.
 - ↳ Historical legislation posted to Freelaw® daily.
 - ↳ Created new internal hyperlinks in documents to make online navigation easier.
 - ↳ Posted gazettes and all OC summaries on a weekly basis. Point-in-time consolidations and historical gazettes continued to be added to Freelaw®.
- ⇒ Continued to support the Law Reform Commission and other government-funded agencies by scanning documents and providing print and distribution services, as well as assisting with their websites.
- ⇒ Promoted online services offered by Publications Saskatchewan to foster better use of existing government resources and support the new Government of Saskatchewan website through presentations and meetings.
- ⇒ Attended the following tradeshow to promote the Publications Centre: Regina Public Library Resource Fair; Regina Chamber of Commerce Business to Business Expo; Saskatchewan Industrial Safety Seminar; and Canadian Western Agribition.
- ⇒ Collected fees for various conferences online and reimbursed the host agency.
- ⇒ Continued to make government forms more accessible to the public by posting them in fillable format on the Publications Centre website.
- ⇒ Continued to work with other agencies such as eHealth Saskatchewan, the Information and Privacy Commissioner, the courts and the Office of Residential Tenancies to ensure necessary forms are online and fillable.
- ⇒ Provided printing, editorial and design services to other branches and divisions both within the Ministry of Justice and Attorney General and the Government of Saskatchewan.
- ⇒ Completed a Request for Proposal (RFP) selection process for a new Publications Centre website. Started an internal and external communications plan. This website is scheduled to go live in the next fiscal year.
- ⇒ Participated in the ongoing effort to digitize government documents across the Government of Saskatchewan and make them available on Publications Centre.
- ⇒ Renamed the Branch to Publications Saskatchewan to modernize and make monarchy transitions seamless. An official titled the Queen's Printer remains in the Branch. In the reorganization of the Ministry of Justice and Attorney General, the Branch is now part of the Innovation Division.
- ⇒ Provided Ministry of Education curricula to school divisions using e-commerce and on-demand printing.
- ⇒ Continued discussions with other ministries to modernize printing services by transitioning to a more efficient, on-demand model.
- ⇒ Kept an open dialogue with the Queen's Printers Association of Canada members, and committed to host and started to plan the 2018 annual conference in Saskatchewan.

2018-19 Goals and Objectives

- ⇒ Add more edited historical legislation to Publications Centre, especially legislation on Freelaw®. Finish migrating all Government of Saskatchewan documents to Publications Centre and develop communications plan to migrate documents after the rebuild of the website.
- ⇒ Incorporate new online form submission and payment into the Publications Centre.
- ⇒ Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- ⇒ Promote and sponsor various professional associations and municipalities by preparing materials for national meetings and professional development seminars, providing web and graphic design services, or promotional merchandise for events.
- ⇒ Work closely with client groups to improve the quality of the publications services provided.
- ⇒ Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices. Host 2018 annual Queen's Printer Association of Canada national conference.
- ⇒ Support government's efforts with respect to online innovations and collaboration with a view to create efficiencies. This will include working with ministries to move internal and external printing across the Government of Saskatchewan to on-demand printing, which will eliminate storage and waste, and improve service delivery.
- ⇒ Support the Government of Saskatchewan website at www.saskatchewan.ca by sharing information and resources, and by developing an online forms process. Finish rebuilding, testing and launching the Publications Saskatchewan website, which will be incorporated into www.saskatchewan.ca.
- ⇒ Create online subscription services for legislative publications such as the Law Enforcement Handbook, occupational health and safety publications, and other industry-specific publications.
- ⇒ Continue to expand the provision of e-commerce services to Government of Saskatchewan agencies to include conference registrations, merchandise and more Saskatchewan-based publications.
- ⇒ Continue to provide Ministry of Education curricula to all Saskatchewan schools and school divisions.
- ⇒ Partner with Innovation Agenda and Access to Justice initiative by providing support and resources.

Publications Saskatchewan Subscription Statistics

| Publication/Service | 2013-14 Actual | 2014-15 Actual | 2015-16 Actual | 2016-17 Actual | 2017-18 Actual |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Statutes of Saskatchewan</i> Bound Volume | 131 | 125 | 114 | 95 | 92 |
| <i>The Saskatchewan Gazette</i> | 154 | 138 | 121 | 114 | 88 |
| Loose-leaf Statutes | 189 | 163 | 128 | 103 | 85 |
| Loose-leaf Regulations | 65 | 60 | 47 | 36 | 32 |
| Separate Chapters | 47 | 43 | 42 | 35 | 33 |
| Tables | 127 | 116 | 99 | 76 | 69 |
| <i>Rules of Court (English/French)</i> | 292/5 | 269/5 | 257/5 | 237/5 | 220/5 |
| Loose-leaf Rural Municipality | 178 | 166 | 148 | 134 | 125 |
| Loose-leaf Urban Municipality | 186 | 176 | 162 | 133 | 118 |

Victims Services

The Victims Services Branch has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- ⇒ information about the justice system;
- ⇒ support and assistance as they proceed through the criminal justice process;
- ⇒ referrals to appropriate agencies;
- ⇒ assistance with collecting court-ordered restitution;
- ⇒ compensation to offset expenses directly resulting from violent crime; and
- ⇒ an opportunity to tell the court how they have been affected by the crime.

Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services Branch offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and cooperative response. These other initiatives include:

- ⇒ education and training;
- ⇒ coordination of services;
- ⇒ research and evaluation; and
- ⇒ prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. The *Declaration of Principles Respecting the Treatment of Victims of Crime*, included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2017-18 Goals and Objectives

- ⇒ Continue working with Public Prosecutions, Court Services and Police-based Victim Services programs to implement the use of support dogs in courtrooms to assist children and other vulnerable witnesses during testimony.
- ⇒ Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based victim services programs.
- ⇒ Work with the Ministry of Labour Relations and Workplace Safety and the Ministry of Social Services on stakeholder consultation to inform amendments to *The Saskatchewan Employment Act* to create provisions for employees who are victims of interpersonal violence.
- ⇒ Continue to improve responses to families of missing persons by supporting direct services, training for victim services program staff, and development of specialized counselling and/or support groups for families.
- ⇒ Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- ⇒ Deliver and support the development of training and education activities on the needs of victims and appropriate responses to those needs for victim services and other criminal justice system personnel.
- ⇒ Work with funded community-based programs to help them move to outcomes-focused service delivery and reporting processes. Transition funding agreements to reflect negotiated outcomes and measures.
- ⇒ Facilitate increased integration of Victims Services Branch with other areas within the Community Safety and Well-Being Division.

2017-18 Activities and Results

Financial Management/Administration

Revenue in 2017-18 was under budget by \$.080 million, due mainly to a reduction in interest revenue.

Revenue includes surcharges, surcharge receivables, federal proceeds of crime, investment income, and other miscellaneous revenue.

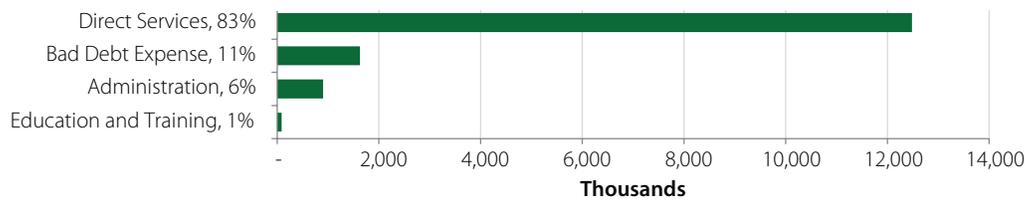
Total expenditures were over budget by \$3.303 million primarily due to federal/provincial enhancements to Victims Services, the Public Legal Education Association (PLEA) and the Family Information Liaison Unit.

These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2018.

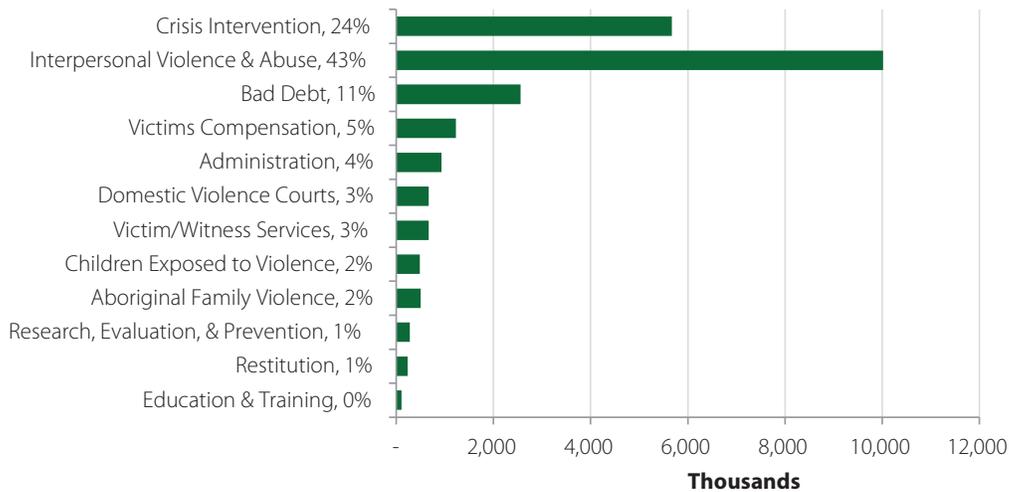
Victims' Fund Revenue and Expenditures

| Victims' Fund (000's) | 2017-18 Budget | 2017-18 Actual (unaudited) |
|-----------------------|----------------|----------------------------|
| Revenue | \$ 14,800 | \$ 14,712 |
| Expenditures | \$ 20,023 | \$ 23,326 |

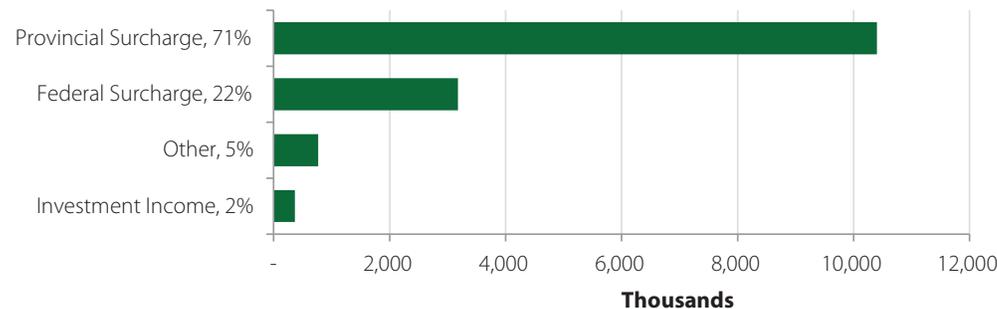
Victims Services 2017-18, Actual Expenditures – Unaudited



Victims Services 2017-18, Actual Expenditures (%) – Unaudited



Victims Services 2017-18, Actual Revenue – Unaudited



Financial Management/Administration (cont.)

- ⇒ Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund, to maximize revenue.
- ⇒ Administered project funding from Justice Canada's Victims Fund totalling \$1,446,727 for the following projects:
 - ↳ Enhancement of Services to Victims of Crime in Saskatchewan (\$717,192), including Missing and Murdered Indigenous Women and Girls, Victims Services for Families of Missing Persons, Children's Advocacy Centres, *Canadian Victims Bill of Rights* Implementation, and Victims Services Collaboration with Canada.
 - ↳ Implementation of the new Saskatchewan Family Information Liaison Unit to assist families of murdered and missing Indigenous women and girls with finding information related to the loss of their loved ones from government agencies and services, and other various sectors of the criminal justice system (\$540,000).
 - ↳ Implementation of Free Legal Advice for Victims of Sexual Offences (\$189,585).
- ⇒ Worked with funded agencies to provide advice on management and financial issues.
- ⇒ Administered federal proceeds of crime monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the Saskatchewan Proceeds of Crime/Civil Forfeiture Management Committee.

Victims Services Staffing

| Total FTE Establishment | |
|---|-------------|
| Administration | 7.0 |
| Compensation | 2.0 |
| Restitution | 4.0 |
| Victim/Witness Support | 6.5 |
| Training & Interpersonal Violence Manager | 1.0 |
| TOTAL FTEs | 20.5 |

Police-based Victim Services

- ⇒ Managed ongoing funding agreements with 14 community agencies and municipal police services to ensure that services are available to victims of crime. This includes:
 - ↳ fourteen Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams; and
 - ↳ two Victim Services Responder programs.
- ⇒ During National Victims and Survivors of Crime Week, recognized the approximately 220 volunteers who assisted in providing services to victims of crime through police-based programs in the previous year. Gave special recognition to 10-, 15- and 20-year volunteers.

Specialized Victim Services

- ⇒ Managed ongoing funding for seven specialized Victim Services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- ⇒ Managed ongoing funding for six Aboriginal Family Violence programs and six Aboriginal Resource Officer programs administered within Police-based Victim Services programs.

Supports for Families of Missing Persons

- ⇒ Managed funding for three Missing Persons Liaison (MPL) positions in the urban Police-based Victim Services programs in Prince Albert, Regina, and Saskatoon. Services were provided to families in the three cities, and training and advice was provided to all other police-based victim services in the province. Supported the coordination of services and initiatives between the MPLs and the Provincial Partnership Committee on Missing Persons.
- ⇒ Managed funding for Caring Hearts (formerly Regina Palliative Care Inc.) to implement specialized counselling and/or support groups and identify ongoing needs related to the delivery of specialized support services for families of missing and murdered Aboriginal women and girls and other missing persons.

- ⇒ Supported development of a Family Information Liaison Unit in Saskatchewan. This unit became operational in 2017 and will continue into 2019 to support families involved in the National Inquiry into Murdered and Missing Indigenous Women and Girls.
- ⇒ Facilitated collaboration between Victim/Witness Services, Missing Person Liaisons, and the Family Information Liaison Unit to provide coordinated supports for families of missing persons.

Children Exposed to Violence Programming

- ⇒ Managed ongoing funding for nine Children Exposed to Violence programs.

Prevention of Victimization Programming

- ⇒ Managed ongoing funding for the Street Workers Advocacy Project in Regina.

Victim/Witness Services

- ⇒ Continued delivering Victim/Witness Services in accordance with standards of practice and associated case management policies implemented in 2015-16.
- ⇒ Continued work with Public Prosecutions, Court Services, and Police-based Victim Services programs to implement the use of support dogs in courtrooms to help children and other vulnerable victims/witnesses testify by reducing fear, anxiety and re-victimization associated with testifying, and facilitate a full and candid account of evidence.
- ⇒ Worked with Criminal Justice System stakeholders in 2017-18 to equip new court locations in Saskatchewan with video-conferencing equipment and witness screens to enable children and other vulnerable witnesses to testify from outside the courtroom, or present a Victim Impact Statement from behind a witness screen.

Victims Compensation Program

- ⇒ Provided compensation payments totalling \$1,229,345 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications for 903 victims in 2017-18.
- ⇒ Completed amendments to the definition of “secondary victim” in *The Victims of Crime Act, 1995* to enable the parents, siblings, and adult children of adult victims in homicide cases and driving offences causing death to request compensation for counselling services.

Adult Restitution Program

- ⇒ Monitored and helped enforce court-ordered restitution for adult offenders and advised victims of available civil enforcement measures and processes. Also delivered training to criminal justice system professionals: once to new Victim Services Program staff and twice to new probation officers.
- ⇒ There were 1,086 new restitution orders issued on behalf of 1,332 victims (one offender can have multiple victims) in 2017-18. The Adult Restitution Program (ARP) monitored 695 orders, either directly through the restitution coordinator or in conjunction with Probation Services. For the additional 391 stand-alone restitution orders, the ARP identified eligible victims for referral to the Restitution Civil Enforcement Program.
- ⇒ The Restitution Civil Enforcement Program helped victims collect \$111,212 in restitution by providing free assistance to victims with civil enforcement of unpaid orders, assisting offenders in paying outstanding restitution, and using civil enforcement mechanisms when necessary.

Victim/Witness Services – New Clients

| | Males | | | Females | | | Total | | |
|--------------|------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|
| | 2015-16 | 2016-17 | 2017-18 | 2015-16 | 2016-17 | 2017-18 | 2015-16 | 2016-17 | 2017-18 |
| Children | 93 | 117 | 40 | 540 | 543 | 65 | 633 | 660 | 104 |
| Teens | 105 | 81 | 85 | 263 | 280 | 247 | 368 | 361 | 332 |
| Adults | 55 | 36 | 125 | 106 | 83 | 532 | 161 | 119 | 657 |
| Total | 253 | 234 | 250 | 909 | 906 | 844 | 1,162 | 1,140 | 1,094 |

Victims Compensation Statistics

| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|-----------------------------|------------------|------------------|------------------|------------------|--------------------|
| Applications Received | 389 | 495 | 627 | 736 | 940 |
| Applications Approved | 380 | 463 | 598 | 701 | 903 |
| Applications Denied | 9 | 32 | 29 | 36 | 37 |
| Total Amount Awarded | \$464,030 | \$523,024 | \$589,364 | \$944,170 | \$1,229,345 |

Education and Training

- ⇒ Introduced outcomes focused service delivery and reporting processes to Children Exposed to Violence and Aboriginal Family Violence programs, including initial development of logic models appropriate to their mandates.
- ⇒ Held meetings with funded programs in which the Executive Director of the Community Safety and Well-Being Division shared the vision of an integrated functional unit to further improve outcomes for victims and offenders.
- ⇒ Supported the delivery of training on Trauma Informed Care (TIC) for human services agencies. This training equipped participants to develop TIC training workshops for staff of funded agencies to enable them to recognize and respond to citizens/clients affected by trauma and assist in managing the impact of trauma.
- ⇒ Supported the delivery of one regional training workshop for Police-based Victim Services staff on the needs of families of missing persons and how to support them. Also, delivered and facilitated workshops and presentations on supporting the families of missing and murdered Aboriginal women and girls and other missing persons.
- ⇒ Contracted with Saskatchewan Polytechnic Regina Campus and assisted in delivering the fifteenth course of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs from around the province. In addition, continued to contribute subject matter expertise to the delivery of Saskatchewan Polytechnic's 12-week Victim Services Coordination applied certificate program.
- ⇒ Delivered three Ontario Domestic Assault Risk Assessment (ODARA) certification training sessions, and provided follow-up support for Victim Services, Victim/Witness Services and Domestic Violence Court program staff. Worked in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities and entered into partnership with the Provincial Association of Transition Houses to provide ODARA certification going forward.
- ⇒ Delivered one training session on *The Victims of Interpersonal Violence Act* and roles and responsibilities for municipal police officers, one session for members of RCMP "F" Division, and individual sessions for the three Mobile Crisis Services staff. Delivered four half-day sessions to 518 students in the Faculty of Nursing, University of Saskatchewan, regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse.
- ⇒ Provided three training sessions to 260 participants of community organizations regarding the Provincial Child Abuse Protocol.
- ⇒ Delivered workshops on issues of interpersonal violence (*The Victims of Interpersonal Violence Act*, Domestic Violence, and the Child Abuse Protocol) to the Prince Albert Grand Council Justice Conference and the Canadian Federation of Humane Societies' Canadian Violence Link Conference, to a total of 185 people in attendance at both conferences.
- ⇒ Delivered two training sessions on Abuse of the Elderly to approximately 190 individuals from community organizations.
- ⇒ Delivered a two-day training session for staff of Police-based Victim Services and Domestic Violence Victim Services programs as part of a three-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services (SAPAVS) and RCMP "F" Division. This included sessions on changes to *The Victims of Interpersonal Violence Act* and the Child Abuse Protocol, updates on the Ministry's responses to Interpersonal/Domestic Violence, Safety Planning Training, and Eligibility for the Saskatchewan Protective Services Medal.
- ⇒ Continued delivering training to Police-based and Domestic Violence Victim Services program staff on interpersonal violence and safety planning with clients at risk of or experiencing stalking and criminal harassment.
- ⇒ Delivered a two-day training session for staff and managers of the nine Children Exposed to Violence programs, a two-day training session for staff and managers of six Aboriginal Family Violence programs, and a one-day training session for the five Domestic Violence Victim Services programs.
- ⇒ Provided ongoing governance support as necessary to boards and staff of non-profit agencies funded by Victims Services Branch, with a focus on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership.
- ⇒ Coordinated Saskatchewan's activities during National Victims and Survivors of Crime Week in 2017 to raise awareness of the needs of victims and inform the public about available services. Began planning for the next annual week to be held in spring 2018.

- ⇒ Supported the planning and organizing of the fourth annual Missing Persons Week in Saskatchewan to raise awareness about missing persons' issues and the needs of families.
- ⇒ Distributed 12,274 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- ⇒ Took part in bi-weekly Division meetings, semi-annual Division training days and twice-weekly huddle meetings to obtain current and consistent information and updates, and to more effectively integrate with personnel from other areas within the Community Safety and Well-Being Division through shared learning/dissemination of knowledge.
- ⇒ Victims Services Branch worked with Justice Canada and Ministry officials on issues related to the *Canadian Victims Bill of Rights*. This was primarily in response to recent steps taken by the federal government related to victims of crime.
- ⇒ Met regularly with RCMP "F" Division and representatives of SAPAVS to discuss and address issues of mutual concern.
- ⇒ Participated on inter-ministry committees related to interpersonal violence and abuse issues.
- ⇒ Represented Saskatchewan in ongoing meetings of the Federal/Provincial/Territorial Victims Working Group on Victims Issues and participated in its ongoing work.
- ⇒ Co-chaired the Child Abuse and Sexual Exploitation Committee's review and enhancement of the provincial Child Abuse Protocol.
- ⇒ Participated in the work of Saskatchewan's Domestic Violence Death Review Committee.
- ⇒ Served as Vice Chair of the Prairie Action Foundation, which raises funds for community-based research into the causes of and solutions to interpersonal violence and abuse.
- ⇒ Provided financial support to SAPAVS to assist with administrative expenses.
- ⇒ Supported the Ministry's Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.
- ⇒ Chaired the Victim/Crisis Responders Selection Committee that oversees the selection and recommendation of crisis shelter, mobile crisis and victim services frontline supervisors, workers, and volunteers as nominees for the Saskatchewan Protective Services Medal.

Research and Evaluation

- ⇒ Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- ⇒ Completed development of an Intimate Partner Violence Risk Indicator Checklist, which was subsequently implemented by police in Saskatchewan in collaboration with Public Prosecutions and the Saskatchewan Police Commission.
- ⇒ Supported the Corporate Initiatives, Performance and Planning Branch's work to administer:
 - ↳ an ongoing client satisfaction survey in Police-based Victim Services programs; and
 - ↳ an ongoing satisfaction survey of clients of the Victims Compensation Program.

Appendix D: Key Contact Information

Aboriginal Courtworker Program

1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Website: www.courtworker.com

Aboriginal Policing Services

1881 Scarth Street, Room 1850
Regina, SK S4P 4K9
Phone: (306) 787-6503
Fax: (306) 787-0136

Access and Privacy

1855 Victoria Avenue, Room 1510
Regina, SK S4P 3T2
Phone: (306) 798-0222 Fax: (306) 798-9007
Email: accessprivacyjustice@gov.sk.ca

Automobile Injury Appeal Commission

2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public

1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Community Safety and Well-Being

1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Correctional Industries Program

1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-3411
Fax: (306) 787-0676

Custody, Supervision and Rehabilitation Services

1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-8958
Fax: (306) 787-0676

Dispute Resolution Office

3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch

3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meoinquiry@gov.sk.ca

Family Law Information Centre

Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Human Rights Commission

122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: (306)-373-2119
Toll-free: 1-800-667-9249 (Saskatchewan only)

Legal Aid Saskatchewan

201 21st Street East, Room 502
Saskatoon, SK S7K 0B8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies

Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Saskatoon Office

122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Policing and Community Safety Services

1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Private Investigators and Security Guards Program

485 Maxwell Crescent
Regina, SK S4N 5X9
Phone: (306) 787-5496
Fax: (306) 798-7700

Provincial Mediation Board

Toll-free Numbers

Phone: 1-877-787-5408 Fax: 1-888-867-7776

Regina Office

304-1855 Victoria Avenue

Regina, SK S4P 3T2

Saskatoon Office

122 3rd Avenue North, Room 105

Saskatoon, SK S7K 2H6

Public Guardian and Trustee

1871 Smith Street, Room 100

Regina, SK S4P 4W4

Phone: (306) 787-5424 Fax: (306) 787-5065

Toll-free: 1-877-787-5424

Email: pgt@gov.sk.ca

Hours: Monday through Friday, 8 a.m. to 5 p.m.

(Closed for the noon hour and holidays)

Safer Communities and Neighbourhoods**Investigation Unit (SCAN)**

Regina Toll-free: 1-866-517-2337

Saskatoon and Prince Albert Toll-free: 1-855-933-6411

Saskatchewan Impaired Driver Treatment Centre

Phone: (306) 922-8333

Fax: (306) 922-8815

Saskatchewan Witness Protection Program

Phone: (306) 798-0262

Fax: (306) 798-7700

Seizure of Criminal Property Program

Phone: (306) 787-3394

Vehicle Impoundment Against Sexual Exploitation (VISE)

Phone: (306) 787-9713

Fax: (306) 787-8084

Victims Services Branch

1874 Scarth Street, Room 610

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