

Ministry of Corrections and Policing

Ministry of Justice and Attorney General



Annual Report for 2018-19

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Letters of Transmittal



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

Office of the Lieutenant Governor of Saskatchewan

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, integrating justice system responses, and ensuring an accessible and efficient justice system.

Over the last year, our ministries supported significant enhancements to rural policing across our province. In the spring of 2019, we provided funding for the RCMP to launch a provincial crime watch system across the province. This system significantly increases the RCMP's ability to raise awareness of dangerous or criminal situations, while also providing the people of Saskatchewan the opportunity to take a proactive role in helping to address crime in their communities.

The Ministry of Corrections and Policing also provided approximately \$1.6 million to the RCMP in the summer of 2018 to permanently expand the Crime Reduction Team (CRT) initiative to Prince Albert and North Battleford. The CRT's primary purpose is to provide targeted enforcement in areas that have high levels of criminal activity. Collectively, these initiatives exemplify new, innovative ways our province is approaching rural policing.

Interpersonal and sexual violence continues to be a concern in our province. To address this, our government introduced Canada's first Clare's Law legislation in the fall of 2018. We also conducted a thorough review of the recommendations contained in the Domestic Violence Death Review, which was released in the spring of 2018.

Among the ministries other major accomplishments over the year are the introduction of a new child support recalculation process; the expansion of the Police and Crisis Team project to Prince Albert, Moose Jaw, North Battleford and Yorkton; the successful launch of the secure wing of Saskatchewan Hospital North Battleford; and the finalization of our provincial cannabis legislation.

This Annual Report represents how we have taken responsibility for managing expenditures and demonstrates 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, 2019.

A handwritten signature in black ink that reads "Don Morgan".

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

A handwritten signature in black ink that reads "Christine Tell".

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:

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy and reliability of the information contained in the Ministry of Justice and Attorney General Annual Report for 2018-19.

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.

The last year has proven to be, like many before it, full of both challenging transitions and significant successes for our Ministry.

Chief among the challenges that faced the Ministry was the legalization of cannabis in the fall of 2018. Although we were working under some very tight deadlines, the Ministry was, nonetheless, able to finalize the necessary legislation and regulations to ensure Saskatchewan was prepared for the shift to legalized cannabis. I am extremely proud of the work my Ministry completed on this and confident that the framework government has established through our provincial legislation is the right approach to legalized cannabis in Saskatchewan.

As always, the Ministry remains dedicated to the ongoing improvement of our provincial justice system. Chief among our goals this year was the enhancement of protections provided to victims of interpersonal and sexual violence. We were proud to introduce Canada's first Clare's Law legislation in November, 2018. The Ministry also collaborated with the Status of Women's Office and other government ministries throughout 2018-19 to respond to the recommendations contained in the Domestic Violence Death Review released in the spring of 2018.

It is a privilege to work with so many talented people and to be able to submit this report on the great work being done in the Ministry of Justice and Attorney General. This report is for the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2019.

A handwritten signature in black ink, appearing to read 'J. Glen Gardner'.

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



*Dale Larsen
Acting Deputy Minister of
Corrections and Policing*

The Honourable Christine Tell, Minister of Corrections and Policing

May it Please Your Honour:

As Acting 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 2018-19.

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.

In 2018-19 the Ministry of Corrections and Policing played a major role in the ongoing implementation of innovative new solutions to address rural crime and mental health issues.

In August, we marked the one-year anniversary of the launch of the Protection and Response Team (PRT), which comprises Saskatchewan highway patrol officers, conservation officers, municipal police and RCMP. Since its launch in August of 2017, PRT officers responded to hundreds of calls. The program resulted in greatly increased collaboration among enforcement officers in Saskatchewan, and we look forward to continuing to support it into the future.

The Ministry also had the honour of supporting the launch of Police and Crisis Teams (PACT) in Prince Albert, Moose Jaw, North Battleford and Yorkton. These teams, which pair mental health professionals with police officers, create a mobile team that can respond to mental health crisis situations in the community peacefully and effectively. These teams have been successful in addressing numerous mental health issues before they result in criminal activity and exemplify the way Canadian police forces are shifting the way they respond to mental health issues.

At the end of the fiscal year, we were proud to join the Ministry of Health in launching the new Saskatchewan Hospital North Battleford. This new facility represents the single largest investment in mental health services in the history of the province. The hospital contains a secure wing with 96 beds for offenders living with mental health issues and represents a significant enhancement to the Ministry's ability to provide mental health programming to offenders with mental health needs.

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 Justice and Attorney General for the fiscal year ending March 31, 2019.

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

Dale Larsen
Acting 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, 2019. This report provides results of publicly committed strategies, key actions and performance measures identified in the *Ministry of Justice and Attorney General and Ministry of Corrections and Policing Plan for 2018-2019*. Also, this report reflects progress towards commitments from the Government Direction for 2018-19, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the ministries.


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 2018-19 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.

Organization Overview

Mandate Statements

The Ministry of Justice and Attorney General provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government.

The Ministry of Corrections and Policing provides a fair justice system that promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and ensures that effective policing programs uphold the rule of law and protect society and the rights of individuals.

Integrated Justice Services enables the strategic integration of the justice system through the provision of joint services, processes and functions to the Ministry of Corrections and Policing and the Ministry of Justice and Attorney General.

Mission Statement

The Ministry of Justice and Attorney General and the Ministry of Corrections and Policing contribute to the economic and social well-being of all Saskatchewan residents by protecting their rights and safety, and ensuring fair and timely access to justice.

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 128 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 Court Worker 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 on 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.

Ministry Staffing

In 2018-19, government used 3,346.7 FTEs to operate and support the justice system.

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 defense 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 2018-19

Government Goals



Organization Goal

Prosperous Saskatchewan economy

Strategy

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

Key Actions and Results

- ⇒ Implement the Common Business Identifier (CBI) program with any new systems built within the Ministries' Integrated Justice Information Management Systems and any other ministry that works with business in Saskatchewan.
 - ↳ CBI program added to its user list of government programs.
 - ↳ Continued to train Labour Relations and Workplace Safety and Immigration and Career Training programs.
- ⇒ Continue to work with stakeholders to develop regulations under the *Insurance Act* (2015) to modernize the regulation of the Saskatchewan insurance industry in accordance with the regulatory frameworks in place in other Canadian jurisdictions.
 - ↳ The new Act will update Saskatchewan insurance industry's regulations, so Saskatchewan's regulations unite with regulatory frameworks already in place, like in Alberta.
 - ↳ Developed regulations, and an announcement of the new Act is planned for January 1, 2020.
 - ↳ Insurance areas will gain flexibility to grow in a quickly changing environment and give the Superintendent full governance powers to guarantee agreement with the new Act and regulations.
- ⇒ Continue to work with provinces and territories that join the Cooperative System toward implementation of a Cooperative Capital Markets Regulatory System to better protect investors, support and foster efficiency, and manage systemic risk in national capital markets.
 - ↳ Participating areas continue developing legislation that will establish a new Capital Markets Regulatory Authority and govern capital markets in the participating areas.
 - ↳ A regular supervisor will manage one set of regulations, reduce ineffective regulatory actions or materials for businesses, and will be self-funded through one set of fees.
 - ↳ The proposed Regulatory System strengthens Canada's capital markets by better protecting investors, improving Canada's financial services area and handling risks to systems
- ⇒ Continue working with Alberta, British Columbia and Manitoba to implement changes to incorporate extra-provincial registration that is required under the New West Partnership Trade Agreement (NWPTA) and the Canada Free Trade Agreement (CFTA).
 - ↳ With Saskatchewan and its NWPTA partners, the federal government and Quebec completed the pilot phase for developing the data exchange system called the Multi-Jurisdictional Registry Access System (MRAS).
 - ↳ Production continues for the system development project, and the project's completion is expected in early 2020.
 - ↳ Changes to business regulations, required to apply MRAS, are on schedule for completion in Fall 2019.
 - ↳ MRAS will create quick and efficient procedures required under the two agreements.

Strategy

Improve employment outcomes for offenders

Key Actions and Results

- ⇒ Further develop partnerships including First Nations (FN) designed to increase education, trades, skills development and employment opportunities for offenders.
 - ↳ Officials developed a partnership with Saskatchewan Indian Institute of Technologies (SIIT) to combine employment training with real world, first-hand learning opportunities.
 - ↳ SIIT, Habitat for Humanity and Custody Services programming worked together and allowed offenders to build a new home in Yorkton for a single mother and her three children, which added value to the community, to the family and to the offenders' skill sets.
- ⇒ Partner with Regina school boards, health region, community-based organizations, education and economic partners to support and evaluate Transitional Classrooms to support youth in effectively transitioning from custody to the community and develop opportunities to extend this model provincially.
 - ↳ Completed the evaluation report on the Transitional Classroom, and results showed that young offenders enrolled in the Regina Integrated Classroom program stayed longer in school than those not enrolled in the program.
 - ↳ Completion of the classroom's year two is scheduled for June, 2019.
 - ↳ Discussions continue with interested partners about possible changes to the program after completion of the year two evaluation, which will determine results on student achievement and students' chances of reoffending.
- ⇒ Pilot an adult employment support and connection process in Prince Albert with a view towards expansion into other key communities to target support services for maximum impact.
 - ↳ Ministry officials focused on increased verification of employment and education status for clients.
 - ↳ Monthly follow-ups and a review of client results guarantees clients are being referred to appropriate services through the new process.

Performance Measures

Percentage of Offenders Provided Employment Supports

Measure's focus was refined over the year

- ⇒ New measure: Expand the number of Transitional Classrooms available by March 31, 2019
- ⇒ Discussion continue with interested partners while awaiting data from year two evaluation report to decide about program expansion.

Client Engagement in Integrated Classrooms in Saskatchewan

Measure's definition was refined over the year

- ⇒ New measure: Maintain an increase in client engagement in transitional classrooms by March 31, 2019
- ⇒ Engagement increased by 20%, from 30% in 2016-17 to 50% in 2017-18.

Progress in Implementing Common Business Identifier

- ⇒ Established milestones for implementation of the Common Business Identifier were achieved by March 31, 2019.

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

Organization Goal

Safe and Secure Communities

Strategy

Promote effective policing and crime prevention and improve community safety outcomes

Key Actions and Results

- ⇒ Decrease traffic-related collisions and fatalities in Saskatchewan through a combination of prevention, education and increases in financial penalties.
 - ↳ In partnership with Saskatchewan Government Insurance, the Combined Traffic Services Saskatchewan (CTSS) initiative continues to be an effective and efficient program aimed at reducing rural crime and traffic related collisions in Saskatchewan.
 - ↳ CTSS reorganized current provincial traffic resources and redeployed them to communities in the Regina, Swift Current, North Battleford and Prince Albert regions.
 - ↳ Phase two of the program included fully staffing positions in North Battleford and Moose Jaw, and progressing towards filling positions in Maidstone and Meadow Lake.
 - ↳ 2018 changes in traffic safety laws led to tougher laws and increased enforcement to strengthen impaired driving consequences, which resulted in SGI's data reporting that impaired driving charges decreasing by 13.5%.
 - ↳ More enforcement presence from CTSS officers resulted in more than 69% in speeding tickets, 32% in distracted driving tickets and 73% in seatbelt tickets, which created safer roads.
- ⇒ Deliver programs based on the recommendations of the Caucus Committee on Crime including a new Protection and Response Team (PRT) to expand Combined Traffic Services Saskatchewan and Community Safety Officer (CSO) programs, increasing rural police presence, work with the federal government to strengthen the *Youth Criminal Justice Act*, and equip enforcement vehicles with Automatic License Plate Readers (ALPR).
 - ↳ The PRT is now fully operational. All the Conservation Officers have been active since April 1, 2018 and the Saskatchewan Highway Patrol completed their training, including firearm training, and were active as of July 1, 2018. The Ministry of Environment Conservation Officers have a full allotment of 98 field officers.
 - ↳ CSOs help ensure safety through enforcement of low risk policing priorities including traffic and liquor enforcement, bylaw enforcement and serve as crime prevention community liaisons which frees up RCMP and municipal police to focus on higher impact needs. The Community Safety Officer program continued expansion. Funding was provided for nine people from Peter Ballantyne Cree Nation and 20 from Little Pine First Nation and Poundmaker Cree Nation to participate in the six-week training program to become CSOs.
 - ↳ Ministry officials worked alongside other justice counterparts to examine reforms proposed by federal Bill C-75, which includes changes to the *Criminal Code* and *Youth Criminal Justice Act*.
 - ↳ 77 new ALPRs were acquired in 2018. The devices automatically scan license plates, up to one plate per second, and alert police if a nearby vehicle is unregistered, or associated with a driver who has been suspended for impaired driving or other reasons. Sixty-nine of the new readers have been allocated to vehicles used by the PRT, increasing rural presence. Eight more ALPRs are in vehicles used by traffic patrol units as part of the CTSS in Regina, Prince Albert and Moose Jaw.

- ⇒ Partner with RCMP and inter-provincial counterparts to promote transparency of expenditures and performance plans
 - ↳ Ministry officials met with executives from the RCMP to collectively confirm and adjust priorities as well as assess and monitor risks. Priorities were confirmed to include the following:
 - ↳ Community Consultation
 - ↳ Employee Wellness
 - ↳ Leadership
 - ↳ Efficient and Effective Service Delivery
 - ↳ Healthier and Safer Indigenous Communities through Reconciliation
 - ↳ Serious and Organized Crime
 - ↳ Crime Reduction
 - ↳ Traffic Safety
- ⇒ Analyze data that helps align community partnerships to educate youth on the hazards of crime and gangs.
 - ↳ The provincial Gang Violence Reduction Strategy was developed and a Steering Committee was selected.
 - ↳ Strategy actions focus on intervention, suppression, and prevention of gang activity in the community.
 - ↳ A “relentless outreach” model is part of the intervention strategy, along with other improved intelligence and enforcement models and an enhanced drug treatment in correctional facilities.
- ⇒ Strengthen and coordinate our response to high rates of domestic violence in the province.
 - ↳ A joint human service response to the Domestic Violence Death Review was developed.
 - ↳ Listen Project that trains Law Society lawyers to provide free legal advice/information by phone to sexual assault survivors was developed in partnership with the federal government and Public Legal Education.
 - ↳ A partnership with Provincial Association of Transition Houses to promote justice access to survivors of intimate partner violence (IPV) was established. The project’s goal is to reduce events of IPV in Saskatchewan by uniting interested, justice-system partners in responding to IPV and work towards best, evidence-based practices and legislation that support survivors and appropriate services for offenders.
- ⇒ Establish an integrated provincial response to address the rising presence of fentanyl and other harmful drugs giving rise to health and public safety issues in the province
 - ↳ Ministry officials worked with the Ministry of Health to co-chair the Saskatchewan Drug Task Force (SDTF), with the focus on enhancing the monitoring and surveillance of opioid-related trends to improve transparency and guide decision-making both locally and provincially.
 - ↳ The Task Force engages subject matter experts as required, such as the Prescription Review Program, police chiefs, medical personnel and academics to support its work.
 - ↳ The task force developed a work plan, and held community engagement events in rural communities to discuss community issues surrounded drug addiction, treatment, and policing issues.

Strategy

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

Key Actions and Results

- ⇒ Support local Community Safety and Well-Being Plans that help guarantee safe and healthy communities and coordinate the work of all human service partners.
 - ↳ The Ministry of Corrections and Policing and the Ministry of Justice and Attorney General supported communities to develop plans to improve community safety and well-being that are data-driven to address local risks with local resources in collaboration with federal, provincial, First Nation and municipal partners. In 2018/19 Community Safety and Well-Being Branch provided direct support, guidance or best practice expertise to 15 communities or regions across the province.
- ⇒ Examine outcomes for children in care referred from Hubs. Hubs are groups of human services providers who meet regularly about common clients to assess needs and coordinate services.
 - ↳ De-identified information from one community’s hub data was analyzed to identify the number of children who were connected to services by the Hub table. Preliminary results identify that more than half of these children were not connected to any services at the time of the Hub intervention.
- ⇒ Standardize processes for tracking outcomes for services contracted with community-based organizations.
 - ↳ In the 2018-19 Plan, the Ministry committed to guarantee 25% of CBOs would be supported by the development of measurements frameworks.

Strategy

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

Key Actions and Results

- ⇒ Continue to broaden the Serious Violent Offender Response (SVOR) program that sees prosecutors, community corrections workers and police identify and provide case management to reduce serious violent offenders' risk of reoffending in Pelican Narrows, Sandy Bay and Deschambault Lake.
 - ↳ The SVOR fully works in the recent community expansions to Regina and the three Northeast communities of Pelican Narrows, Sandy Bay, and Deschambault Lake.
 - ↳ Research and Evidence Based Excellence division continues an evaluation of meaningful results to update the first evaluation, which demonstrated reductions in chances of reoffending.
- ⇒ Provide increased supervision in rehabilitative programming for high-risk youth and young adults in Pelican Narrows, Sandy Bay and Deschambault Lake communities to reduce youth violence and gang-related offences.
 - ↳ The Northeast Serious Violent Offender Response worked to create a Justice Community Support Worker position in Creighton to provide more support services, strategic supervision, coordinated case management and interventions to the three communities in partnership with Community Corrections, Prosecutions, and the RCMP.
 - ↳ The Northeast Youth Violence Reduction Partnership (NYVRP) reduces youth violence and gang involvement by building community capacity and strengthening connections within the criminal justice system.
- ⇒ Coordinate the Ministries roles in the National Flagging System that identifies individuals who may be considered as dangerous or long-term offenders.
 - ↳ The National Flagging System continues to identify individuals possibly considered as repeatedly dangerous or long-term offenders requiring either an indeterminate sentence or a long term offender sentence.
 - ↳ The program performs well by responding to growing and changing case law and correction methods.
 - ↳ The program benefits public safety because it places many offenders into custody and intense prosecution for appropriate sentencing.
- ⇒ Develop a provincial therapeutic court strategy with key partners and stakeholders.
 - ↳ The Advisory Committee was assembled, and the request for representatives received positive feedback.
 - ↳ A draft Terms of Reference was created and sent to the Advisory Committee.
 - ↳ Research was undertaken on therapeutic court strategies in other areas in Canada.

Performance Measures

Traffic Fines Collection Rate

- ⇒ Measure met and saw an 11.88% increase in traffic fines collected by March 31, 2019.

Number of Communities Adopting Community Safety Officer Models

Measure's focus was refined over the year

- ⇒ New measure: 100% of Crime Response Teams (CRTs) are fully operationalized by March 31, 2019.
- ⇒ Requested new RCMP resources, which were activated in Fall 2018.
- ⇒ Established all CRTs, which include one in Prince Albert and a second in North Battleford.
- ⇒ 10 rural municipalities and four support services dedicated to the CRTs.
- ⇒ CRTs currently working to respond to everyday concerns of local residents.

Community-Based Organization Outcomes

- ⇒ As of March 31, 2019, 40% of Community Safety and Well-Being funded programs have measurement frameworks built into their service agreements.

Reductions in Violent Reoffending

- ⇒ Started operations and accepting clients for the Northeast Serious Violent Offender Response programming.
- ⇒ Data for the severity of offences committed by offenders who have engaged in the program is currently unavailable at time of this report's publication, but recent acceptance of clients will allow for future data collection.

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

Organization Goal

Integrated Justice System Responses

Strategy

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

Key Actions and Results

- ⇒ Respond to recommendations arising from a multi-stakeholder review of the child protection program.
 - ↳ Saskatchewan Legal Aid Commission representatives met with Social Services and Justice officials monthly to review and improve current process.
 - ↳ Ministry officials developed information that parents will receive at the time of apprehension to assist them to understand their rights and sooner connect with legal counsel.
 - ↳ Started efforts to improve timeliness of disclosure.
- ⇒ Continue to support adults and children who have experienced interpersonal violence and abuse by providing program services, including community and police-based domestic violence victim services programs.
 - ↳ Victims Services continues to maintain an extremely high client satisfaction rate as measured through client surveys. Data collection happens throughout the year and analysis happens at completion of the financial year end.
- ⇒ Support justice related initiatives underway in the federal government including the Missing and Murdered Indigenous Women and Girls Inquiry and implementing Calls to Action from the Truth and Reconciliation Commission
 - ↳ Work continues to implement provincial responses to the legalization of cannabis and the calls to action from the Truth and Reconciliation Commission.
 - ↳ A cross Ministry team has been actively engaged with the National Inquiry into Missing and Murdered Indigenous Women and Girls. The Ministry of Justice and Attorney General testified at the Inquiry and provided written and oral submissions to assist the Inquiry in its objectives. The Ministry has taken a number of steps to address the issue of missing persons and related issues such as domestic violence and sexual abuse, including the following:
 - ↳ A Family Liaison position was funded in the Saskatchewan Coroners Service in 2018-19 that works with families to help them better understand the role of the coroner in a death investigation.
 - ↳ The creation of the Family Information Liaison Unit, which provides information and assistance to families of Missing and Murdered Indigenous Women and Girls.
 - ↳ The passing of *The Victims of Interpersonal Violence Amendment Act, 2018*. This Act permits a tenant who is a victim of interpersonal violence to end a tenancy with 28 days' notice.
 - ↳ The provision of \$6.78 million to transition houses to provide safe shelters and support for women and children leaving abusive situations.
 - ↳ The Northern Transportation and Support initiative, which provides information, referrals, resources and travel accommodations for northern residents fleeing abusive situations.
 - ↳ The Listen project, which provides up to two hours of free legal information and advice to survivors of sexual violence.

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

- ⇒ Continue to support police agencies in the expansion of the integrated Police and Crisis Teams (PACT) project that responds to persons experiencing a mental health crisis.
 - ↳ PACT expansions were on track in 2018-19 with five of six units becoming fully operational.
 - ↳ All units have data collecting processes that report out to the Saskatchewan Health Authority, who provides updates to Ministries of Health and Corrections and Policing.
- ⇒ Promote therapeutic court approaches for those with mental-health and addictions issues.
 - ↳ The Ministry held a workshop with legal, health and community partners to identify opportunities to develop additional therapeutic courts, including mental-health and drug treatment courts.
 - ↳ Officials began to develop a strategy to guide enhancement and expansion of Saskatchewan's therapeutic courts.
- ⇒ Pilot the use of standardized mental health screening tools with offenders in custody to measure the risk of mental health issues and suicide to reduce impacts on their safety.
 - ↳ Research and selection was done on standard mental-health assessment tools that measure the risk of mental-health challenges and suicide to help lower effects on offenders' safety.
 - ↳ Ministry officials developed supporting policies for the use of the tool in correctional services.
- ⇒ Implement the new program model for integrated rehabilitative corrections and mental-health services for offenders at Saskatchewan Hospital in North Battleford (SHNB).
 - ↳ The first unit at SHNB opened in December 2018. Ninety-six of the 284 beds in the facility are reserved for offenders who require mental health assessments and treatment.

Performance Measures

PACT Team Expansion

- ⇒ PACT teams fully met the expansion goal for 2018-19. PACT continues to show good results in reducing unnecessary emergency room visits and freeing up police time, saving police from answering more than 1,000 calls not involving criminal offences.

Victim Satisfaction with Services

- ⇒ Achieved more than 94% satisfaction on the Victim Services Client Survey, which exceeds the 2018-19 target of 90% satisfaction.

Standardized Screening for Mental Health and Suicide Risk

- ⇒ A standardized screening tool had a delayed start due to requiring additional nursing resources and challenges in recruiting managerial positions.

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

Organization Goal

Accessible and Efficient Justice System

Strategy

Reduce demand for justice services through a coordinated justice response

Key Actions and Results

- ⇒ Develop a validated Police Predictive Remand Risk Assessment Tool to inform police decision making for efficient use of remand. Remand is where an accused is held in custody pending the resolution of their charges.
 - ↳ Ministry officials continued work on the Remand Risk Assessment Tool. There were challenges with accessing and utilizing the data required to complete the development, so additional resources were added and work continues.
- ⇒ Expand the remand project to reduce the use of short-term remand.
 - ↳ The Early Case Resolution program was expanded on weekends to Regina and the Rapid Remand Resolution in Saskatoon was expanded to operate on weekdays.
 - ↳ Staff was hired in late 2018 to 2019 and operations began with the expansion of Supervised Bail program and Rapid Remand Resolution across Saskatoon, Prince Albert and Regina.
 - ↳ Ministry officials explored the driving forces behind increased remand numbers with simulation modeling experts at University of Saskatchewan that give information about best practices for lowering remand growth while also promoting public safety and community confidence in the justice process.
- ⇒ Implement processes and practices to reduce time to trial and sentencing for accused individuals who are on long-term remand.
 - ↳ Public Prosecutions undertook a number of steps to reduce time to trial and sentencing. Feedback was received from police offices in Northwest Saskatchewan and Weyburn about revised and standardized Prosecutor Information Sheets to quicken file assessments.
 - ↳ Crown Counsel Assistants were hired at four locations to assist in file preparation and data analysis, saving time for prosecutors.
 - ↳ Ministry officials developed a standardized disclosure checklist to save time from evaluating whether information was delivered to defense.
- ⇒ Explore the root causes of Administration of Justice Offence charges that result in high remand populations.
 - ↳ Federal Bill C-75 allowed for changes in practices around bail conditions by prosecutors and release training for police. Practices under consideration for use include applying appropriate conditions that directly relates to the offending behavior and consolidating charges and reducing the number of charges laid.

Strategy

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

Key Actions and Results

- ⇒ Respond to demand for the Family Matters program that provides early intervention and problem resolution to assist families through separation and divorce outside of court.
 - ↳ Ministry officials held monthly help sessions with volunteer and staff lawyers at Moose Jaw Queen's Bench, Saskatoon Public Library and Court of Queen's Bench Library.
 - ↳ Weekly "Walk-in Wednesdays" were held at Regina Queen's Bench courthouse basement library to help answer family law questions and have a pro bono practicum student do triage, help people start an online court application and refer them to relevant services.

- ⇒ Develop and expand several Family Services that are accessible and affordable for citizens experiencing family law problems, which may include: a child support recalculation model, a High Conflict Mediation Program and attendance at a dispute resolution process before going to court.
 - ↳ Ministry officials launched a pilot project of the Child Support Recalculation Service, which allows parents to manage child-support payment updates based on current income and Federal Child Support Guidelines. The program helps families with less time appearing in court and reduced stress and conflict between parents.
- ⇒ Work with partners to develop multiple points of access, including online services, for citizens to obtain a variety of government services, including justice services.
 - ↳ Ministry officials worked to have all Family Justice Services information sheets available online, and explored creation of a Self-Represented Litigants section on Government Publications website.
- ⇒ Work with the federal government in supporting the Saskatchewan Legal Aid Commission to improve timeliness in the courts and access to justice priorities.
 - ↳ Legal aid officials worked with Public Prosecutions and other partners on programs like Rapid Remand Resolution to limit suspensions in bail court and resolve files quicker, including partnering with Prosecutions and review files on Sundays to resolve those files on Mondays rather than Wednesdays.
 - ↳ A telephone application center opened where dedicated eligibility officers take applications during the day for timelier access to application process.
- ⇒ Expand video-conferencing units into more locations and for more users within the court system to reduce the amount of offender transport between court and improve timelier resolution of charges.
 - ↳ Video court locations were expanded to increase use of video conferencing, resulting in twenty additional locations.
 - ↳ The growth rate stayed the same for number of charges heard in court locations and those heard through video conferencing.
 - ↳ Work continued with officials at correctional centres, defense counsel and in court locations to increase capacity, including providing multiple units and replacing older units.
- ⇒ Review and revise Prosecutions' case management processes with an emphasis on earlier readiness for trial and to start with pursuit of resolution.
 - ↳ Prosecutions introduced a "New Crown Orientation" training session about prosecution basics, just resolution and reducing delay and began work on developing another session about proper file assessment and partnering with police for timelier file preparation.
- ⇒ Review court fees across provincial jurisdictions to ensure alignment and effective use of resources in meeting needs across the province.
 - ↳ Ministry officials completed a multi-year project to do an overall review of court fees resulting in changes to Provincial Court fees and the application of the revised fees of the Court of Appeal, Court of Queen's Bench, Sheriff's offices and fees paid to system supports.
- ⇒ Respond to the recommendations arising from the provincially appointed Legal Services Task Team regarding the use of alternative legal service providers, including the increased use of qualified paralegals in the Ministry.
 - ↳ Based on the work of the task team, Bill 163, *The Legal Profession Amendment Act, 2019* was passed and will be proclaimed on January 1, 2020. The Act provides for more access to legal service providers.
- ⇒ Research restorative justice approaches in court and sentencing processes to expand and revitalize usage and referrals and build on the work of the federal task force in partnership with other jurisdictions.
 - ↳ The Ministry held lunch meetings to gather submissions from Saskatchewan residents about their experiences with restorative justice (RJ). These meetings provided networking opportunities for RJ workers, criminal justice professionals and front-line clients, creating increased awareness about RJ and fostered connections between agencies.
- ⇒ Develop expanded administrative sanctions for impaired driving to reduce the number of trials that proceed to court.
 - ↳ There have been encouraging results from collaborative efforts to reduce impaired driving fatalities with impaired driving charges decreasing, due in part to awareness campaigns with partners. As a result, administrative sanctions were not expanded but remain a consideration.
- ⇒ Undertake reviews of Queen's Bench and Provincial Court processes to assist in addressing increased demands on Court Services.
 - ↳ Continuing to review existing processes of Court of Queen's Bench and Provincial Court.
 - ↳ Researched and reviewed 81 processes that consider court and operational needs.
- ⇒ Continue to review processes for jury selection and management and identify areas for enhancements
 - ↳ Court Services continued supporting the Juror Assistance and Support Program.
 - ↳ Court Services used a client feedback survey process to continuously improve provided services.

- ⇒ Implement the new model for offender transport between correctional facilities and the major court centres
 - ↳ A new transport model was implemented with the designation of several transport corridors.
 - ↳ Deputy Sheriffs transported remanded offenders and sentenced prisoners between Regina and Saskatoon, Prince Albert and Saskatoon, Saskatoon, North Battleford and Lloydminster.
 - ↳ Ministry officials started an evaluation of the first year of the new model.

Strategy

Adopt and maintain appropriate IT tools and infrastructure to deliver ministry programs and services

Key Actions and Results

- ⇒ Advance a business intelligence and data analytics framework that will enable the ministries to identify and analyze trends to improve services and inform decision making.
 - ↳ Analytics team delivered the following results:
 - ↳ 32 reports for Courts and Corrections
 - ↳ 78 defect fixes in the Criminal Justice Information Management System
 - ↳ Data dictionary for the Criminal Justice Information Management System
 - ↳ Signed data sharing agreement for Prosecutions
 - ↳ Two reports for Prosecutions
 - ↳ Project charter and business analysis for Offender Services reporting needs
- ⇒ Undertake analyses of Canadian Centre for Justice Statistics (CCJS) and Canadian Census population data to support targeted interventions to reduce re-contact of the offenders who require a disproportionately large amount of justice and other government services.
 - ↳ CCJS released a second report on Saskatchewan re-contact with the justice system.
 - ↳ The report showed that offenders:
 - ↳ tended to rely on government transfers for income
 - ↳ lived in low income situations
 - ↳ were more likely to suffer from residential instability
 - ↳ were materially deprived
- ⇒ Work with federal and provincial partners including Statistics Canada and the Federal Legal Aid Directorate on the development of a common set of national justice measures and develop internal capacity to collect and maintain justice measures, particularly in civil, family and administrative matters.
 - ↳ Ministry officials participated in federal meetings to help develop a national performance monitoring framework that will help create a common understanding about the criminal justice system and gather multi-sourced data information into one source.
- ⇒ Identify and implement actions to reduce overtime required to maintain appropriate staffing levels for high count volumes in correctional centres.
 - ↳ Ministry staff continued to implement processes to address overtime in correctional facilities. Due to pressures that included critical incidents at a number of facilities, unexpected hospital escorts, training for the new beds at SHNB and case management training, there was no reduction achieved. The rebase review was completed and facilities increased amount of permanent full-time positions in addition to focusing on replenishing permanent, part-time staff depleted by increased acceptance of permanent full-time hours.
- ⇒ Continue to develop the Integrated Justice Information Management Systems (IJIMS) framework to combine core business systems across the Ministries.
 - ↳ Ministry officials completed phase one of MOVE, a legal information management system, enabling timely and secure electronic information sharing between Prosecution's EPIC system and Prince Albert Police records management system.
 - ↳ A cloud-based government-wide platform was implemented to further unite business areas and combine similar applications.
- ⇒ Continue the small systems development process ensuring IT project support to those projects in order to enhance public safety and provide support for vulnerable Saskatchewan people.
 - ↳ A new centralized Access and Privacy system was completed which will lead to improvements in workflow-type systems.
 - ↳ The Ministry started replacement of the GUARDIAN system, which lessens chances of system risk affecting vulnerable citizens.

- ⇒ Continue enhancements to the Criminal Justice Information Management System (CJIMS) that houses offender information for courts and corrections so that additional key business functions can be added to increase the ability to electronically track offenders through the criminal justice system.
 - ↳ CJIMS was enhanced to integrate multiple subject records, eliminating duplication of records and staff effort, to build incident reporting capability that reports can be generated from and to accommodate changes in SGI initiated legislation related to revenue expenses from fines.
- ⇒ Develop an interactive online application database to provide landlords and tenants information about their respective rights and responsibilities when faced with residential tenancy issues to resolve the dispute sooner and where there is a need for adjudication tracking incidents to measure workload performance, consistency and timeliness of decisions
 - ↳ Phase one of the Office of Residential Tenancies Online system was developed and implemented.

Strategy

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

Key Actions and Results

- ⇒ Undertake tenant improvement projects in circuit court locations and court houses to address identified client service, capacity, technology and security needs.
 - ↳ Ministry officials completed \$784,000 worth of projects improving security, functional, technical and capacity related matters in fourteen permanent court houses and circuit point locations to support Courts work to improve client services.
- ⇒ Develop data analytics to better understand the workload of the courts and utilize this knowledge to inform the 10-year capital planning for court houses including client service, capacity, technology and security needs.
 - ↳ Work continued on a facility overview of the court building assets to identify capital needs that examines assets from many angles, like capacity, safety and security, technology compatibility and overall function.
 - ↳ Partnership continued with Public Safety Canada (PSC) on a comprehensive security review of all operational aspects at Saskatchewan court facilities, including security provided by human resources.
- ⇒ Construction of the new kitchen, loading dock and storage space at the Prince Albert Correctional Centre.
 - ↳ Construction was completed and Prince Albert Correctional Centre's kitchen is functional.
 - ↳ Additional work included completion of paving and interior renovations.
- ⇒ Enhance security in custody facilities through upgraded locks and security infrastructure.
 - ↳ Security infrastructure renewal was completed in Prince Albert Correctional Centre.
- ⇒ Address short-term capacity issues with new beds in youth custody at the Paul Dojack Youth Centre.
 - ↳ The design and tender documents for the new beds project was completed.
- ⇒ Address Provincial Auditor and Ombudsman's recommendations regarding maintenance standards and capacity planning.
 - ↳ Ministry officials implemented three of six recommendations from the Provincial Auditors report with the remaining to be addressed in 2019-2020.

Performance Measures

Family Matters Program Participation

Measure's definition was refined over the year

- ⇒ New measure: Complete 300 child recalculation service cases by March 31, 2019.
- ⇒ Child Support Recalculation Service statistics include the following:
 - ↳ 519 inquiries and applications between May 3, 2018 to March 31, 2019.
 - ↳ 32 Recalculation Decisions issued by March 31, 2019.
- ⇒ "Walk-in-Wednesdays" at Regina Queens Bench courthouse basement library give opportunities for answering family-law questions.
- ⇒ "Walk-in-Wednesdays" statistics include the following:
 - ↳ 46 sessions in total
 - ↳ 472 people helped
 - ↳ 60 people with domestic violence concerns
 - ↳ 130 newcomers

- ⇒ Monthly help sessions by volunteer and justice lawyers at Moose Jaw Queen's Bench.
- ⇒ Monthly help session statistics include the following:
 - ↳ 12 sessions in total
 - ↳ Five sessions attended by a justice lawyer
 - ↳ 24 people helped at the five sessions attended by a justice lawyer
- ⇒ Drop-in help sessions by volunteer and justice lawyers at the Saskatoon Public Library and Court of Queen's Bench Library.
- ⇒ Drop-in help session statistics include the following:
 - ↳ 39 sessions in total
 - ↳ 27 sessions attended by a justice lawyer
 - ↳ 223 people helped at the 27 sessions attended by a justice lawyer

Average Length of Remand Stay

Measure's focus was refined over the year

- ⇒ New measure: Maintain 0% growth rate in remand population by March 31, 2019.
- ⇒ Slowed remand growth rate to 1.7% since action started.

Court Adjournments and Delays

- ⇒ While the Province is not struggling with its obligation to meet the time limits set by the Supreme Court of Canada, it has a number of initiatives underway that contribute to ensuring it can effectively manage the increasing burden on the system from the complexity of cases and the severity of many of the crimes being prosecuted. Efforts to manage the burden include such things as the remand initiative and efforts to assess cases earlier. To assist ongoing efforts to monitor the time to trial or reduce it, the Ministry has established a baseline measure for the time an adult, criminal case that has been associated with a preliminary hearing or trial date takes to be concluded. In 2018-19, the average number of days was 259. While not all locations can be directly compared to the provincial average, the ministry will continue to study this number to understand the variances between points. For example, a number of factors impact the number of days like the need to fly to remote locations in the north, availability of video conferencing, and weather outs.

Time to Trial

Measure's definition was refined over the year

- ⇒ New measure: Meet the milestones for the development and implementation of an improved strategy for reducing time to case resolution for remand clients by March 31, 2019.
- ⇒ Data is currently unavailable to be pulled from the file and case management system.

Video Court Appearances

- ⇒ Increase percentage of court appearances by video-conference by December 2018.
- ⇒ Improved video conferencing usage to 21.7%, slightly below target of 23%.
- ⇒ More than 200,000 charges were heard through video-conferencing equipment, which is an increase of 50,111 from last year.
- ⇒ Expanded from 80 video court locations in 2017-18 to one-hundred video court locations in 2018-19 for better access to video conferencing equipment.

Victim Participation in Restorative Justice

Measure's focus was refined over the year

- ⇒ New measure: Establish targets for number of restorative justice referrals by March 31, 2019.
- ⇒ Increased number of adult and youth referrals to 3,239 in 2019-20, a 5% increase from 2018-19.
- ⇒ Increased pre-charge adult and youth referrals to 328 in 2019, a 5% increase from 2018.
- ⇒ Established targets include the following:
 - ↳ Achieve 51% overall victim participation
 - ↳ Achieve 54% Accountability Hearings in Crimes with Victims
 - ↳ Achieve 40% in-person victim participation
- ⇒ New measure: Collect and analyze 300 restorative justice narratives by March, 2019.
- ⇒ Reached the set target and achieved more than 332 narratives about client experiences with Restorative Justice.

Rate of Use of Alternative Measures and Extrajudicial Sanctions

- ⇒ Officials worked on gathering data to establish a baseline.
- ⇒ Working towards a 5% target to increase current usage of Alternative Measures and Extrajudicial Sanctions.

Integrated Justice Information Systems

- ⇒ Measure met and saw an increased number of integrated systems with IJIMS to develop collective impact insight and forecasting models for capacity planning.

Small System Justice

- ⇒ Achieved measure to increase number of small systems developed each year within the IJIMS framework.

Overtime Compensation Costs

- ⇒ Did not achieve reduction in overtime compensation costs due to unanticipated staffing requirements including critical incidents at a number of facilities, unexpected hospital escorts, training for the new beds at SHNB and case management training.

2018-19 Financial Overview

The justice system's original 2018-19 appropriation was \$646.3 million, including \$13.3 million for capital asset acquisitions and \$639.5 million on an expense basis. The expense budget excludes the \$13.3 million appropriation to acquire capital assets and includes \$6.5 million for the amortization of capital assets.

For 2018-19, actual expenses were \$644.4 million; a variance of \$5.0 million higher than the original budget. The increased costs are attributable to:

- ⇒ increased expenditures, largely as a result of utilization pressures within the criminal justice system, including custody services, and legal aid (\$10.6 million);
- ⇒ increased amount of capital expenditures expensed due to not meeting accounting standards for capitalization (\$1.6 million);
- ⇒ enhanced services at the Office of the Chief Coroner (\$1.3M); and
- ⇒ increased amortization expenses mainly due to capital improvements (\$0.6 million).

These increased costs were partially offset by savings from vacancies and grants, and delay or deferral of some projects (\$9.1 million).

The replacement of the kitchen at the Prince Albert Correctional Centre is complete aside from items delayed due to seasonal conditions. The construction of a new living unit at the Paul Dojack Youth Centre was deferred until 2019-20. This resulted in net capital savings of \$2.6 million. Expense results by sub-vote and allocation are summarized in subsequent pages of this report.

The 2018-19 revenue budget was \$102.8 million. Actual revenue was \$109.6 million; \$6.8 million greater than budget. The increased revenue is primarily attributable to:

- ⇒ a higher than estimated dividend from Financial and Consumer Affairs Authority (FCAA) (\$5.7 million);
- ⇒ an increase in payments from the federal government for custody programs, legal aid, and other agreements (\$3.7 million);
- ⇒ a higher than anticipated collection of Public Trustee fees; (\$0.4 million); offset by
- ⇒ a net decrease in fines assessed by the courts (\$2.8 million); and
- ⇒ a net decrease in revenue from a number of different branches (\$0.2 million).

2018-19 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	2017-18 Actual Expenditure	2018-19 Original Estimates	2018-19 Actual Expenditure	Variance	Notes
	Minister's Salaries (Statutory)	\$ 58	\$ 98	\$ 103	\$ 5	
	Executive Management	1,637	2,238	1,842	(396)	
	Central Services	6,091	4,668	4,554	(114)	
	Accommodation Services	40,236	44,128	42,668	(1,460)	1
Total Central Management and Services (JU01, CP01, IJ01)		\$ 48,022	\$ 51,132	\$ 49,168	\$ (1,964)	
	Court Services	\$ 37,891	\$ 40,303	\$ 40,124	\$ (179)	
	Salaries – Provincial Court Judges (Statutory)	15,637	16,082	15,819	(263)	
	Salaries – Justices of the Peace (Statutory)	2,888	3,152	2,907	(245)	
	Family Justice Services	4,307	4,285	3,986	(299)	
	Dispute Resolution Office	1,824	2,020	1,856	(164)	
Total Courts and Civil Justice (JU03)		\$ 62,547	\$ 65,842	\$ 64,692	\$ (1,150)	
	Civil Law	\$ 4,242	\$ 4,983	\$ 4,425	\$ (558)	2
	Legislation and Registry Division	5,934	5,776	5,698	(78)	
	Innovation	381	447	738	291	
	Public Prosecutions	24,493	26,801	25,568	(1,233)	3
	Publications Saskatchewan Revolving Fund – Subsidy	97	97	16	(81)	
	Public Registry Assurance Claims (Statutory)	107	1	-	(1)	
Total Innovation and Legal Services (JU04)		\$ 35,254	\$ 38,105	\$ 36,445	\$ (1,660)	
	Community Safety and Well-Being	\$ 14,020	\$ 14,640	\$ 16,857	\$ 2,217	4
	Strategic Systems and Innovation	14,696	16,443	17,096	653	5
	Corporate Initiatives	-	1,568	1,615	47	
	Access and Privacy	1,818	1,706	1,893	187	
	Program Support	1,656	740	450	\$ (290)	
Total Integrated Services (IJ02)		\$ 32,190	\$ 35,097	\$ 37,911	\$ 2,814	
	Human Rights Commission	\$ 2,343	\$ 2,383	\$ 2,568	\$ 185	
	Office of Residential Tenancies	1,935	1,553	1,862	309	
	Inquiries	39	126	21	(105)	
	Legal Aid Commission	25,469	25,510	25,710	200	
	Automobile Injury Appeal Commission	994	1,010	928	(82)	
	Highway Traffic Board	973	1,034	941	(93)	
	Public Complaints Commission	501	542	634	92	
	Office of the Public Guardian and Trustee	3,208	3,343	3,299	(44)	
	Office of the Chief Coroner	8,782	3,025	4,317	1,292	6
Total Boards, Commissions and Independent Offices (JU08)		\$ 44,243	\$ 38,526	\$ 40,280	\$ 1,754	
	Research and Evidence-Based Excellence	\$ 1,168	\$ 4,166	\$ 2,833	\$ (1,333)	7
	Strategic Initiatives and Evaluation	-	620	471	(149)	
	Continuous Improvement and Innovation	-	196	205	9	
Total Demand Reduction and Modernization (CP17)		\$ 1,168	\$ 4,982	\$ 3,508	\$ (1,474)	

Sub-vote	Allocation	2015-16 Actual Expenditure	2016-17 Original Estimates	2016-17 Actual Expenditure	Variance	Notes
	Custody Services	\$ 148,571	\$ 140,833	\$ 151,203	\$ 10,370	8
	Community Corrections	26,483	28,228	26,745	(1,483)	9
	Program Support	6,476	6,831	7,260	429	
	Correctional Facilities Industries – Subsidy	-	40	(1)	(41)	
Total Custody, Supervision and Rehabilitation Services (CP13)		\$ 181,529	\$ 175,932	\$ 185,207	\$ 9,275	
	Police Programs	\$ 21,093	\$ 22,502	\$ 22,572	\$ 70	
	Royal Canadian Mounted Police	182,410	198,127	192,596	(5,531)	10
	Program Support	1,330	1,257	1,836	579	11
Total Policing and Community Safety Services (CP15)		\$ 204,832	\$ 221,886	\$ 217,004	\$ (4,882)	
	Saskatchewan Police Commission	\$ 203	\$ 202	\$ 227	\$ 25	
	Saskatchewan Police College	1,260	1,274	1,318	44	
Total Saskatchewan Police Commission (CP12)		\$ 1,463	\$ 1,476	\$ 1,544	\$ 68	
Total Capital and Improvements (IJ03)		\$ 10,322	\$ 13,319	\$ 10,728	\$ (2,591)	12
Total Expenditure		\$ 621,571	\$ 646,297	\$ 646,487	\$ 190	
Less: Capital Asset Acquisitions		(8,977)	(13,319)	(9,160)	4,159	13
Add: Non-Appropriated Expense Adjustment		6,511	6,483	7,084	601	14
Total Expense		\$ 619,104	\$ 639,461	\$ 644,411	\$ 4,950	

Explanation of Major Variances:

1. Decreased expenditure due to the delayed opening of the Saskatchewan Hospital North Battleford.
2. Decreased salary costs due to vacancies.
3. Decreased salary costs due to vacancies.
4. Increased expenditure due to provision of a subsidy to the Victim's Fund.
5. Increased operating expenses for IT usage and IT projects.
6. Increased costs due to implementation of recommendations of the Coroners Review.
7. Decreased costs due to the delayed implementation of the Remand Initiative.
8. Increased costs due to high counts in custody facility operations.
9. Decreased salary costs due to vacancies.
10. Decreased costs due to changes in pension factors, project delays, and vacancies.
11. Increased costs due to additional staff and accounting coding error.
12. Decreased expenditures on capital projects due to delays and weather.
13. Less capital asset acquisition due to the delay of many capital projects (see note 12).
14. Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2018-19 Public Accounts.

2018-19 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	\$ 27,329	\$ 20,402	\$ (6,927)	1
Sales, Services and Service Fees	13,815	17,683	3,867	2
Federal/Provincial Agreements	14,384	17,944	3,560	3
Municipal Agreements	18,662	20,868	2,206	4
Proceeds from Other Funds	27,194	29,728	2,534	5
Other Miscellaneous Revenue	1,423	2,937	1,514	6
Ministry Revenue	\$ 102,807	\$ 109,561	\$ 6,754	

Explanation of Major Variances:

1. Less than anticipated fine revenue from traffic safety initiatives and other court fines.
2. Higher than anticipated revenue from the Public Trustee, Surrogate Courts, Local Registrars, and Sheriffs.
3. Increased revenue from the federal government, including agreements for the Exchange of Services, young offender programming, and drug-impaired driver detection training.
4. Higher than anticipated revenues from policing programs.
5. Dividend from FCAA higher than estimated.
6. More prior year adjustments required than anticipated.

Revolving Funds and Special Purpose Accounts

The Ministries are 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 2018-19 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

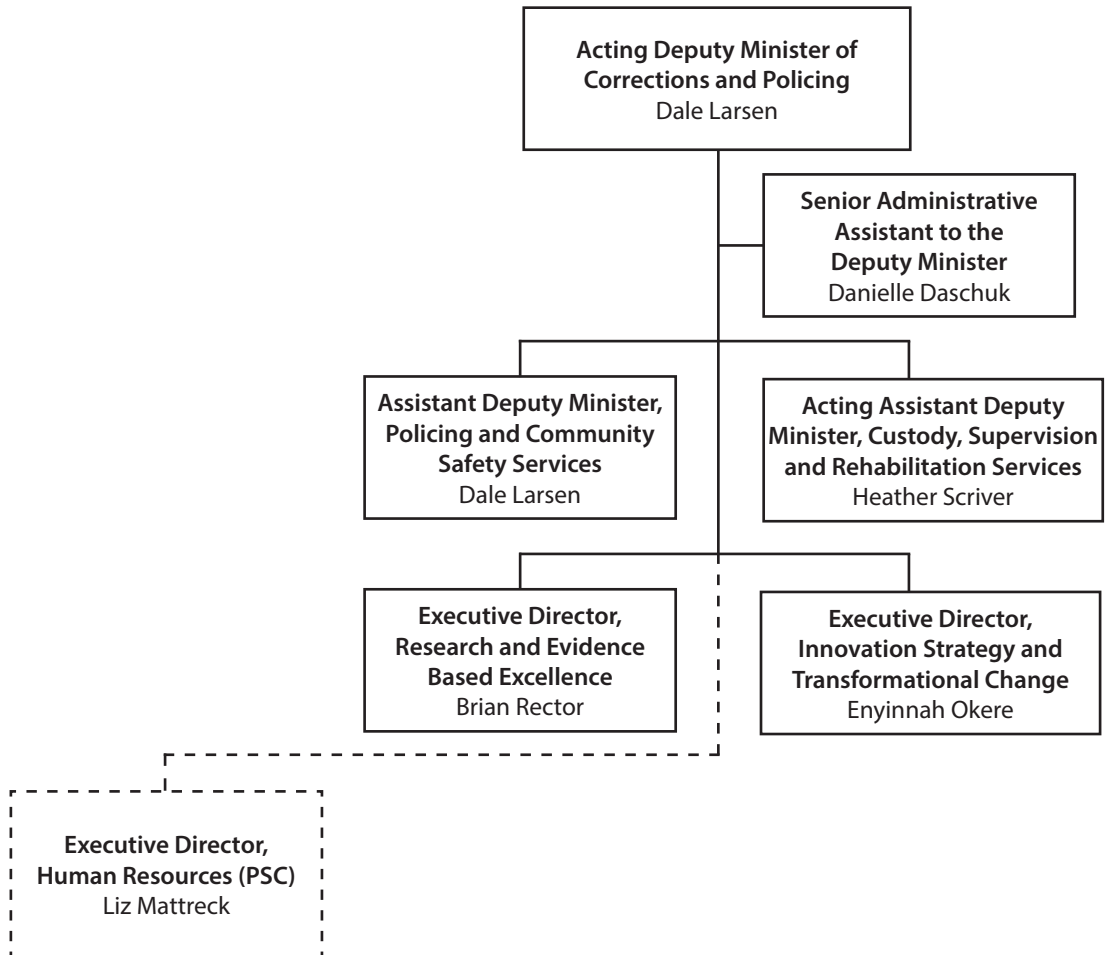
Or send an email to: webteam@gov.sk.ca

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

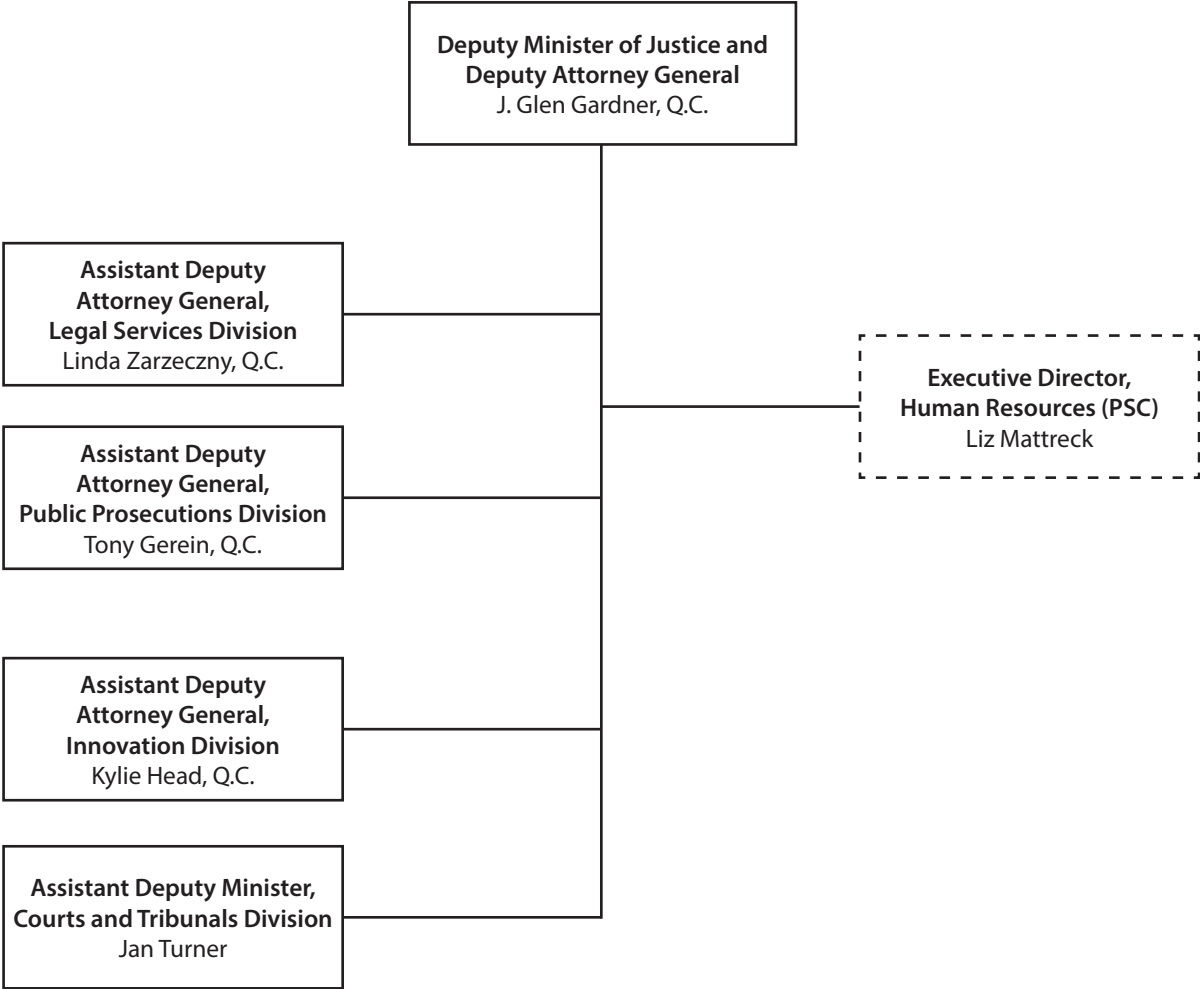
Appendices

Appendix A: Organizational Structure as of March 31, 2019

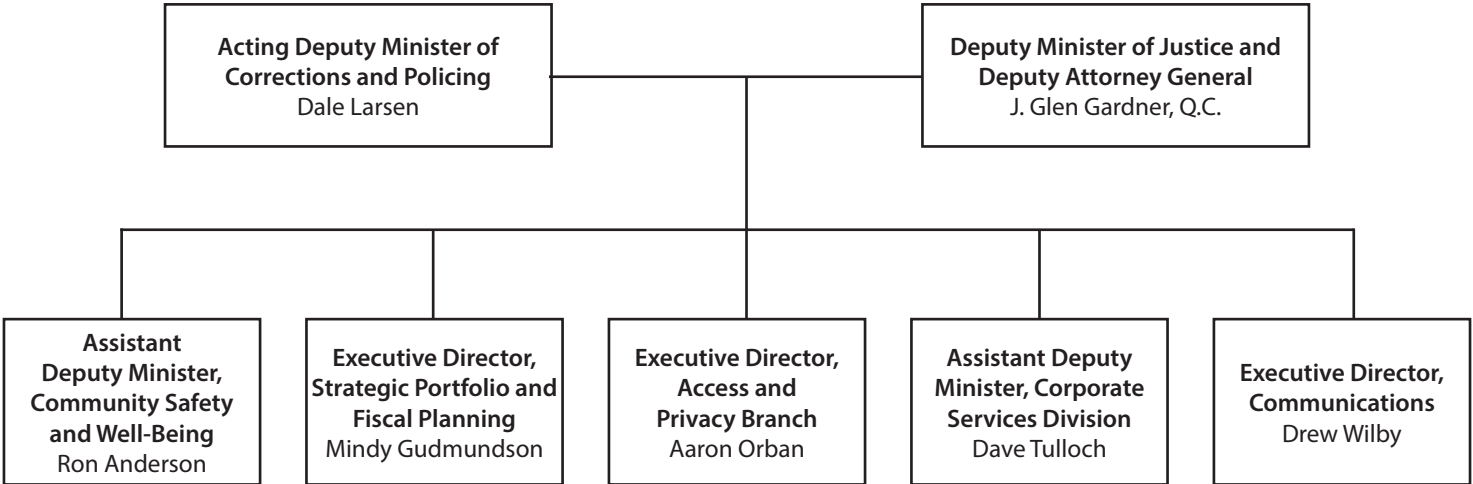
Ministry of Corrections and Policing



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 (SGI), in a less formal manner and on a timelier, 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
- ⇒ 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, Q.C., 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 SGI 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 SGI 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 SGI's decision or, if mediation was elected, from the date mediation was concluded.

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. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI 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. SGI is represented by counsel.

Both the claimant and SGI 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 the Canadian Legal Information Institute's website (www.canlii.org), 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, 1995 and 2002*
- ⇒ *The Personal Injury Benefits Regulations, 1995 and 2002*
- ⇒ *The Automobile Accident Insurance (Injury) Regulations, 2005*

The Commission's budgetary status is reflected as follows:

2018-19 Budget	\$1,010,000
FTEs	3.0
2018-19 Actual	\$928,440
FTEs	3.0

The favorable actual to budget variance of \$81,560 is attributable to reduced IT spending and the utilization of full-time, salaried Commission members being assigned to panels rather than per diem members.

2018-19 Activities and Results

- ⇒ There were 126 new appeal files opened by the Commission during 2018-19. 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 51 final decisions during the year. Fifty of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 98% success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- ⇒ The 51 decisions issued by the Commission in 2018-19 were in process for an average of 3.0 years from the time the file was opened until the written decision was issued. This compares to an average of 2.7 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 136 on-the-record hearings conducted during 2018-19. 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 13 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.

2019-20 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 conduct mediations as a pilot project, at the request of the parties, to assist in resolving appeals prior to a hearing.
- ⇒ The Commission will continue review of 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 2019-20.
- ⇒ 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 2019-20.
- ⇒ 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

	2014-15	2015-16	2016-17	2017-18	2018-19
Comparative Activity Levels					
Appeal Files Opened	120	107	99	97	126
Appeal Files Closed Prior to Hearing	71	95	65	74	80
Hearings Held	116	110	113	120	136
Decisions Issued	45	47	61	52	62
Status of Appeal Files Opened in a Particular Year					
Appeal Files Opened	120	107	99	97	126
- Less Closed Prior to Hearing	63	67	48	29	13
- Less Decisions Issued	34	27	26	17	1
Outstanding*	23	13	25	51	112

*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 (PMB)

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 16 files and will continue to do so until the files are concluded. Some may take several years to close.

Eviction 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. The table below shows the PMB incoming inquiries for fiscal year 2018-19:

Inquiry Method	Total
In-Person	8
Email	5,344
Phone	2,706
Fax	306
Total	8,094

Board Members

- ⇒ Anne-Marie Cotter, Chair, Regina
- ⇒ Doug Jameson, Regina (to February 2019)
- ⇒ Kim Korven, Regina (from March 2019)
- ⇒ F. Andrea M. Jorde, Saskatoon
- ⇒ Terry Hymers, Saskatoon (Retired September 2018)

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	2018-19
Debt Repayment Files Opened	0	0	0	0	0
Debt Repayment Files Active at Year End	38	28	24	22	16
Debt Payments Received from Debtors	\$114,117	\$51,799	\$72,230	\$46,004	\$57,843
Administrative Levy on Debt Payments	\$17,923	\$8,577	\$11,833	\$7,110	\$8,481
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	772	981	1,162	1,236	1,409
Tax Enforcement Files Opened	652	785	624	683	824
Tax Enforcement Fees	\$16,440	\$17,700	\$15,680	\$19,680	\$24,700
<i>Landlord and Tenant Act</i> Applications	4	2	2	2	3

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 (to February 2019)
- ⇒ Kim Korven, Deputy Director, Regina (from March 2019)
- ⇒ F. Andrea M. Jorde, Senior Deputy Director, Saskatoon
- ⇒ Terry Hymers, Deputy Director, Saskatoon (retired September 2018)
- ⇒ 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;
- ⇒ *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked.

Budget

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2017-18 Budget: \$1,568,000 **2017-18 Actual:** \$1,930,000

FTEs: 16.1

Per Diem Hearing Officers: 24

2018-19 Budget: \$1,553,000 **2018-19 Actual:** \$1,862,190

FTEs: 16.1

Per Diem Hearing Officers: 24

2019-20 Budget: \$1,578,000

FTEs: 20.5

Per Diem Hearing Officers: 25

The variance 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. 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.
- ⇒ Hearing officers billing for additional time required to research and write detailed reasons for decision.
- ⇒ A new ORT Online system.
- ⇒ Renovation expenses for the Saskatoon location to maximize security and efficiency (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 2018-19

- ⇒ 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 2018-19, ORT staff members took the Resolving Conflict Constructively course to improve their ability to help landlords and tenants solve problems directly so that almost all staff is trained in Dispute Resolution.
- ⇒ The Table below shows the ORT inquiries for fiscal year 2018-19:

Inquiry Method	Total
In-Person	10,008
Email	27,662
Phone	13,540
Fax	1,050
Total	52,260

- ⇒ The ORT made 20 presentations to various landlord and tenant groups within the province concerning different aspects of residential tenancy law.
- ⇒ The ORT implemented the ORT Online system in August 2018 to Staff, and updated all of its forms in conjunction with the new electronic system. The system is expected to be public facing in 2019-20, which will allow landlords and tenants to file applications online at their convenience and upload records, photos and other pertinent documents for use as evidence. Since go-live of ORT Online to Staff, the focus has been on implementation of the new Continuous Improvement model that aims to deliver enhancements and defect corrections that will contribute to the overall stabilization of the system when it goes live to the Public.

2019-20 Goals and Objectives

- ⇒ ORT will continue its work to develop and implement the ORT Online system to automate processes, convert to digital case records and go paperless, and provide a web portal the public can use to apply to the office and access files pertaining to them.
- ⇒ The ORT Online system 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 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 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 pre-hearing dispute resolution, as well as diversity and inclusiveness.

Office of Residential Tenancies – Statistics

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Total Applications Received	7,609	8,475	8,336	8,413	8,356
Landlord Applications	6,067	6,813	6,876	6,800	6,995
Tenant Applications	1,542	1,662	1,460	1,613	1,361
Fees	\$291,492	\$321,165	\$327,400	\$329,100	\$310,786

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	565	543	22	1
Expenditures				
Cost of Goods Sold	510	502	8	
Gross Profit	55	41	14	
Overhead Expenses	55	63	(8)	
SURPLUS (Deficit) FROM OPERATIONS	0	(22)	(22)	
Other Income	-	-	-	
Subsidy from GRF	40	-	-	2
Annual Surplus (Deficit)	40	(22)	(22)	

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

Explanation of Major Variances:

1. Lower than expected sales due to staffing issues at one facility.
2. Subsidy from GRF not required in 2018-19.

Audited Financial Statements are available in Volume 2 of the 2018-19 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
- ⇒ use surplus funds to benefit victims of crime, support community programs or activities designed to promote public safety enhance police operations

2018-19 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.

2018-19 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.
- ⇒ For the period April 1, 2018 to March 31, 2019, forfeiture was granted in 23 of the 24 applications decided by the courts.
- ⇒ For the period April 1, 2018 to March 31, 2019, the Director initiated administrative forfeiture proceedings through the distribution of 215 notices regarding proposed administrative forfeitures to interested parties, which has resulted in the issuance of 109 Notices of Forfeiture.
- ⇒ Equal disbursements of \$279,379 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 \$49,480 was provided to community programs to promote public safety.

Revenue and Expenses – Criminal Property Forfeiture Fund

Description	Amount	Notes
Court Ordered Forfeitures	\$460,840.96 CAD \$336.00 USD	1
Administrative Forfeitures	\$811,407.31 CAD \$2,384.00 USD	2
Total Court Ordered and Administrative Forfeitures	\$1,272,248.27CAD \$2,720.00 USD	
Property forfeited to the Crown pursuant to Section 490.1 of the <i>Criminal Code</i>	\$11,292.50 CAD	3
Property forfeited to the Crown pursuant to Section 186 of <i>The Traffic Safety Act</i>	–	4
2018-19 Expenses	\$520,423.60 CAD	5
2018-19 Disbursements	\$608,238.00 CAD	6
Federal Proceeds of Crime	\$84,062	7
Federal Proceeds of Crime Disbursements	--	8

Explanation of Major Variances:

1. 23 of the 24 forfeiture applications decided by the courts resulted in forfeitures. As two of these successful forfeitures occurred pursuant to applications brought by operation of section 10.9(5)(a) of *The Seizure of Criminal Property Act, 2009*, the associated amounts are not reported here as they were recorded in the previous fiscal year. A total of \$195,031.40 CAD has not been received for deposit.
2. The Director initiated administrative forfeiture proceedings through the distribution of 215 notices of administrative forfeiture proceeding to parties with a potential interest in property, resulting in 109 notices of forfeiture. A total of \$102,257.31 CAD has not been received for deposit.
3. Property was forfeited to the Crown (Saskatchewan) pursuant to the *Criminal Code* on one instance.
4. No property was forfeited to the Crown (Saskatchewan) pursuant to section 186 of *The Traffic Safety Act*.
5. Costs related to processing the forfeiture applications and the managing and selling of forfeited assets under the Act. Funding for the Criminal Property Forfeiture Fund has transitioned from the General Revenue Fund to a self-funding model. As such, all the expenses incurred by the program were paid from forfeited funds.
6. Equal disbursements of \$279,379 were made from the Fund to law enforcement agencies to enhance police operations and to the Victims' Fund to benefit victims of crime. Additional disbursements of \$49,480 were made to community programs to promote public safety.
7. Under the federal *Seized Property Management Act (Canada)* and the *Forfeited Property Sharing Regulations (Canada)*, the Federal Government receives monies from the criminal forfeiture of property seized by police. On April 17, 2000 the Province entered into an agreement with the Federal Government that requires that these proceeds to be used to support crime prevention, issues of substance abuse, and law enforcement. The proceeds of crime transfers from the Federal Government are assigned as designated net assets in the Criminal Property Forfeiture Fund and are included in the net financial assets of the Fund. Funds which are distributed by the Saskatchewan Proceeds of Crime Management Committee to police operations are directed to organized crime prevention activities.
8. No disbursements were made from the Federal Proceeds of Crime monies in 2018-19.

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
- ⇒ the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan
- ⇒ the Law Enforcement Handbook for RCMP and municipal police force use

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 is approved to receive a small annual subsidy from the General Revenue Fund but does not always require it. 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. professional associations and oil and gas companies)
- ⇒ libraries
- ⇒ businesses and corporate entities
- ⇒ Saskatchewan police services and RCMP
- ⇒ private citizens

Publications Saskatchewan holds and administers Crown copyright for publications on behalf of the Government of Saskatchewan.

Queen's Printer Revolving Fund Financial Summary

	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Unaudited
Revenue	\$ 1,025,737	\$ 1,048,220	\$ 1,037,838	\$ 1,000,583	\$ 1,015,000	\$ 1,006,256
Expenditures:						
Cost of Goods Sold	\$ 334,728	\$ 305,833	\$ 306,958	\$ 257,309	\$ 270,000	\$ 208,047
Gross Profit/(Loss)	\$ 691,009	\$ 742,387	\$ 730,880	\$ 743,275	\$ 745,000	\$ 798,209
Administrative Expenses	\$ 765,344	\$ 795,070	\$ 811,535	\$ 749,369	\$ 847,049	\$ 836,699
Net Profit/(Loss)	\$ (74,335)	\$ (52,683)	\$ (80,656)	\$ (6,094)	\$ (120,049)	\$ (38,490)
GRF Subsidy	\$ 0	\$ 95,000	\$ 97,000	\$ 97,000	\$ 97,000	\$ 0
Net Profit/(Loss) After Subsidy	\$ (74,335)	\$ 42,317	\$ 16,344	\$ 90,906	\$ (5,049)	\$ (38,490)

2018-19 Activities and Results

- ⇒ Completed and launched the new Publications Centre website at publications.saskatchewan.ca achieving the main goals of:
 - ↳ migrating all Government of Saskatchewan documents to Publications Centre;
 - ↳ integrating with Saskatchewan.ca for better public service and connectivity; and
 - ↳ securing local systemic information technology support for hardware and software.
- ⇒ Supported the Ministry of Justice and Attorney General Innovation Agenda and Access to Justice Agenda with the addition of the SRL (Self-Represented Litigants) Corner on Publications Centre.
- ⇒ 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 as required.
- ⇒ 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 Publications Centre:
 - ↳ Saskatchewan Libraries Conference
 - ↳ Free Legal Resource Fairs (Regina and Saskatoon Public Libraries)
 - ↳ Regina Chamber of Commerce Business to Business Expo
 - ↳ Saskatchewan Industrial Safety Seminar
 - ↳ 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 the Government of Saskatchewan.
- ⇒ Participated in the ongoing effort to digitize government documents across the Government of Saskatchewan and make them available on Publications Centre.
- ⇒ Provided Ministry of Education curricula to school divisions using e-commerce and on-demand printing.
- ⇒ Continued working with other ministries to modernize printing services by transitioning to a more efficient, on-demand model.
- ⇒ Hosted the federal-provincial-territorial Queen's Printers Association of Canada Annual Conference 2018 in Saskatchewan.
- ⇒ Became the e-commerce provider to the national Queen's Printers Association of Canada.
- ⇒ Entered into new and managed existing contracts for Crown copyright.

2019-20 Goals and Objectives

- ⇒ Continuous improvement for the new Publications Centre at publications.saskatchewan.ca.
- ⇒ Develop forms system for online form submission.
- ⇒ Add more edited historical legislation to Publications Centre, especially legislation on Freelaw®.
- ⇒ 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.
- ⇒ Continue to communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices. Participate in national website support, conference calls and research gathering for national Queen's Printer's Association of Canada (QPAC). Continue to be e-commerce provider for QPAC.
- ⇒ Support government's efforts with respect to online innovations and collaboration with a view to create efficiencies, including 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.

- ⇒ Continue to collaborate with and support the Government of Saskatchewan website, Saskatchewan.ca, by sharing information and resources.
- ⇒ Create to work toward creating online subscription services.
- ⇒ 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.
- ⇒ Work with Uniform Law Conference of Canada on populating historical legislation on national website through scanning and editorial services.
- ⇒ Create new revenue sources by partnering with outside agencies for online services.

Publications Saskatchewan Subscription Statistics

Publication/Service	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual
<i>Statutes of Saskatchewan</i> Bound Volume	125	114	95	92	87
<i>The Saskatchewan Gazette</i>	138	121	114	88	76
Loose-leaf Statutes	163	128	103	85	79
Loose-leaf Regulations	60	47	36	32	30
Separate Chapters	43	42	35	33	32
Tables	116	99	76	69	67
<i>Rules of Court (English/French)</i>	269/5	257/5	237/5	220/5	182/5
Loose-leaf Rural Municipality	166	148	134	125	116
Loose-leaf Urban Municipality	176	162	133	118	107

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 on 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
- ⇒ 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 Indigenous 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, the 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 co-operative response. These other initiatives include:

- ⇒ education and training
- ⇒ coordination of services
- ⇒ research and evaluation
- ⇒ 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.

2018-19 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.
- ⇒ 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.
- ⇒ Facilitate increased integration of Victims Services Branch with other areas within the Community Safety and Well-Being Division.
- ⇒ Maintain percentage of Police-based and Domestic Violence Victim Services clients who reported they were satisfied with services they received above 90%.
- ⇒ Establish outcome measurement frameworks for all programs and services supported by the Victims Services Branch.

2018-19 Activities and Results

Financial Management/Administration

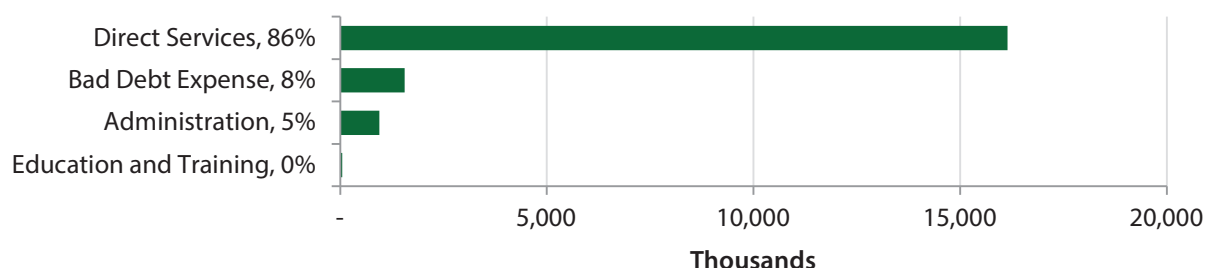
- ⇒ Revenue in 2018-19 was over budget by \$1.6 million, due mainly to an increase in the provincial surcharge.
- ⇒ Revenue includes surcharges, surcharge receivables, federal proceeds of crime, investment income, and other miscellaneous revenue.
- ⇒ Total expenditures were under budget by \$0.85 million mainly due to the transfer of grants to General Revenue Fund (GRF).

These figures are unaudited. The audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2019.

Victims' Fund Revenue and Expenditures

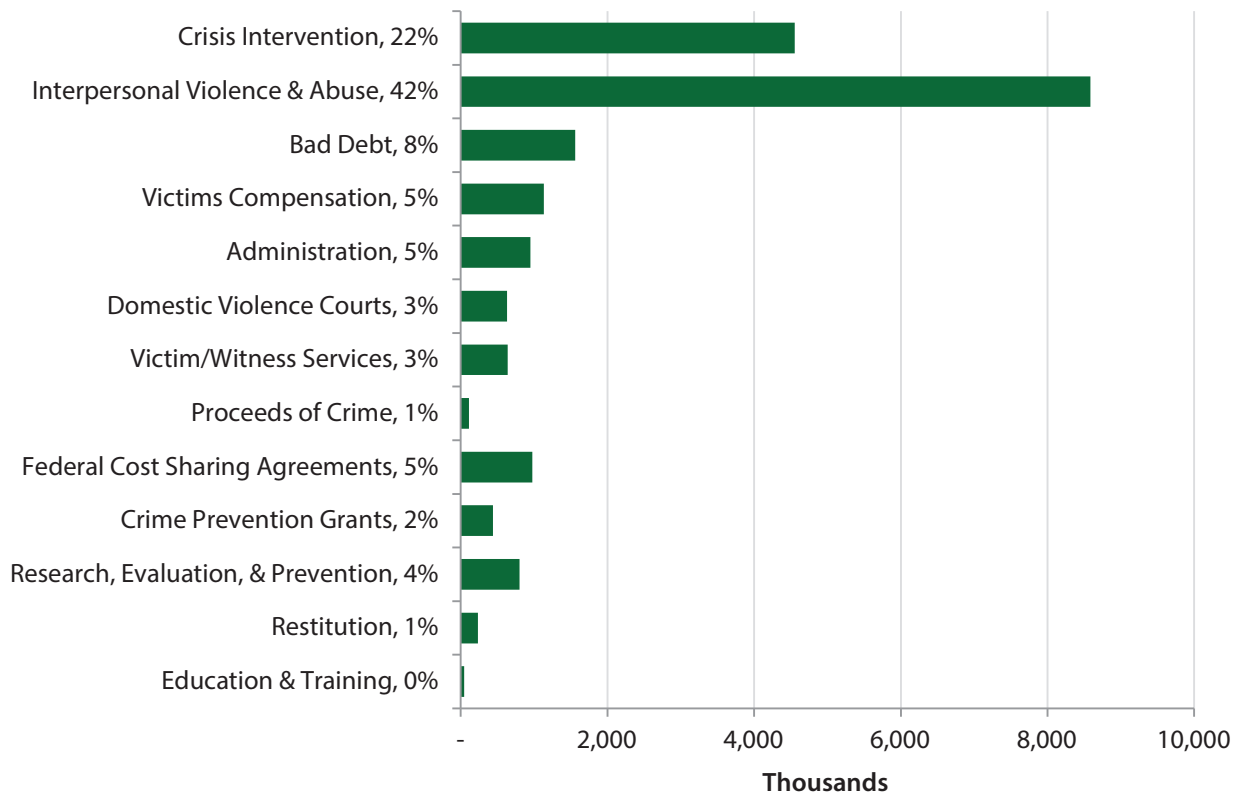
Victims' Fund (000's)	2018-19 Budget	2018-19 Actual (unaudited)
Revenue	\$ 14,990	\$ 16,530
Expenditures	\$ 21,510	\$ 20,665

Victims Services 2018-19, Actual Expenditures – Unaudited

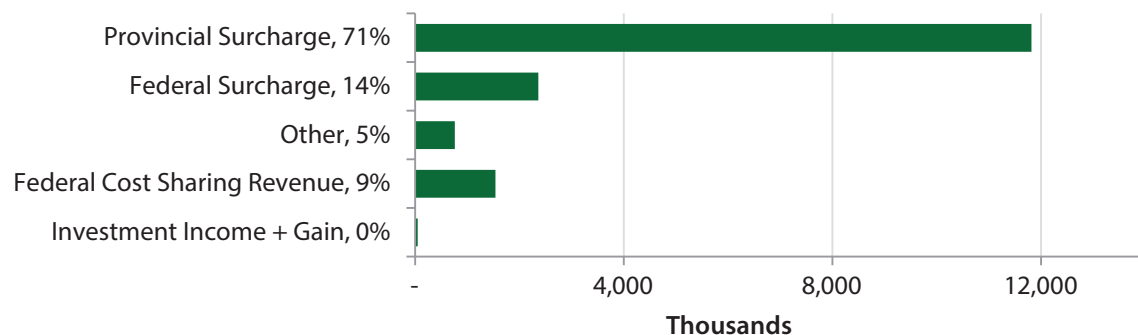


Financial Management/Administration (cont.)

Victims Services 2018-19, Actual Expenditures (%) – Unaudited



Victims Services 2018-19, Actual Revenue – Unaudited



- ⇒ 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 \$1,355,626 for the following projects:
 - ↳ Enhancement of Services for Victims of Crime in Saskatchewan (\$507,140), including services for missing and murdered Indigenous women and girls and other missing persons, specialized victim services for families of missing persons, Victim Services Responders in Saskatchewan's two Child Advocacy Centres, implementation of provisions of the *Canadian Victims Bill of Rights*, and Victims Services collaboration with Canada.
 - ↳ Supporting the Saskatchewan Family Information Liaison Unit, which assists 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).
 - ↳ Providing free legal advice for victims of sexual offences (\$189,585).
 - ↳ Increase victim engagement in restorative justice processes (\$85,931).
- ⇒ 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. In December 2018, the remaining balance of \$114,000 was moved to the Civil Forfeiture Fund.

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 community agencies and municipal police services to ensure that services are available to victims of crime. This includes:
 - ↳ 14 Police-based Victim Services programs, as well as six Indigenous Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams; and
 - ↳ two Victim Services Responder programs integrated with Saskatchewan's two Child Advocacy Centres.
- ⇒ During National Victims and Survivors of Crime Week, recognized the approximately 206 volunteers who assisted in providing services to victims of crime through Police-based Victim Services programs in the previous year. Gave special recognition to 10, 15, and 20-year volunteers.

Specialized Victim Services (Domestic Violence Victim Services)

- ⇒ Managed ongoing funding for nine 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.

Indigenous Initiatives

- ⇒ Managed ongoing funding for six Indigenous Family Violence programs, and six Indigenous 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 Indigenous women and girls and other missing persons.
- ⇒ Managed funding for a Family Information Liaison Unit in Saskatchewan. This unit became operational in 2017 and continued into 2019. The FILU assists families with finding the information they seek about their missing and murdered loved ones from multiple government and police sources.
- ⇒ Facilitated collaboration between Victim/Witness Services, Missing Persons Liaisons, and the Family Information Liaison Unit to provide coordinated supports for families of missing persons.

Children Exposed to Violence Programming

- ⇒ Worked with the Saskatchewan Health Authority to expand Children Exposed to Violence programming to North East Saskatchewan.
- ⇒ Managed ongoing funding for nine Children Exposed to Violence programs.

Prevention of Victimization Programming

- ⇒ Managed ongoing funding for the Street Workers Advocacy Program 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 to equip eight new court locations in Saskatchewan with video-conferencing equipment and provided 47 witness screens to court points across Saskatchewan. These additions enable children and other vulnerable witnesses to testify or present a Victim Impact Statement from outside the courtroom, or from behind a witness screen.

Victims Compensation Program

- ⇒ Provided compensation payments totalling \$1,132,854 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications for 803 victims in 2018-19.

Adult Restitution Program

- ⇒ Monitored and helped enforce court-ordered restitution for adult offenders and advised victims of available civil enforcement measures and processes. Delivered training to criminal justice system professionals: once to new Victim Services Program staff and twice to new probation officers.
- ⇒ Acted as a consultant to other provinces, and hosted stakeholders from British Columbia to share effective policies, procedures, and best practices related to the collection of restitution.
- ⇒ There were 1,021 new restitution orders issued on behalf of 1,161 victims (one offender can have multiple victims) in 2018-19. The Adult Restitution Program (ARP) monitored 566 orders, either directly through the restitution coordinator or in conjunction with Probation Services. For the additional 455 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 \$130,407 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		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Children	36	40	57	83	65	81	119	104	138
Teens	81	85	67	280	247	251	361	332	318
Adults	117	125	106	543	532	460	660	657	566
Total	234	250	230	906	844	792	1,140	1,094	1,022

Victims Compensation Statistics

	2014-15	2015-16	2016-17	2017-18	2018-19
Applications Received	495	627	736	940	836
Applications Approved	463	598	701	903	803
Applications Denied	32	29	36	37	33
Total Amount Awarded	\$523,024	\$589,364	\$944,170	\$1,225,349	\$1,132,854

Education and Training

- ⇒ 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, offenders, and communities.
- ⇒ Supported Caring Hearts Counselling to deliver 28 training sessions to 1031 participants on Trauma Informed Care (TIC). This training enables participants to recognize and respond to citizens/clients affected by trauma and assist in managing the impact of trauma.
- ⇒ Supported the delivery of both one regional training workshop for Police-based Victim Services staff on the needs of families of missing persons and how to support them, and presentations on supporting the families of missing and murdered Indigenous women and girls and other missing persons.
- ⇒ Contracted with Saskatchewan Polytechnic Regina Campus and assisted in delivering the sixteenth 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 Service Coordination applied certificate program.
- ⇒ Provided Ontario Domestic Assault Risk Assessment (ODARA) follow-up support for Victim Services, Victim/Witness Services and Domestic Violence Court program staff who received initial ODARA training in March 2018. Continued working in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities, and with the Provincial Association of Transition Houses to provide ODARA certification to new program staff.
- ⇒ Delivered two training sessions 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 five half-day sessions to 431 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 320 participants of community organizations regarding the Provincial Child Abuse Protocol.
- ⇒ Delivered three training sessions on Abuse of the Elderly to approximately 160 individuals from community organizations.
- ⇒ 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 five training sessions for 228 Highway Patrol and Conservation Officers under the Provincial Response Team Initiative regarding interpersonal violence, child abuse, and child abductions.
- ⇒ Delivered a two-day training session for staff and managers of nine Children Exposed to Violence programs, a two-day training session for staff and managers of six Indigenous Family Violence programs, and a one-day training session for six Domestic Violence Victim Services programs.
- ⇒ Provided ongoing governance support as necessary to boards and staff of non-profit agencies funded by the 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 2018 to raise awareness of the needs of victims and inform the public about available services.
- ⇒ Supported the planning and organizing of the fifth 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 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.
- ⇒ Met regularly with RCMP "F" Division and representatives of the Saskatchewan Association of Police Affiliated Victim Services (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.
- ⇒ 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 selection and recommendation of crisis shelter, mobile crisis and victim services front-line 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.
- ⇒ Supported the Corporative Initiative, 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.
- ⇒ Achieved a Police-based and Domestic Violence Victim Services client satisfaction rate of 94.5%.
- ⇒ Enhanced funding agreements for all Victims Services funded programs, including Police-based Victim Services, Domestic Violence Victim Services, and Children Exposed to Violence Programs, by including logic models with consistent outcomes for all program types.
- ⇒ Worked on developing tools to measure the achievement of program outcomes.
- ⇒ Participated with representatives from Nova Scotia, Newfoundland & Labrador, Manitoba, Alberta, the RCMP and the Federal Government in a qualitative research pilot project on accelerating the use of restorative justice in Canada, and enhancing victim engagement in restorative justice processes.
- ⇒ Partnered with Strategic Systems and Innovation to complete a business case for a data management solution for Victims Services in Saskatchewan.
- ⇒ Participated with Justice Canada and FPT colleagues in determining national data requirements to evaluate the *Canadian Victims Bill of Rights*.
- ⇒ Supported the Ministry's work in the preparation of submissions and testimony at the National Inquiry into Missing Indigenous Women and Girls.

Appendix D: Key Contact Information

Aboriginal Courtworker Program

1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-9307 Fax: (306) 787-0078
Website: www.saskatchewan.ca/residents/justice-crime-and-the-law/courts-and-sentencing/aboriginal-courtworker-program

Aboriginal Policing Services – Prince Albert

Main Floor, Room 177, 800 Central Avenue
Prince Albert, SK S6V 6G1
Phone: (306) 953-2348 Fax: (306) 953-2537

Access and Privacy Branch

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
Website: autoinjuryappeal.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

6th Floor, 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-0493 Fax: (306) 798-0270

Correctional Industries Program

700 - 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-3411 Fax: (306) 787-0676

Custody, Supervision and Rehabilitation Services

700 - 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-8958 Fax: (306) 787-0676

Dispute Resolution Office – Regina

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

Main Floor, 3085 Albert Street
Regina, SK S4S 0B1
Phone: (306) 787-1993 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)
Email: svp@gov.sk.ca

Saskatchewan Human Rights Commission

Regina Office
Room 320, 1855 Victoria Avenue
Regina, SK S4P 3T2
Fax: (306) 787-0454
Toll Free: 1-800-667-9249
Email: shrc@gov.sk.ca
Website: www.saskatchewanhumanrights.ca

Saskatoon Office
122 3rd Avenue North
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Toll Free: 1-800-667-9249
Email: shrc@gov.sk.ca
Website: www.saskatchewanhumanrights.ca

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: headoffice@legalaid.sk.ca
Website: www.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
Email: ORT@gov.sk.ca
Website: www.saskatchewan.ca/ort

Saskatoon Office

122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776
Email: ORT@gov.sk.ca
Website: www.saskatchewan.ca/ort

Policing and Community Safety Services

12th Floor, 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

Regina Office

304-1855 Victoria Avenue

Regina, SK S4P 3T2

Phone: 1-877-787-5408

Website: www.saskatchewan.ca/pmb

Saskatoon Office

122 3rd Avenue North, Room 105

Saskatoon, SK S7K 2H6

Phone: 1-877-787-5408

Website: www.saskatchewan.ca/pmb

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

Regina, SK S4P 4B3

Phone: (306) 787-3500 Fax: (306) 787-0081

Toll-free: 1-888-286-6664