

Ministry of Corrections and  
Policing

Ministry of Justice and  
Attorney General

Annual Report for 2019-20

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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 the economic and social well-being of the people of the province. It is our mandate to provide a fair justice system, and to promote the safety and security of Saskatchewan communities. We aim to protect our citizens' rights and safety, and ensure fair and timely access to justice. In 2019-20, our ministries made significant strides forward in pursuit of these goals.

Over the next four years, as a part of the provincial Gang Violence Reduction Strategy, the ministries are investing \$4.5 million in two community-based organizations to operate a Community Intervention Model to help gang members exit gang life. The goal of this partnership is to reduce gang activity and create safer, healthier communities through outreach, intervention and prevention.



*The Honourable  
Christine Tell  
Minister of Corrections  
and Policing*

Our ministries are committed to working together to address violence in our province. In 2019-20, we dedicated over \$20 million in funding to reducing the impact of interpersonal, domestic and sexual violence. These funds help deliver supports and programming to survivors of violence and to prevent violence from happening in the first place.

This Annual Report represents our progress to the Legislature and to the citizens of our province. It is also an important accountability measure that assists in the ministries' future planning. 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, 2020.

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



*Dale Larsen  
Deputy Minister of  
Corrections and  
Policing*

The Honourable Christine Tell  
Minister of Corrections and Policing

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Corrections and Policing for the fiscal year ending March 31, 2020. As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of the information in this report. 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.

It is an honour to work with a dedicated and talented team of great people in the ministry and to be able to submit this report on their behalf.

A handwritten signature in blue ink, appearing to read "Dale Larsen".

Dale Larsen  
Deputy 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

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2020. 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 this report. 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.

It is a privilege to work with a team of talented and dedicated people and to be able to submit this report on the great work being done in the Ministry of Justice and Attorney General.

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

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

# Ministry Overview

## **Mandate Statements**

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.

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.

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**

We 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.

## **Vision**

All Saskatchewan residents thrive in safe and fair communities.

## **Core Lines of Business:**

- Promote community safety and well-being
- Promote effective policing and crime prevention
- Prevent, manage, and resolve legal disputes
- Provide access to justice for civil, family, criminal, and administrative matters
- Provide offender management, rehabilitative and reintegration services
- Provide legal services, advice and support for government and businesses

## **Ministry of Corrections and Policing**

The Ministry of Corrections and Policing is responsible for overseeing Saskatchewan's correctional system and facilities, including the provision of programming and personal support services while in custody. Additionally, the ministry is responsible for ensuring that adequate and effective policing services are in place throughout the province. To achieve this goal, the ministry works with a multitude of partners and stakeholders, including rural and First Nations communities, to ensure that citizens enjoy both safe and secure communities. The Ministry of Corrections and Policing also provides for provincial policing services throughout Saskatchewan through contracting with the Royal Canadian Mounted Police (RCMP).

### **Custody, Supervision and Rehabilitation Services Division**

The Custody, Supervision and Rehabilitation Services Division administers the *Youth Criminal Justice Act*, which applies to youth who are at least 12 but under 18 years old, who are alleged to have committed criminal offenses, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides 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 the rule of law in Saskatchewan by ensuring that effective policing is in place in the province. Furthermore, through a variety of partnerships and agreements the Division provides support and guidance to community based crime reduction strategies and programs. This includes programs such as Community Safety Officers (CSO) and Protection and Response Team (PRT).

The Policing and Community Safety Division is responsible for: providing funding and management of the RCMP provincial policing contract, First Nations Policing Program including 33 Community Tripartite Agreements (CTA) and one self administered First Nations police service; 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), Crime Reduction Teams (CRT), Police and Crisis Team (PACT), and Combined Traffic Services Saskatchewan (CTSS); 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.

### **Saskatchewan Police Commission**

The Saskatchewan Police Commission works with police services and boards of police commissioners to promote effective policing throughout the province. The Commission also promotes crime prevention and the improvement of police relationships with communities

The Commission makes regulations to upgrade police services, generally through training and standardization. It sets provincial standards for clothing, ranks, equipment, reporting, recruiting, training and discipline for all municipal police services. The Commission also provides centralized education and training for municipal police services through the Saskatchewan Police College at the University of Regina.

The Commission is empowered to conduct audits and reviews, and to provide information to boards of police commissioners. The Commission is the final appeal body in disciplinary and dismissal matters.

### **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, the Saskatchewan Coroner's Service, the Office of Residential Tenancies/Provincial Mediation Board, the Public Complaints Commission, the 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. It also is responsible for the administration of 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 modernization 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. 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 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 Counsel for Children program, 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 that provide operational support to 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 administrative services to the ministries of Corrections and Policing and Justice and Attorney General, including corporate strategic planning; program review; enterprise project management; 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 Engagement Division**

The Community Engagement 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 policy development, research, project management and implementation.

### **Ministry Staffing**

In 2019-20, government used 3,385.0 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.



# Progress in 2019-20 Ministry Goal 1

## 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

## Ministry Goal

Our Communities are safe

## Strategy

Promote effective policing priorities

## Key Actions and Results

- Work with partners to increase public safety through education, prevention and enforcement of traffic-related offenses.
  - Traffic fatalities have continued to decline since the onset of Combined Traffic Services Saskatchewan in 2014. The ministry has taken the lead in collaborating with SGI, RCMP and all municipal policing agencies in addressing fatal collisions and other traffic-related problems, such as impaired driving, distracted driving and seatbelt use.
  - This action is also supported through collaboration with SGI and the Ministry of Highways to provide work zone automated speed enforcement, as well as drug-impaired driving training for Saskatchewan police officers.
- Continue to consult with Public Safety Canada and First Nations to develop First Nation policing and funding models.
  - The Ministry of Corrections and Policing has worked to support the provision of five new Community Safety Officer (CSO) / First Nation Peacekeeper positions. This pilot is a multi-ministry project chaired by the Ministry of Corrections and Policing, in collaboration with the ministries of Government Relations, Justice and Attorney General, and federal agencies. The goal is to develop an enforcement model that CSOs can use for band by-laws and land management laws. Another part of this work involves the creation of a prosecution and adjudication model to deal with summary conviction laws.
  - In 2019-20, a class of 24 completed the new CSO training program at Saskatchewan Polytechnic to allow direct application for CSO positions.
  - The Ministry of Corrections and Policing led work on the renegotiation of the community tripartite agreements with the Ministry of Government Relations, Public Safety Canada and First Nations partners. These negotiations for a new policing model are an opportunity to address some recommendations from the National Inquiry into Missing and Murdered Indigenous Women and Girls.

## Strategy

Support effective crime prevention and reduction initiatives

## Key Actions and Results

- Align partnerships to address rural crime.
  - A Mass Notification System contract is overseen by the Ministry of Corrections and Policing. RCMP detachments and several police forces use the mass notification system to alert members of the Saskatchewan Crime Watch Advisory Network of crime or suspicious activity through text messages, emails or phone calls. The network helps keep Saskatchewan residents up-to-date with credible, accurate and timely crime prevention information.

- Establish an integrated provincial response to address opioids, methamphetamine and other harmful drugs.
  - Preliminary discussions were undertaken with Ministry of Health officials and the Saskatchewan Association of Chiefs of Police to inform and start organizing an integrated strategy to address opioids, methamphetamine and other harmful drugs.
- Improve services based on the findings from the Domestic Violence Death Review.
  - Partnered with Saskatchewan Towards Offering Partnership Solutions (STOPs) to Violence to survey service providers across the province and develop a scan of services being provided to school-age children.
  - Two additional crisis intervention services are up and running in Meadow Lake and Swift Current. New outreach services are being developed. The ministries also began work on an interpersonal violence public awareness campaign.
- Lead the implementation of the Gang Violence Reduction Strategy (GVRS).
  - This strategy comprises integrated programs that help target and reduce gang involvement and gang-related crime.
  - Prosecution resources are in place and have begun work on specific gang-related files.
  - Planning continued for the expansion of the Drug and Substance Abuse Treatment Unit (DSATU) to Pinegrove Correctional Centre. The DSATU program at the Regina Correctional Centre has been proven to be effective at helping clients address substance abuse problems and reduce re-contact with the criminal justice system.
  - A partnership has been established with the Saskatchewan Health Authority in Prince Albert for addictions services. This includes options to review and develop the addictions program for gender responsiveness and trauma-informed care.
  - The Ministry of Corrections and Policing continues to partner with law enforcement agencies to reduce gang activity in the community and the correctional system. This includes innovative methods of information sharing and intelligence development.
  - The ministries entered into service agreements with STR8 UP and Regina Treaty/Status Indian Services (RTSIS) to provide outreach services to gang members. Outreach workers received cognitive behaviour therapy training; however, some training was delayed due to the pandemic. Both groups had their services in place by the end of March and at that time had received three referrals.
  - The GVRS team worked on a procurement process to identify a vendor that can deliver a case and information management system.

## Strategy

Improve community safety, well-being and inclusion

### Key Actions and Results

- Partner with local agencies to address root causes of crime through improved social development, prevention and intervention and continue to work with partners to support human services commitments.
  - The ministry successfully hosted the 2020 Community Safety and Well-being (CSWB) Symposium. There was international, national and provincial attendance. The CSWB framework was launched and development has begun on Saskatchewan's CSWB planning guide.
- Support communities to develop community safety and well-being plans that are data-driven to address local risks with local resources.
  - Funding of \$30,000 was provided to the Saskatoon CSWB team to support the community response to crystal methamphetamine. The ministry worked towards procuring a service provider to facilitate the development of Regina's CSWB plan. Ministry officials continued to support alcohol strategy planning and implementation in Prince Albert.
  - The La Ronge Region saw a decrease in alcohol-related RCMP calls for service and emergency room visits, increased engagement in the plan and a decreasing perception of alcohol-related harms. Creighton/Flin Flon worked to complete their baseline data and consulted with community members to inform their alcohol management plan. La Loche and Clearwater River Dene Nation neared completion

of their community consultation to inform their broad alcohol management plan. These communities have implemented a managed alcohol program to support their vulnerable population. In North Battleford, municipalities and surrounding First Nations have entered into a formal relationship agreement. The ministry partnered with the Ministry of Government Relations to support North Battleford's next steps.

- Increase awareness among the public about their rights and obligations to support early intervention and resolution and build confidence about the justice system.
  - The ministry developed online resources to help the public better understand and take part in the justice system. Pamphlets were developed to explain court processes and assist witnesses, with a specific focus on sexual assault witnesses.
- Implement recommendations from the Coroner's Service Review.
  - The Saskatchewan Coroner's Service has implemented 28 of the recommendations from the review done in 2018. They have conducted one inquest per month between August 2019 and February 2020. The standard turnaround time for receiving toxicology results was reduced from 96 days to 11 days, and the time to receipt of final autopsy reports has improved from 198 days to 104 days. A new training module was completed and three training sessions were held for coroners, with two additional training sessions held for active coroners.

## Performance Measure Results

### Traffic fatalities and serious injury collisions

- There were 96 fatal traffic collisions in Saskatchewan in 2018 causing the death of 129 residents. The rate of fatal traffic-related collisions per 100 populations has been trending downward since 2012 and decreased by 12.9% per between 2017 and 2018. There were 3,053 traffic collisions that caused personal injuries to 4,229 residents. The rate of personal injury collisions per 100 population decreased from 2017 to 2018 by 11.8%.

### Crime Rates

- The latest available data shows that the crime rate in Saskatchewan was 11,461 incidents per 100,000 population in 2018, a decrease of 1% over 2017. The Crime Severity Index is 139.2 and also decreased 3% between 2017 and 2018.
- Crime rates increased in six Saskatchewan cities in 2018 (rate changes of plus or minus less than one percent are considered an instance of relative stability). The largest increases of police reported crimes were in Estevan with 7534 compared to 6379 in 2017 (+18%), Yorkton with 15018 compared to 13064 in 2017 (+15%) and Humboldt with 5172 compared to 4683 in 2017 (+10%). The number of police reported crimes were down in Warman with 2514 compared to 3269 in 2017 (-23%), Swift Current with 7323 compared to 8912 in 2017 (-18%) and Melfort with 5912 compared to 6924 in 2017 (-15%). This data includes reporting to both municipal police forces and RCMP.

### Rural crime rates

- The latest available data shows the rural crime rate in Saskatchewan in 2017 was 13,829 incidents per 100,000 population which is higher than the urban crime rate of 10,138 incidents per 100,000 population. Saskatchewan's rural north had the highest crime rate in Saskatchewan with 59,574 incidents per 100,000 compared to the south's rate of 9,053 incidents per 100,000 population. This data includes both municipal and RCMP data.<sup>1</sup>
- Crime rates vary by type and jurisdictional area. Crime rates in southern Saskatchewan were lower than provincial totals, except for impaired driving. As well, with the exception of violent crime, southern rural rates were lower than those in urban and northern Saskatchewan. Rural crime in southern Saskatchewan has decreased by 13% during the past decade and by 2% in northern Saskatchewan.

### Number of Police and Crisis Team calls

- Police and Crisis Team (PACT) data is collected on the calendar year. Data reporting is not complete until the end of July, therefore was not included at the time of this reporting. However, reports from Regina

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<sup>1</sup> <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510002601>

indicate that PACT interactions increased by 16% between 2018 and 2019. In the calendar year, 749 of 1783 responses needed some kind of intervention. Please note that these numbers may reflect multiple referrals for one client. Among the interventions provided, 67 were taken to hospital, 380 were referred to Community Mental Health Services and 218 were referred to other agencies. 154 were diverted from the emergency department and 44 arrests were diverted. Progress was made towards embedding mental health professionals in RCMP Division Operations Communications Centres to support rural and remote areas of the province, which will be the first of its kind in Canada.

**Number of communities with Community Safety and Well-being plans**

- The ministry has worked to support communities towards readiness to develop safety and well-being plans, with several new plans in various stages of development. Once communities have finalized their plans, this number can be confirmed.

**Percentage of communities that meet outcomes from their Community Safety and Well-being plans**

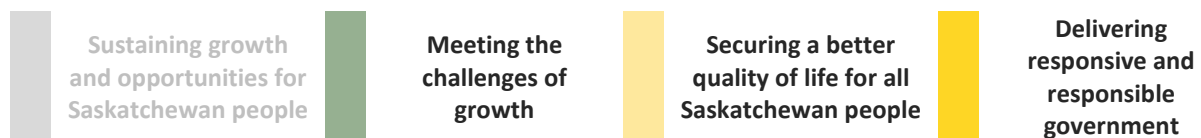
- The data and methods for this measure are still under development. Some communities, such as Creighton and Flin Flon, have worked on completing baseline data to inform their plans. Data gathering will be enabled as more community plans are implemented.

**Number of peacekeepers/Community Safety Officers (CSO) in First Nations communities**

- The definition of this measure was refined to track when new CSO positions were put in place at First Nations communities. In 2019-20, one position was established and filled at Flying Dust First Nation and two positions were established and filled at Little Pine First Nation. Whitecap-Dakota and Muskoday First Nation continue to work on putting CSO positions in place in their communities.

# Progress in 2019-20 Ministry Goal 2

## Government Goals



## Ministry Goal

Our residents have more timely and equal access to justice

## Strategy

Lead a collaborative response to reduce demand for justice services

## Key Actions and Results

- Provide additional supports to Hub networks of human service providers to coordinate services and ensure clients are connected with appropriate services.
  - A toolkit and improvement project was completed to support Hub tables. All Hub tables were successfully trained in the use of a new risk tracking database. Initial Hub table presentations have been provided to the following communities: Pinehouse; George Gordon First Nation; Beauval; Kindersley and Stanley Mission. Swift Current has renewed its commitment and Nipawin has expressed interest in CSWB planning.
- Support intervention plans to reduce the use of short-term remand.
  - The Provincial Remand Steering Committee continued to meet to monitor current projects, identify potential opportunities, and problem solve project challenges.
  - An interim report on the Remand Initiative was prepared and submitted to Treasury Board in December 2019 outlining progress.
- Implement additional services to ensure that families going through separation, divorce and other family law problems receive supports to reach earlier resolution.

- The Family Matters program continued to provide services to families across Saskatchewan via telephone and video conference platforms. This has been welcome assistance for families during these uncertain times, specifically those with questions around the impact public health precautions may have on child custody arrangements.
- The Child Support Recalculation Service completed a very successful second year of operations. Initial and subsequent targets established for the fiscal year were exceeded. The significant growth supports the importance of a fast, no-cost option to adjust child support that allows families to avoid conflict. Feedback from participants shows that the recalculation process is simple and straightforward, parents find it convenient and the outcome was positive.

## Strategy

Offer equal, accessible and effective supports to all people requiring justice services

### Key Actions and Results

- Provide supports to continue to increase usage of video conferencing and other technology in the courts and correctional facilities.
  - There are now 212 video conferencing units in operation in 104 locations. Video capacity was increased in correctional centres, which improved access for defense counsel. Older units were replaced with newer technology in multiple court locations to improve video quality and compatibility. The ministry continued to monitor risks related to correctional centre capacity which impact video conferencing growth. A pilot project was run with the RCMP detachment in La Loche to increase access to video conferencing and reduce security risks. Towards the end of the fiscal year, the pandemic caused more staff and defence counsel to view video conferencing as a viable option for client service as dependency on technology increased.
  - Tablets were deployed to the correctional facilities at the end of 2019-20 to enable virtual meetings with inmates for purposes such as medical assessments, legal counsel and video court. The ministry also worked with Central Services and SaskTel to have Wi-Fi installed within the correctional facilities to enable more reliable connectivity for the use of tablets, as correctional facility infrastructure often makes network connections unreliable.
- Expand restorative justice approaches and practices at various points in the court and sentencing process.
  - Saskatchewan developed and delivered Victim Engagement Training in fall 2019. This unique training initiative is the first of its kind in the country. It was designed to assist restorative justice agencies in their efforts to involve victims and meet victims' needs. As of March 31, 2020, 105 individuals had received this training. As well, the ministries supported events for Restorative Justice Week 2020, including preparing a calendar of events. New outcome measures were developed for community-based restorative justice agencies. This will enhance ongoing data collection and evaluation efforts.
  - Other work included: revisions to alternative measures and extrajudicial sanctions policies; webinars on restorative justice to support continuing legal education; collaboration with the Ministry of Social Services on how restorative justice and Indigenous justice programs can be used to address areas such as fraud, housing, and child protection; and discussions with Victim Services about how to further increase the involvement of victim services programs in restorative justice.
- Continue to support businesses and consumers through the modernization of regulations, policies and platforms for interaction.
  - Publications Saskatchewan launched a revamped Publications Centre website in May 2019. The Publications Centre website provides the public with a centralized source from which to access government publications and legislation. The new website is compatible with mobile devices and provides a more streamlined client experience.
- Complete a facility review of all court locations to develop a capital plan to meet capacity, client and technology needs.
  - Draft reports of facility reviews for all permanent court locations and 27 circuit points have been completed. Feedback from stakeholders is now being gathered on the drafted reports.

## Performance Measure Results

### Number of family contacts with the Family Matters Program

- The Family Matters Program responded to a total number of 947 contacts. This was 1.4% less than the anticipated number of contacts which can be attributed to the 23.6% decrease in contacts the program saw in March 2020 when the pandemic hit, compared to March 2019.

### Number of clients served through the Child Support Recalculation Program

- In 2019-20, the Child Support Recalculation Program received 910 inquiries and 374 applications. A total of 109 recalculation decisions were issued as of March 31, 2020.

### Number of client case reviews and connections via Hub Tables

- The definition of this measure has been refined to look at the number of referrals per week. The current target is 26 referrals per quarter, and the following communities are on track: Prince Albert, La Ronge, Weyburn/Estevan, Yorkton, Saskatoon, Regina and Meadow Lake.

### Rate of reduction for remand population

- The ministry shifted the focus of the project during the year and began to develop improved outcome measures to be used going forward.

### Rate of new charges while awaiting trial

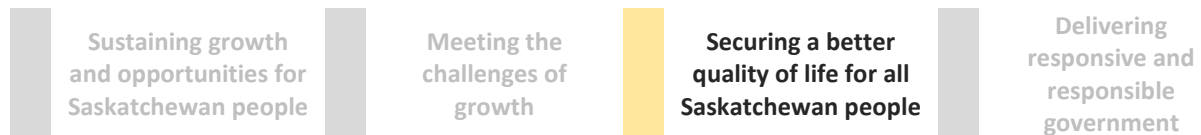
- This measure is under development pending access to necessary data.

### Number of court appearances made through video conferencing

- In 2019, 940,868 charges were heard in court locations with video conferencing equipment, and 22.8% (215,137 charges) were heard through video conferencing compared to 21.7% in 2018.

# Progress in 2019-20 Ministry Goal 3

## Government Goals



## Ministry Goal

Our clients benefit from effective programs and services

## Strategy

Provide timely resolution of matters

## Key Actions and Results

- Improve practices to reduce time to trial and sentencing for those on remand.
  - Time to trial held steady as efforts toward early resolution continued. Of note are advances in reducing the time to trial across the northwest.
- Improve case management and litigation practices in pursuit of just resolution and earlier readiness for trial.
  - The pandemic has created opportunities to assess more files earlier in the court process and to resolve files before they go to trial, where appropriate. The use of Crown cautions has increased from 95 in 2017 to 249 in the 2019 calendar year. Some cases had to be adjourned due to the pandemic. Efforts to expedite cases continued to see success.
- Develop innovation projects to deliver online justice services that help clients navigate through frequently used justice system services and work with partners to develop multiple points of access to obtain a variety of government and justice services, both in-person and online.

- During 2019-20, requirements were gathered for the public access portion of the Office of Residential Tenancies (ORT) Online Project. This project will create a public-facing portal so ORT clients can access services directly.
- The ministry is introducing an online dispute resolution option. The program objectives were identified along with the initial project requirements. Initial stakeholder engagement was completed to raise awareness of the initiative. The program governance structure and roles were defined and the first two projects were initiated. The initial focus for the e-Justice Initiative in Saskatchewan is provincial offences including traffic safety, and consumer disputes handled by the Consumer Protection Division of the Financial and Consumer Affairs Authority.
- The ministry continued to offer effective methods to assist clients in the family justice system. In 2019-20, in-person drop-in family law sessions were held regularly in Regina and Saskatoon, and expanded to Prince Albert. At these sessions, clients who need to go to court are assisted by staff to set up an account on the Public Legal Education Association of Saskatchewan's (PLEA) website, where the client can fill in their court forms. Alternatively, where it meets the client's needs more effectively, staff will email a self-help kit created by the Family Law Information Centre (FLIC). The FLIC currently has 19 kits which are regularly reviewed and updated to include any changes to legislation, court rules, and practice directives. In 2019-20, several of these kits were updated and made available on the government website.
- Respond to changes to the justice system based on federal initiatives, including the provincial government response to the National Inquiry on Missing and Murdered Indigenous Women and Girls.
  - The ministry discussed federal engagement questions regarding the National Inquiry at events with Elders, First Nations, Tribal Councils, Métis people, northern citizens, justice officials, and community-based organizations. These events included the Traditional Family and Community Relationship Conference, the Saskatchewan Ministry of Justice and Attorney General Elders Advisory Committee, the Northern Justice Symposium, and the Provincial Partnership Committee on Missing Persons (PPCMP) meeting. An estimated 225 people in total attended these engagement sessions.
  - The PPCMP is a unique Saskatchewan partnership group focused on prevention, response, and awareness regarding all missing persons in the province that includes approximately 20 community-based, Indigenous, police, search and rescue and government organizations. The PPCMP held Missing Persons Week events in May of 2019 in various communities including Regina, Saskatoon, Prince Albert, Yorkton, Swift Current, Gravelbourg, La Loche, Wadena, and others. As well, the 2019 opening ceremony for Missing Persons Week included a creative presentation by youth in the Yorkton Tribal Council's Engaging Young Leaders Program.
  - The ministry funded Caring Hearts Inc., a counseling agency and member of the PPCMP, to develop new training materials and resources regarding ambiguous loss and trauma-informed practice. These materials will support the work the PPCMP and other groups do to address the issue of missing persons, including missing Indigenous women and girls.
  - In 2019-20, the Ministry of Justice and Attorney General engaged approximately 420 people regarding the development of the Pan-Canadian Strategy to Address the Over-representation of Indigenous People in the Criminal Justice System. This included Elders, First Nations, Tribal Councils, Métis people, northern citizens, justice officials, and community-based organizations. These engagements occurred during meetings with community-based organizations in the central and southern regions of the province; alternative measures/extrajudicial sanctions stakeholder groups in Saskatoon and North Battleford; the Elders Advisory Committee; and two conferences.

## Strategy

Improve reintegration of offenders

### Key Actions

- Develop partnerships to provide literacy, education, trades skills development, and employment programs.
  - The Saskatoon Tribal Council (STC) Employment and Development Program is a partnership between the STC and the Urban Camp Program at the Saskatoon Correctional Centre (SCC). This program gives First Nation offenders the opportunity to participate in programming to develop employment skills using Indigenous teachings. The program uses a cultural approach that focuses on addressing offenders' risks and needs being met across a wide spectrum of services that STC provides. Throughout this process, STC provided offenders with access to counsellors to help with reintegration into the community. Coordinators assisted these offenders with employment, wellness and health issues, and housing during and after release.
  - The employment component of the program was based on developing pre-employment skills. Activities included vocational and education tours to increase of post-release programming in these areas. The program also offered smaller vocational certificate training to increase the offender's employability post-release.
  - In partnership with STC, Urban Camp selected 10 offenders to participate in the twelve-week program. All 10 offenders have completed this program. Six out of the ten offenders left the program ready to work and had supports in place to transition to employment and support their community reintegration. Four out of the 10 offenders made no significant progress towards improvement this time, but became significantly more engaged with Corrections staff in addressing their other criminogenic risks and responsivity needs outside of the program. For these offenders, while measurable employment progress had not been made, the program facilitated the building of meaningful relationships between correctional staff and offenders and a more engaged offender willing to work on risks which in itself is a substantial step forward. As a side note, the Ministry of Immigration and Career Training, which provides supported employment programming for offenders in three locations across the province, routinely report that 30 to 50 percent of offenders leave their programming work-ready and employable. STC and SCC working together were able to produce a number closer to 60 percent.
- Continue to work with partners towards expansion of programs to support youth in effectively transitioning from custody to the community.
  - The Integrated Classroom pilot completed its second year. The year one evaluation proved the Integrated Classroom was significantly more engaging for youth offenders when compared to traditional school, specifically in terms of the custody transition process. The year two evaluation of the classroom was underway and requires the collection of data from multiple databases. Some work on the validation of the data was interrupted by the pandemic. Recidivism and achievement data have been collated and final reporting on this pilot will be available in the fall of 2020.
- Provide reintegration services to reduce offending for high-risk youth in northern communities.
  - The Northeast Youth Violence Reduction Partnership (NYVRP) delivered youth violence and gang reduction services to 137 high-risk youth and young adults in the communities of Pelican Narrows, Sandy Bay and Deschambault Lake. Federal funding for this program was discontinued in 2019.
  - The University of Saskatchewan will deliver an impact evaluation report on the NYVRP in December 2020. The draft of this report is scheduled to be delivered June 30, 2020. This report will be key in determining the effect the NYVRP had on participants, the community, and stakeholders.
- Ensure demands on existing infrastructure are addressed to allow for delivery of core rehabilitative programming including completing long-term capacity planning for the custody facilities.
  - The Custody Long Term Capacity Plan has been completed and submitted to the Provincial Auditors Office for review.
- Improve client and employee safety through the reduction of contraband entering into correctional facilities.



- The first whole-body x-ray scanner was installed at the Regina Correctional Centre in March 2019 and was operational in October 2019. Additional scanners were purchased for the Saskatoon Correctional Centre and the Prince Albert Correctional Centre. Infrastructure upgrades were required at these locations to accommodate the equipment and its use. To further reduce the introduction of contraband, the Ministry of Corrections and Policing has initiated strategies including:
  - The implementation of an inmate telephone system within the four major correctional centre which allows for the ability to monitor, track and identify phone call patterns;
  - Drug detection dogs in facility searches;
  - Policies for mail safety;
  - Ion Scanners have been deployed in all facilities to aid in the detection/identification of drugs; and
  - Portable magneto static detectors that help correctional officers detect metal contraband, such as improvised weapons and cell phones.
- Exercise yards in some correctional centres have been restructured to lessen the chance of contraband retrievals due to “throw-overs.” This includes adding infrastructure to reduce the target area with some compounds having a top covering added. The ministry has added a dedicated security patrol position to each correctional centre to increase staff presence and visibility to the public to deter throw-overs.
- Three contraband recovery toilets have been purchased by the Ministry of Corrections and Policing to aid in the recovery, identification and seizure of illicit substances detected by body scanners.
- The Security Intelligence Unit placed Security Intelligence Officers within the four secure correctional centres.

## Strategy

Lead a collaborative response to support unique and complex needs of clients

### Key Actions

- Promote therapeutic court approaches for those with mental health, domestic violence and/or addictions issues.
  - Work towards this action is on track based on achievements set out at the beginning of the year. The Therapeutic Courts Advisory Committee met in June, October, December, and January. The Committee finalized a Terms of Reference and produced an Overview and Standards document for the domestic violence, drug treatment and mental health court programs. At the January meeting the Committee began work on developing a provincial strategy.
- Expand the use of standardized screening tools and procedures for mental health and suicide risk for individuals in contact with the justice system.
  - Work has been done to develop a screening tool and prepare correctional facilities for its introduction upon the allocation of necessary resources for implementation.
- Improve data analysis and enhance information systems internally and with partners to support common clients.
  - Analysis of remand data has been enhanced through the development of a central data repository known as the Justice Data Warehouse (JDW). The JDW is being used to develop reports and dashboards for various branches, divisions and program areas such as Court Services, Corrections and Public Prosecutions.
  - The Criminal Justice Information Management System (CJIMS) Data Dictionary was completed in 2019-20. The outcome of this project was a published dictionary of CJIMS data elements to assist with understanding the analytics capabilities and components that can be reported on within the JDW.
  - The new Access and Privacy Branch system was launched in June 2019. This system enables automation and introduced workflow to manual branch processes. It also assists the branch by improving communication, simplifying the application process, reducing duplicated effort and improving the branch's ability to estimate costs and response times.

- The Multi Organizational Virtual Exchange (MOVE) pilot project was completed with successful integration and automation of information and data exchange between the Prince Albert Police Service and Public Prosecutions. This tool eliminates a significant amount of manual and paper-based processes and data-entry duplication.
- Implement the new program model for integrated rehabilitative corrections and mental health services for offenders at Saskatchewan Hospital North Battleford.
  - The shared vision for an integrated, therapeutic mental health service delivery model for offenders has been implemented at the Saskatchewan Hospital North Battleford (SHNB). The model is aimed at addressing mental health and addiction issues and other factors that contribute to criminal behaviour. Nurses, mental health correctional officers and other clinical staff work together to provide services and programming to offenders at SHNB. Admissions for correctional patients began in December of 2018.

## Performance Measures

### Time to trial and case resolution

- This measure remains under development as work continues on processes to pull the data from the system.

### Number of youth clients who benefit from education programming

- The definition of this measure was shifted over the year to track client engagement in the Transitional Classroom. The school year was affected by the impact of the pandemic, so this measure was not able to be updated for year-end.

### Client educational achievement and recidivism among Regina Integrated Classroom students

- The Ministry of Corrections and Policing worked to finalize an evaluation report of the Integrated Classroom and gathered the information to support this measure; however, the report has not been completed at time of publication.

### Reoffending rates among youth in the Serious Violent Offender Program

- Stakeholders and community members indicate that longer-term participants show positive behavior changes and are involved in more community activities. Other positive outcomes include decreases in school suspensions and expulsions, increases in school attendance, decreases in charges and probation violations, increased respect for authority figures and increased family involvement.

### Intimate Partner Violence recidivism of participants who complete domestic violence programming

- Ministry officials worked to develop outcome measurement frameworks for all interpersonal violence and abuse service providers that will now be a standard part of future contracts.

# Progress in 2019-20 Ministry Goal 4

## Government Goals



## Ministry Goal

Our team is safe, engaged and innovative

## Strategy

Foster a culture of safety, improvement and innovation

## Key Action

- Enhance staff capacity to support evidence-based decision-making and innovation through training and information technology supports.
  - The ministries continue to support staff with communications on technology updates, changes, quarterly face-to-face meetings, newsletters, and articles on the intranet. These communications are intended to keep staff informed of new and changing technology and tools that can aid in the management and completion of their day-to-day tasks. Many suggestions provided are aimed at improving efficiency and usage of the available tools.
- Explore mental health wellness training and resources for staff.
  - The Ministry of Corrections and Policing has begun planning for implementation of The Road to Mental Readiness (R2MR) training for all Custody, Supervision and Rehabilitative Services front-line staff, intended to reduce stigma and increase employee resiliency. The R2MR program is specifically tailored to public safety personnel that have significant exposure to events that might cause post-traumatic stress disorder. It is meant to help staff become more resilient to difficult situations and allow management to better recognize when staff need support.

## Strategy

Cultivate a value-driven, client-focused workplace that inspires and empowers employees

### Key Actions

- Enhance expertise and skills among staff to improve client satisfaction and meet client needs.
  - All high volume programs with more than 1,000 external facing clients received support to develop performance measures and client feedback tools. This allows a better understanding of how ministry programs are meeting client needs and where improvements can be made.
- Further engage staff through increased participation in service improvement, planning and innovation.
  - The ministry developed and deployed an intensive improvement and innovation certificate program for employees named the Justice Improvement League Training. As part of this program, employees do a step-by-step walkthrough of one of their area's processes to determine how it can be improved. Participants found opportunities to improve their processes and were able to take these improvements back to their teams for further consideration.
  - More than 800 staff had an opportunity to engage in improvement and planning projects through 10 challenges run on the Innovation Pipeline, which allowed for interaction and involvement in a digital setting. This critical use of technology allows the ability to engage staff, no matter the location, setting or situation.
- Increase communication and improve information sharing practices.
  - The ministry worked internally to enhance communications and improve corporate culture. Work began on a new intranet called Justice and Corrections Knowledge, or JACK, to support these efforts.
  - The ministry formed a new committee to improve information sharing practices. The committee meets monthly and topics of discussion include development of processes regarding data sharing, crucial data privacy and security issues. This partnership has highlighted the need for due diligence and has established a governance structure that must be in place before any sensitive data is shared.
  - A SharePoint Online site was developed to enable community coroners to access files, which allowed them to work more efficiently and share information more effectively.

## Performance Measures

- **Psychological and physical safety climate survey scores**
  - The Ministry of Justice and Attorney General had a total of 383 responses representing a 39% response rate. Integrated Justice Services had a total of 78 responses representing a 76% response rate. The Ministry of Corrections and Policing had a total of 349 responses representing a 15% response rate. Corrections and Policing employees scored 2.71/5.0 for physical safety and 2.72/5.0

for psychological safety. Justice and Attorney General employees scored 3.02/5.0 for physical safety and 2.98/5.0 for psychological safety. This is compared to the government targets of 3.43/5.0 for physical safety and 3.41/5.0 for psychological safety. Low response rates make it difficult to interpret results with a high degree of confidence. Highlights from the survey included a desire among staff for more safety awareness events and more time spent on safety training.

- **Number of days lost to Workers Compensation Board claims for mental health**
  - Worker Compensation Board claims data is based on the calendar year. In 2019, 29 (13%) of the 215 WCB injury claims were related to psychological injuries. These 29 psychological claims were responsible for 1,079 (22%) of the total 5001 lost time days in 2019.
- **Percentage of programs and services with service standards**
  - As of March 31, 2020, the targets set for the proportion of high volume programs (1000+ clients) to have service standards has been reached. The ministries have 88%, or 22 out of 25 high volume programs with service standards in place.
- **Percentage of programs and services with client satisfaction measures**
  - The target for establishing client satisfaction measures in programs across both ministries was achieved, with 24% having those in place, with 6 of 25 high volume programs having those in place.

# 2019-20 Financial Summary

The justice system's original 2019-20 appropriation was \$663.9 million, including \$10.7 million for capital asset acquisitions and \$659.8 million on an expense basis. The expense budget excludes the \$10.7 million appropriation to acquire capital assets and includes \$6.5 million for the amortization of capital assets.

For 2019-20, actual expenses were \$665.5 million; a variance of \$5.7 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, policing and legal aid, partially offset by some vacancy savings in public prosecutions and community corrections (\$8.3 million);
- accrual of a Public Registry Assurance Fund claim (\$1.9 million); and
- increased use of outside legal counsel (\$0.6 million).

These increased costs were partially offset by lower than anticipated bad debt expense and pandemic related court closures (\$2.5 million) as well as net saving generated from salary costs and grants, and the delay or deferral of some projects (\$2.6 million).

The locking mechanisms replacement and contraband detection equipment installation projects were delayed, and the construction of a new living unit at the Paul Dojack Youth Centre was cancelled. This resulted in net capital savings of \$2.7 million.

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

The 2019-20 revenue budget was \$109.0 million. Actual revenue was \$121.6 million; \$12.6 million greater than budget. The increased revenue is primarily attributable to:

- a higher than anticipated collection of Surrogate Court and Public Trustee fees; (\$4.1 million);
- a higher than estimated dividend from the Financial and Consumer Affairs Authority (\$4.0 million);
- an increase in payments from the municipal governments, principally for the provision of policing (\$3.0 million); and
- the reversal of the 2019-19 \$2.0 million advance to the Victims' Fund.

This was offset by a net decrease in miscellaneous revenues from a number of different branches (\$0.5 million).

## 2019-20 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	2018-19 Actual Expenditure	2019-20 Original Estimates	2019-20 Actual Expenditure	Variance	Notes
	Ministers' Salaries (Statutory)	\$ 103	\$ 100	\$ 104	\$ 4	
	Executive Management	1,842	2,139	1,895	(244)	
	Central Services	4,554	5,021	4,912	(109)	
	Accommodation Services	42,668	41,520	42,313	793	1
<b>Total Central Management and Services (JU01, CP01, IU01)</b>		<b>\$ 49,168</b>	<b>\$ 48,780</b>	<b>\$ 49,224</b>	<b>\$ 444</b>	
	Court Services	\$ 40,124	\$ 42,143	\$ 39,638	\$ (2,505)	2
	Salaries - Provincial Court Judges (Statutory)	15,819	16,609	16,417	(192)	
	Salaries - Justices of the Peace (Statutory)	2,907	3,492	3,129	(363)	
	Family Justice Services	3,986	4,362	4,090	(272)	
	Dispute Resolution Office	1,856	2,043	1,984	(59)	
<b>Total Courts and Civil Justice (JU03)</b>		<b>\$ 64,692</b>	<b>\$ 68,649</b>	<b>\$ 65,258</b>	<b>\$ (3,391)</b>	
	Legal Services Division	\$ 10,123	\$ 10,818	\$ 11,315	\$ 497	3
	Innovation	738	454	631	177	
	Public Prosecutions	25,568	27,379	26,116	(1,263)	4
	Publications Saskatchewan Revolving Fund - Subsidy	16	97	97	-	
	Public Registry Assurance Claims (Statutory)	-	1	1,904	1,903	5
<b>Total Innovation and Legal Services (JU04)</b>		<b>\$ 36,445</b>	<b>\$ 38,749</b>	<b>\$ 40,063</b>	<b>\$ 1,314</b>	
	Community Safety and Well-Being	\$ 16,857	\$ 25,795	\$ 24,206	\$ (1,589)	6
	Strategic Systems and Innovation	17,096	18,116	18,701	585	7
	Corporate Initiatives	1,615	1,590	1,496	(94)	
	Access and Privacy	1,893	1,723	1,867	144	
	Program Support	450	651	414	(237)	
<b>Total Integrated Services (IU02)</b>		<b>\$ 37,911</b>	<b>\$ 47,875</b>	<b>\$ 46,684</b>	<b>\$ (1,191)</b>	
	Human Rights Commission	\$ 2,568	\$ 2,421	\$ 2,736	\$ 315	
	Office of Residential Tenancies	1,862	1,578	1,737	159	
	Inquiries	21	126	48	(78)	
	Legal Aid Commission	25,710	25,973	27,473	1,500	8
	Automobile Injury Appeal Commission	928	1,022	992	(30)	
	Highway Traffic Board	941	1,048	912	(136)	
	Public Complaints Commission	634	649	634	(15)	
	Office of the Public Guardian and Trustee	3,299	3,400	3,491	91	
	Saskatchewan Coroners Service	4,317	4,661	4,714	53	
<b>Total Boards, Commissions and Independent Offices (JU08)</b>		<b>\$ 40,280</b>	<b>\$ 40,878</b>	<b>\$ 42,737</b>	<b>\$ 1,859</b>	
	Research and Evidence-Based Excellence	\$ 2,833	\$ 4,301	\$ 2,650	\$ (1,651)	9
	Strategic Initiatives and Evaluation	471	631	242	(389)	
	Continuous Improvement and Innovation	205	330	171	(159)	
<b>Total Demand Reduction and Modernization (CP17)</b>		<b>\$ 3,508</b>	<b>\$ 5,262</b>	<b>\$ 3,063</b>	<b>\$ (2,199)</b>	
	Custody Services	\$ 151,203	\$ 145,738	\$ 153,439	\$ 7,701	10
	Community Corrections	26,745	28,660	27,178	(1,482)	11
	Program Support	7,260	6,714	7,291	577	12
	Correctional Facilities Industries - Subsidy	(1)	40	40	-	
<b>Total Custody, Supervision and Rehabilitation Services (CP13)</b>		<b>\$ 185,207</b>	<b>\$ 181,152</b>	<b>\$ 187,948</b>	<b>\$ 6,796</b>	
	Police Programs	\$ 22,572	\$ 22,480	\$ 23,292	\$ 812	13
	Royal Canadian Mounted Police	192,596	196,134	196,810	676	14
	Program Support	1,836	1,546	1,346	(200)	
<b>Total Policing and Community Safety Services (CP15)</b>		<b>\$ 217,004</b>	<b>\$ 220,160</b>	<b>\$ 221,448</b>	<b>\$ 1,288</b>	
	Saskatchewan Police Commission	\$ 227	\$ 204	\$ 207	\$ 3	
	Saskatchewan Police College	1,318	1,534	1,492	(42)	
<b>Total Saskatchewan Police Commission (CP12)</b>		<b>\$ 1,544</b>	<b>\$ 1,738</b>	<b>\$ 1,699</b>	<b>\$ (39)</b>	
<b>Total Capital and Improvements (IU03)</b>		<b>\$ 10,728</b>	<b>\$ 10,694</b>	<b>\$ 8,000</b>	<b>\$ (2,694)</b>	15
<b>Total Expenditure</b>		<b>\$ 646,487</b>	<b>\$ 663,937</b>	<b>\$ 666,124</b>	<b>\$ 2,187</b>	
Less: Capital Asset Acquisitions		(9,160)	(10,694)	(7,250)	3,444	16
Add: Non-Appropriated Expense Adjustment		7,084	6,534	6,647	113	
<b>Total Expense</b>		<b>\$ 644,411</b>	<b>\$ 659,777</b>	<b>\$ 665,521</b>	<b>\$ 5,744</b>	

### **Explanation of major variances**

- 1 Increased expenditure due to higher than anticipated rent and telephone charges.
- 2 Decreased operating costs due to lower than anticipated bad debt expense and the pandemic impacting court operations.
- 3 Increased expenditures due to increased use of private law firms to reduce internal legal conflicts of interest partially offset by decreased salary costs due to vacancies.
- 4 Decreased salary costs due to vacancies.
- 5 Increased costs due to the accrual of a Public Registry Assurance Fund claim; this is a statutory payment.
- 6 Decreased expenditures as a result of restructuring the fine options and the community mobilization programs, as well as salary costs due to vacancies.
- 7 Increased salary costs and operating expenses for IT usage and IT projects.
- 8 Increased costs due a new collective agreement and increased private bar usage due to conflicts.
- 9 Decreased expenditures in the Remand Initiative due to deferral of planned expansions.
- 10 Increased costs due to high counts in custody facility operations.
- 11 Decreased salary costs due to vacancies.
- 12 Increased use of young offender programming cost shared with the federal government.
- 13 Increased demand in various policing programs, including equipment upgrades for Combined Traffic Safety Services.
- 14 Increased expenditures related to services provided by the Royal Canadian Mounted Police.
- 15 Decreased expenditures on capital projects due to the cancellation of the PDYC expansion and material availability delays.
- 16 Less capital asset acquisition due to the cancelation of delay of some capital projects (see note 15).

Additional information will be published in Volume 2 of the 2019-20 Public Accounts; this is typically released in the fall timeframe.

## 2019-20 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 and municipal governments. The federal funding is 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 thousands of dollars (\$000s).

Description	Revenue		Actual	Variance	Notes
	Budget	Revenue	Revenue		
Fines, Forfeits and Penalties	\$ 27,340	\$ 27,268	\$ (72)		
Sales, Services and Service Fees	15,983	20,183	4,200		1
Federal/Provincial Agreements	18,773	12,236	(6,537)		2
Municipal Agreements	18,662	21,706	3,044		3
Proceeds from Other Funds	27,325	29,670	2,345		4
Other Miscellaneous Revenue	905	10,582	9,677		5
<b>Ministry Revenue</b>	<b>\$ 108,988</b>	<b>\$ 121,645</b>	<b>\$ 12,657</b>		

### Explanation of major variances

1. Higher than anticipated revenue from the Public Guardian and Trustee, Surrogate Courts, Local Registrars, and Sheriffs.
2. A decrease for the change in the accounting treatment of the Saskatchewan Legal Aid Commission (SLAC) accrual partially offset by increased revenue from the federal government, including agreements for the Exchange of Services and young offender programming.
3. Higher than anticipated revenues from policing programs, principally rural policing.
4. Dividend from the Financial and Consumer Affairs Authority higher than estimated, partially offset by decreased traffic safety contributions from SGI.
5. An increase for the change in the accounting treatment of the SLAC, the reversal of the 2018-19 Victims Fund advance and a net increase for miscellaneous casual revenue across the branches.

### 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 (the revolving fund is the financial mechanism for Publications Saskatchewan)
- Victims' Fund

Information regarding the 2019-20 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 [webteam@gov.sk.ca](mailto:webteam@gov.sk.ca).

Copies of this report are available for download at:

[www.saskatchewan.ca/government/government-structure/ministries/justice/](http://www.saskatchewan.ca/government/government-structure/ministries/justice/)

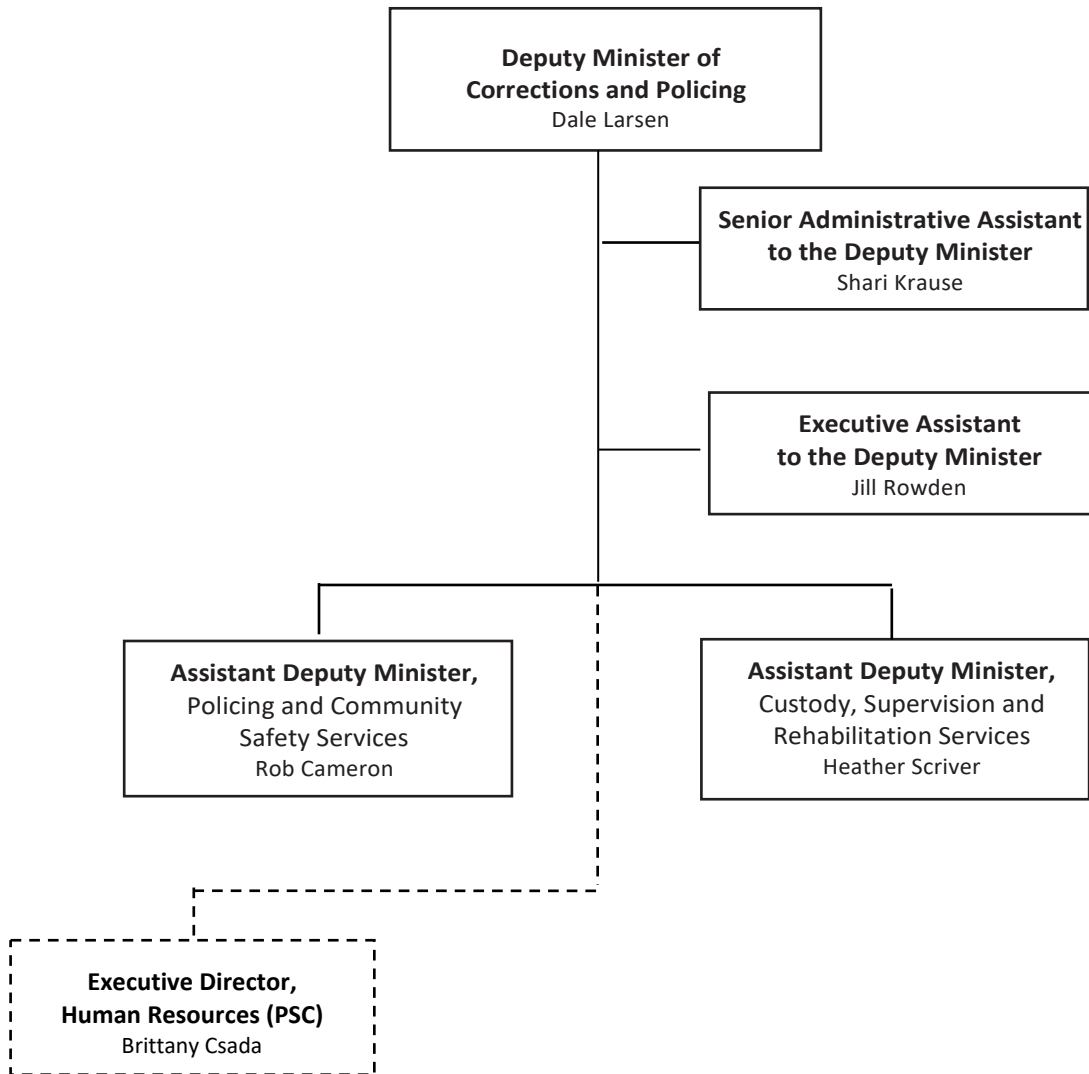
Additional financial information can be found in the Government of Saskatchewan Public Accounts located at

<https://publications.saskatchewan.ca/#/categories/893>

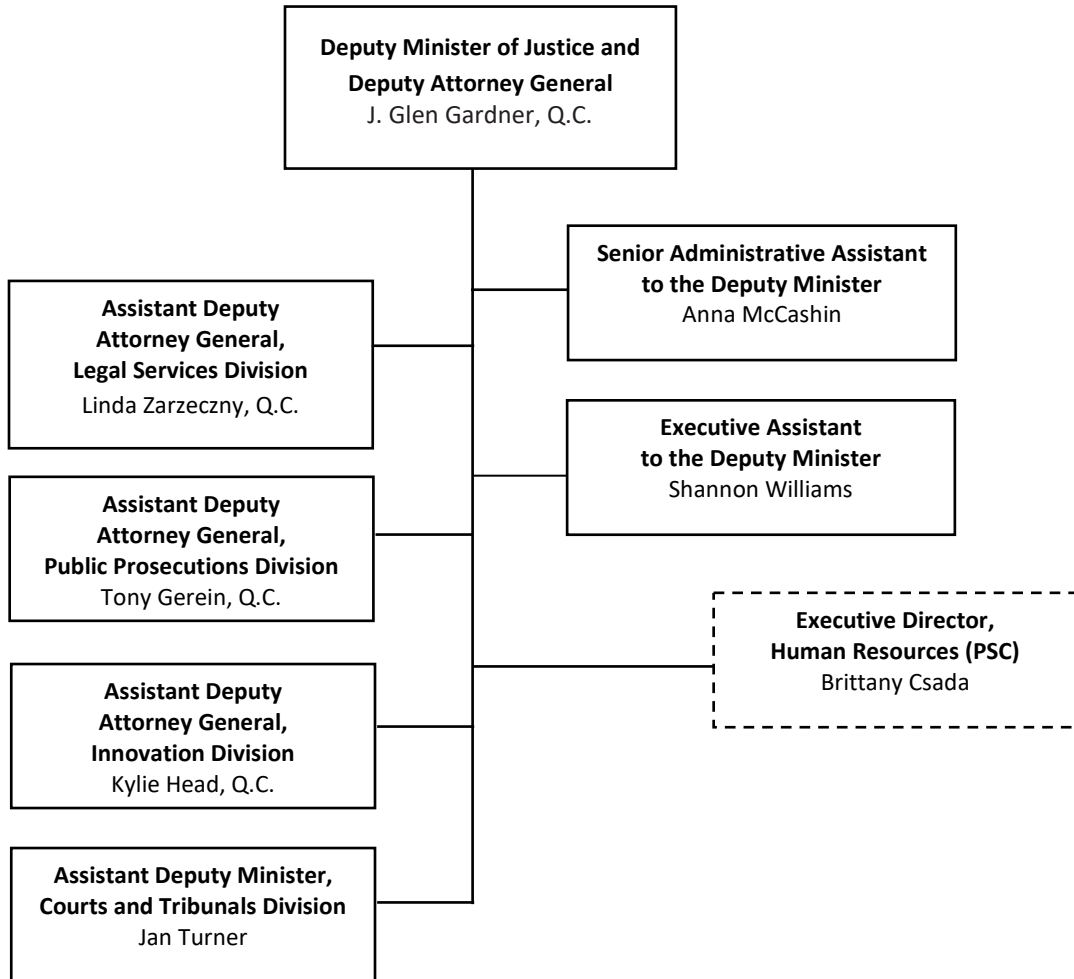


# Appendix A: Organizational Structure as of March 31, 2020

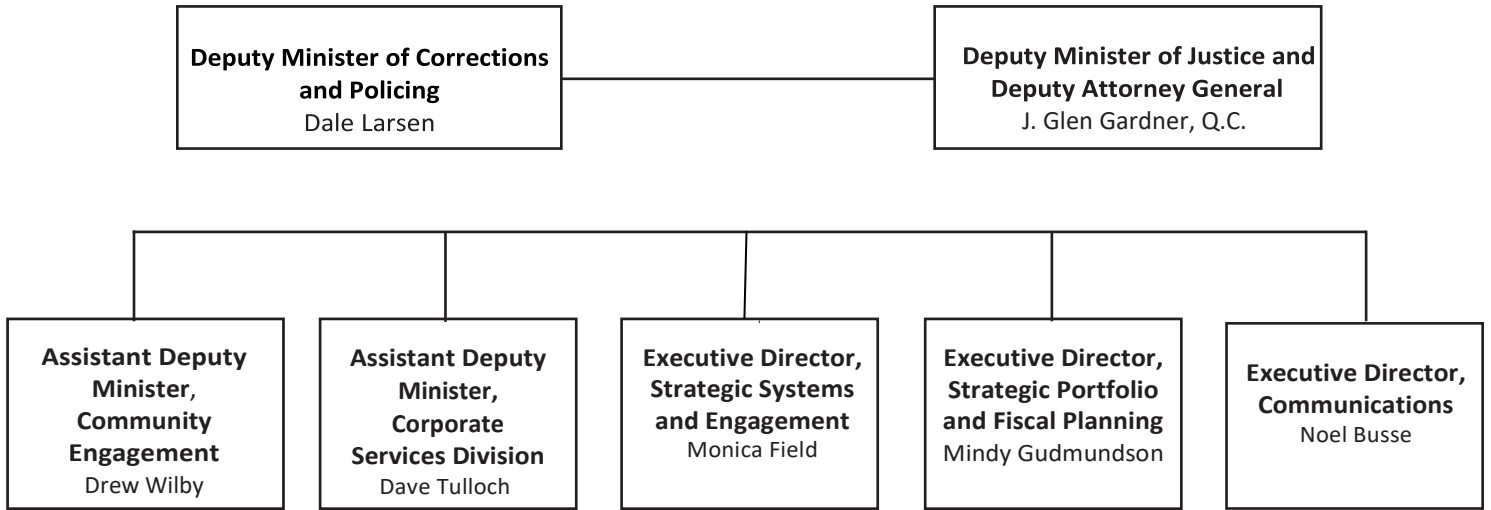
## Ministry of Corrections and Policing



# Ministry of Justice and Attorney General



# Integrated Justice Services



## Appendix B: Boards and Commissions

The Minister of Justice and Attorney General and the Minister of Corrections and Policing are responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the ministries, including the following:

- 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; and
- to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

## **Commission Membership:**

At year end, the Commission's membership included:

- Andrew Bitz, Saskatoon
- 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
- Tim Rickard, Saskatoon
- Thomas Schonhoffer, Q.C., Regina (Chairperson)
- Christy Stockdale, Regina
- Philipp Strenger, 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](http://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 2018*
- *The Personal Injury Benefits Regulations, 1995 and 2016*
- *The Automobile Accident Insurance (Injury) Regulations, 2016*

The Commission’s budgetary status is reflected as follows:

	<b>2019-20 Budget</b>	<b>2019-20 Actuals</b>	<b>Variance</b>
Funding	\$ 1,022,000	\$ 992,281	\$ 29,719
FTEs	3.0	3.0	0

The favorable actual to budget variance of \$29,719 is attributable to reduced IT and other operational related costs and the utilization of full-time, salaried Commission members being assigned to panels rather than per diem members.

**2019-20 Activities and Results:**

- There were 100 new appeal files opened by the Commission during 2019-20. 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 34 final decisions during the year. Thirty-one of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 91% success rate towards meeting the Commission’s objective of issuing all written decisions within 60 days of a hearing being concluded.
- The 34 decisions issued by the Commission in 2019-20 were in process for an average of 2.5 years from the time the file was opened until the written decision was issued. This compares to an average of 3.0

years for the previous year. This slight decrease is attributable to the number of appeal files reaching the hearing stage of the appeal process timelier.

- There were 102 on-the-record hearings conducted during 2019-20. 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 12 claimants who submitted applications to waive fees based on substantial hardship.
- The Commission conducted eight mediations in 2019-20 resulting in six resolved appeals. The remaining two required an exchange of further information between the parties.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan.
- Minor renovations are underway to improve the physical security arrangements for office staff. A barrier between staff and clients will also increase protection of the health and safety of the general public.
- New policies have been developed, but not yet implemented, to assist in decreasing appeal timelines.

#### 2020-21 Planned Activities

- The Commission will prepare an implementation plan for enhancements to communications materials and web resources made available to claimants. In this regard, the Commission will also continue to work with the ministry on their access to justice initiative.
- The Commission will continue to 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.
- The Commission anticipates working with technology providers to develop an electronic filing system and portal for parties to file their relevant information.
- 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

	2016-17	2017-18	2018-19	2019-20
<b>Comparative Activity Levels</b>				
Appeal Files Opened	99	97	126	100
Appeal Files Closed prior to Hearing	65	74	80	71
Hearings Held	113	120	136	102
Decisions Issued	61	52	51	34
<b>Status of Appeal Files Opened in a Particular Year</b>				
Appeal Files Opened	99	97	126	100
- less Closed Prior to Hearing	54	41	43	12
- less Decisions Issued	30	29	16	4
Outstanding*	15	27	67	84

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

## Office of Residential Tenancies and Provincial Mediation Board

The Office of Residential Tenancies (ORT) was created to provide an alternative to the court system for landlords and tenants involved in residential 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 are unable to find their own solutions.

### **Director, Deputy Directors and Manager of Operations**

- ⇒ Anne-Marie Cotter, Director, Regina
- ⇒ Toyin Akintola, Deputy Director - Administration, Regina (from April 2019)
- ⇒ Tyler Young, Acting Deputy Director - Adjudication, Saskatoon (from May 2019 to December 2019);  
Deputy Director Senior - Adjudication, Saskatoon (from January 2020)
- ⇒ Andrew Restall, Deputy Director - Adjudication (from October 2019)
- ⇒ F. Andrea M. Jorde, Senior Deputy Director, Saskatoon (to November 2019)
- ⇒ Kim Korven, Deputy Director, Regina (to September 2019)
- ⇒ Andrea Phillips, Deputy Director - Adjudication, Saskatoon (from September 2019 to December 2019)
- ⇒ Nadine Johnson, Manager of Operations (to February 2020)

### **Legislative Authorities**

Governing legislation:

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

The ORT has jurisdiction under:

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



## Office of Residential Tenancies – Statistics

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

	2015-16	2016-17	2017-18	2018-19	2019-20
Total Applications Received	8,475	8,336	8,413	8,356	6,076
Landlord Applications	6,813	6,876	6,800	6,995	5,240
Tenant Applications	1,662	1,460	1,613	1,361	836
Revenue	\$321,165	\$327,400	\$329,100	\$310,000	\$266,000

The variance in total applications and revenue received by the ORT can be attributed to two factors. The first circumstance is the State of Emergency issued in March of 2020 responding to the COVID-19 pandemic. Non-urgent hearings were cancelled and non-urgent claims were no longer accepted during the State of Emergency to ensure ORT clients were able to abide by self-isolation and social distancing requirements. The second circumstance is the increased dispute resolution practices being practiced by ORT staff. ORT staff are successfully resolving disputes between clients through education and dispute resolution practices resulting in less applications being filed by landlords and tenants.

## Budget

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

	2018-19	2019-20	2020-21
Budget	\$ 1,553,000	\$ 1,578,000	\$ 1,674,000
Actual	\$ 1,862,190	\$ 1,737,000	
Variance	\$ 309,190	\$ 159,000	
FTEs	16.1	20.5	21.5
Per Diem Hearing Officers	24	25	23

The variance is attributable to the following circumstances:

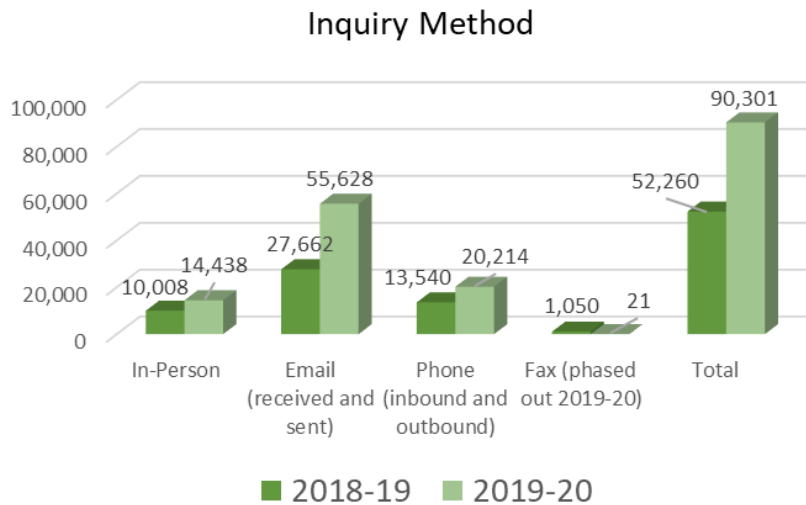
- ⇒ Starting in February 2015, the limit on the cost of per diems increased from \$20,000 to \$30,000. As more expensive cases are generally more complicated, this has resulted in additional annual costs; however, this change has provided an overall benefit by diverting at least some claims from Provincial 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 to maximize security and efficiency (furniture, supplies, telephone, and IT expenses).
- ⇒ Higher office expenses (office equipment, bank charges, courier fees, 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 2019-20

- ⇒ 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 2019-20, ORT staff members took the Resolving Conflict Constructively course to improve their ability to help landlords and tenants solve problems directly. This training has successfully lowered the amount of applications filed for the 2019-20 fiscal year. Almost all staff are now trained in Dispute Resolution.
- ⇒ The table below shows ORT inquiries for fiscal years 2018-19 and 2019-20:



The variance is substantially attributable to the implementation of the ORT Online system in August of 2018 to staff. There has been a significant increase in email submission of applications, evidence and inquiries. This data may not reflect all outgoing emails from ORT staff to clients.

- ⇒ The system is expected to be public facing in 2020-21, which will allow landlords and tenants to create notices, 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 correct defects to contribute to the overall stabilization of the system when it goes live to the public.

- ⇒ The ORT made 10 presentations to various landlord and tenant groups within the province concerning different aspects of residential tenancy law.
- ⇒ ORT clinics were started in 2019-20 to provide a group setting where clients can learn about the ORT and governing legislation. In 2019-20, eight clinics were held at the Regina and Saskatoon offices, cumulatively.
- ⇒ The table below shows PMB inquiries for fiscal years 2018-19 and 2019-20:

Inquiry Method	2018-19	2019-20
In-Person	8	14
Email	5,344	10,682
Phone	2,706	3,053
Fax (phased out 2019-20)	306	171
Letters (March 23 to 31, 2020)	Not tracked	109
<b>Total</b>	<b>8,094</b>	<b>14,029</b>

The variance is substantially attributable to a significant increase in emails being sent by PMB staff regarding tax enforcement files.

## 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 and to provide a revenue source to reduce inmate programming costs.

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)
<b>Revenue</b>	565	505	(60)
<i>Expenditures</i>			
Cost of Goods Sold	510	410	(100)
<b>Gross Profit</b>	55	95	40
Overhead Expenses	55	56	1
<b>SURPLUS (Deficit)FROM OPERATIONS</b>	0	39	39
Other Income	-	-	-
Subsidy from GRF	40	40	-
<b>Annual Surplus(Deficit)</b>	40	79	39

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

#### Explanations of Major Variances

1. Lower than expected sales due lower demand for products throughout the year and shutdown of operations due to the COVID-19 pandemic.
2. Lower cost of goods sold as a result of lower sales.

Audited Financial Statements are available in Volume 2 of the 2019-20 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 (the Regulations)*, established to:

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

### 2019-2020 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.

### 2019-20 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, 2019 to March 31, 2020, forfeiture was granted in 15 of the 15 applications decided by the courts.
- For the period April 1, 2019 to March 31, 2020, the Director initiated administrative forfeiture proceedings through the distribution of 182 notices regarding proposed administrative forfeitures to interested parties, which has resulted in the issuance of 114 Notices of Forfeiture.
- Equal disbursements of \$382,122 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 \$29,335 was provided to community programs to promote public safety.

## Revenue and Expenses – Criminal Property Forfeiture Fund

Description	Amount	Notes
Court Ordered Forfeitures	\$515,075.75 CAD \$377.00 USD	1
Administrative Forfeitures	\$955,775.34 CAD \$860.00 USD	2
<b>Total Court Ordered and Administrative Forfeitures</b>	<b>\$1,470,851.09CAD</b> <b>\$1237.00 USD</b>	
Property forfeited to the Crown pursuant to Section 490.1 of the <i>Criminal Code</i>	\$3,273.00 CAD	3
Property forfeited to the Crown pursuant to Section 186 of <i>The Traffic Safety Act</i>	–	4
2019-20 Expenses	\$559,533.34 CAD	5
2019-20 Disbursements	\$793,659.00 CAD	6
Federal Proceeds of Crime	\$47,584.07 CAD	7
Federal Proceeds of Crime Disbursements	\$39,140.00 CAD	8

- 15 of the 15 forfeiture applications decided by the courts resulted in forfeitures. A total of \$16,095.00 CAD has not been received for deposit.
- The Director initiated administrative forfeiture proceedings through the distribution of 182 notices of administrative forfeiture proceeding to parties with a potential interest in property, resulting in 114 notices of forfeiture. A total of \$71,964.65 CAD has not been received for deposit.
- Property was forfeited to the Crown (Saskatchewan) pursuant to the *Criminal Code* on two instances.
- No property was forfeited to the Crown (Saskatchewan) pursuant to section 186 of *The Traffic Safety Act*.
- 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.
- Equal disbursements of \$382,122 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 \$29,335 were made to community programs to promote public safety.
- 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.
- Disbursements totaling \$39,140 CAD were made from the Federal Proceeds of Crime monies in 2019-20.

## 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

Publications Saskatchewan operates Publications Centre, which is the central repository of all Government of Saskatchewan publications.

### **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

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Audited
<b>Revenue</b>	\$1,048,220	\$1,037,838	\$1,000,583	\$998,896	\$1,030,000	\$886,563
<b>Expenditures:</b>						
Cost of Goods Sold	\$305,833	\$306,958	\$257,308	\$208,047	\$263,000	\$216,494
Gross Profit	\$742,387	\$730,880	\$743,275	\$790,849	\$767,000	\$670,069
Administrative Expenses	\$795,070	\$811,536	\$749,369	\$836,699	\$849,049	\$909,635
<b>Net Profit/(Loss)</b>	(\$52,683)	(\$80,656)	(\$6,094)	(\$45,850)	(\$82,049)	(\$239,566)
GRF Subsidy	\$95,000	\$97,000	\$97,000	\$0	\$97,000	\$97,000
<b>Net Profit/(Loss) After Subsidy</b>	\$42,317	\$16,344	\$90,906	(\$45,850)	\$14,951	(\$142,566)

### 2019-20 Activities and Results

- Continued continuous improvement process to upgrade and add features to Publications Centre website.
- Supported the Ministry of Justice and Attorney General Innovation Agenda by sponsoring various events, programs and conferences with printing and e-commerce services such as the Community Safety and Well Being Symposium. Supported the Public Prosecutions Division with the production of factums as required.
- Added historical legislation, legislative enactments and point-in-time consolidations to Freelaw® within two days of filing.
  - ✦ Historical legislation, including historical Gazettes, posted to Freelaw® daily.
  - ✦ Posted Gazettes and all OC summaries on a weekly basis. Point-in-time consolidations 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 Saskatchewan.ca and Publications Centre websites through presentations, design and printing sponsorships, and meetings.
- Attended the following tradeshow to promote Publications Centre:
  - ✦ Free Legal Resource Fair (Regina Public Library)
  - ✦ Regina Chamber of Commerce Business to Business Expo
  - ✦ Saskatchewan Industrial Safety Seminar
  - ✦ SARM – Saskatchewan Association of Rural Municipalities annual conference
  - ✦ SUMA – Saskatchewan Association of Urban Municipalities annual conference
  - ✦ 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 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.

#### **2020-21 Goals and Objectives**

- Continuous improvement for the new Publications Centre at publications.saskatchewan.ca.
- Develop a plan to make online legislative documents more accessible by offering them in a format other than PDF.
- Support the justice system and goals by supporting programs with printing, editorial, e-commerce and design services.
- 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.

## **2019-2020 Victims Services Annual Report**

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; and
- an opportunity to tell the court how they have been affected by the crime.

Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and 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; and
- programming to prevent victimization.

### **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.

### **2019-20 Goals and Objectives**

- 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 the 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 at or above 90 percent.
- Establish outcome measurement frameworks for all programs and services supported by the Victims Services Branch.
- Identify the prevalence of human trafficking in Saskatchewan and the services available to support victims.
- Modernize policies and processes to enhance the Compensation Program.
- Implement Internal Audit's recommendations for transfer agreement management.

**2019-20 Activities and Results**

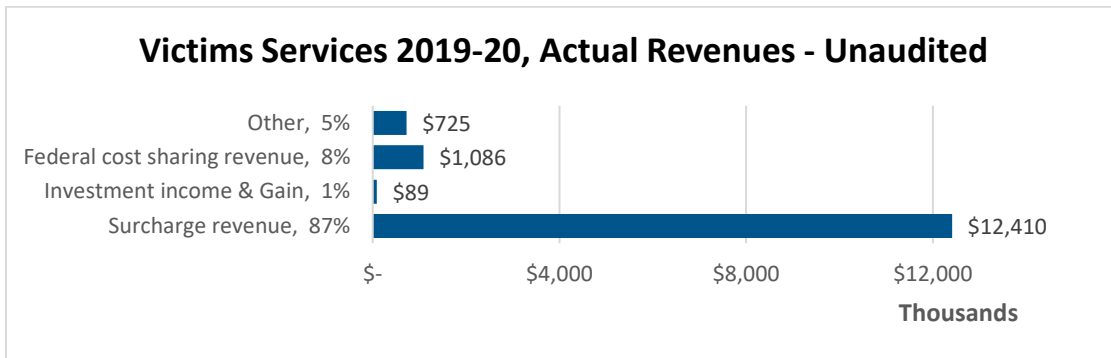
**Financial Management/Administration**

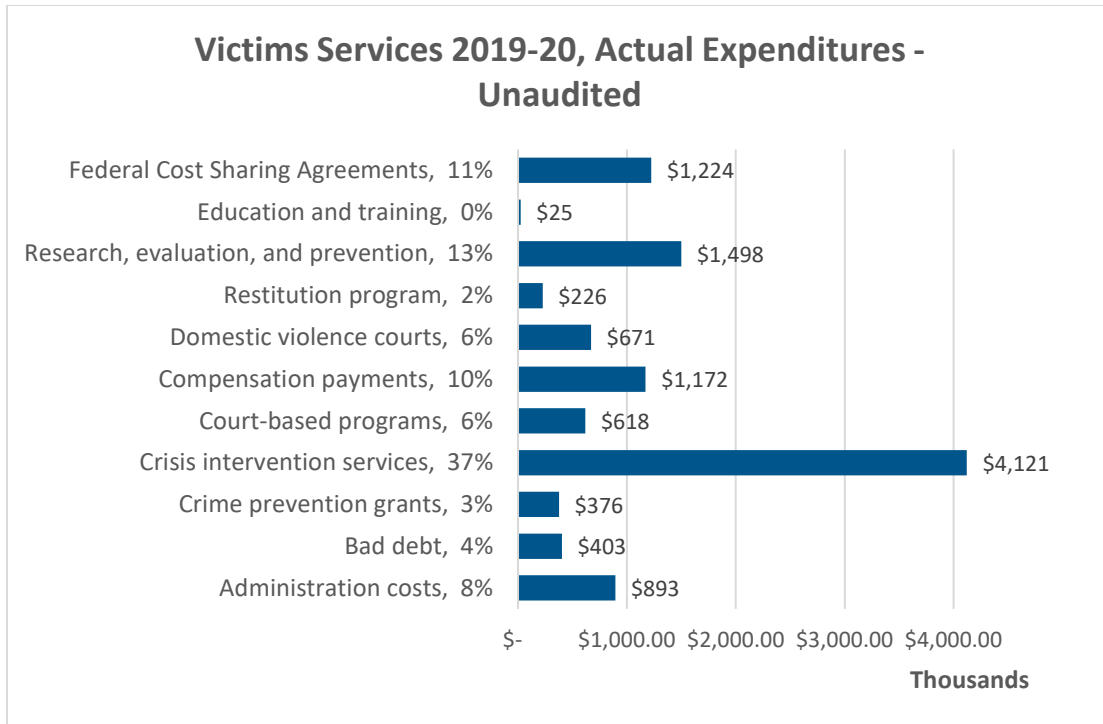
Revenue in 2019-20 was under budget by almost \$0.24 million, due mainly to a decrease in the federal surcharge revenue. Revenue includes surcharges, investment income and gain, federal cost sharing revenue, and other miscellaneous revenue.

Total expenditures were under budget by \$500,000. Not included in the actual expenditures in the table below is a \$2 million loan repayment transferred to the General Revenue Fund. These figures are unaudited; the audited financial statements for the Victims’ Fund will be included with the Public Accounts on July 31, 2020.

**Victims’ Fund Revenue and Expenditures**

<b>Victims' Fund (000's)</b>	<b>2019-20 Budget</b>	<b>2019-20 Actual (unaudited)</b>
Revenue	\$14,550,000	\$14,309,992
Expenditures	\$13,738,000	\$11,226,869





#### Financial Management/Administration (cont.)

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund, to maximize revenue.
- Administered project funding from Justice Canada's Victims' Fund totalling \$1,271,869 for the following projects:
  - Supporting the Saskatchewan Family Information Liaison Unit (FILU), 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).
  - Funding The Listen Project which provides free legal advice for victims of sexual offences (\$189,085).
  - Increase victim engagement in restorative justice processes (\$35,644).
  - Enhancement of services to victims of crime in Saskatchewan (\$507,140).
- Worked with funded agencies to provide oversight and support regarding contract management and administration.
- Supported the development of the CSWB Transfer Agreement Management Framework, responding to Internal Audit's recommendations, which is nearing completion pending the approval process with CSWB Leadership Team.

#### Victims Services Staffing

- The Victims Services Branch utilized 27.2 FTEs in 2019-20.

#### 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 220 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.

#### **Domestic Violence Victim Services**

- Domestic Violence Victim Services provide information, support, advocacy and referral immediately following a domestic violence offence and throughout the criminal justice process to minimize revictimization by involvement in the criminal justice system and promote healthy relationships. One program provides treatment services to offenders involved in the Battleford Domestic Violence Treatment Option Court to reduce criminogenic risk factors.

#### **Specialized Programs**

- Victim Services Specialized Programs are provided in larger centres where client volume and/or unique needs justify a different delivery model or program for certain client groups. Victims Services provides funding for the following specialized programs:
  - Regina Sexual Assault Centre 24-hour Crisis Line
  - Saskatoon Sexual Assault & Information Centre
  - Street Workers Advocacy Program, an anti-prostitution program in 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.
- Collaborated on funding management for the Saskatchewan FILU. The FILU became operational in 2017 and funding was continued in 2020. The FILU helps families find information they seek about their missing and murdered loved ones from government and police sources.
- Facilitated collaboration between Victim/Witness Services, Missing Persons Liaisons, and the FILU to provide coordinated supports for families of missing persons.

#### **Prevention of Victimization Programming**

- Managed ongoing funding for ten Children Exposed to Violence programs.
- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

#### **Victim/Witness Services**

- In 2019-20, Victim/Witness Services worked with Public Prosecutions to enhance processes and protocols related to referrals and testimonial aid assessments.

- Received training on court preparation and court accompaniment for professionals who support children and their families as they navigate the criminal justice system, exploring new research regarding the effects of trauma on children and responding to vicarious trauma.

**Victims Compensation Program**

- Provided compensation payments totalling \$1,171,721 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications for 800 victims in 2019-20.
- Successfully transitioned from paper to an electronic filing system.

**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.
- There were 1,083 new restitution orders issued on behalf of 1,239 victims (one offender can have multiple victims) in 2019-20. The Adult Restitution Program (ARP) monitored 558 orders, either directly through the restitution coordinator or in conjunction with Probation Services. For the additional 525 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 \$73,000 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		
	2017-18	2018-19	2019-20	2017-18	2018-19	2019-20	2017-18	2018-19	2019-20
Children	40	57	38	65	81	66	104	138	104
Youth	85	67	71	247	251	255	332	318	326
Adults	125	106	147	532	460	586	660	566	733
<b>Total</b>	<b>250</b>	<b>230</b>	<b>256</b>	<b>844</b>	<b>792</b>	<b>907</b>	<b>1094</b>	<b>1022</b>	<b>1163</b>

**Victims Compensation Statistics**

	2015-16	2016-17	2017-18	2018-19	2019-2020
Applications Received	627	736	940	836	899
Applications Approved	598	701	903	803	879
Applications Denied	29	35	37	33	20
<b>Total Amount Awarded</b>	<b>\$589,364</b>	<b>\$944,170</b>	<b>1,225,349</b>	<b>\$1,132,854</b>	<b>\$1,171,721</b>

## Education and Training

- Supported Caring Hearts Counselling to deliver specialized trauma, trauma-informed care, intergenerational trauma, ambiguous loss trauma, and secondary trauma education sessions to professionals, Elders, volunteers, organizations, agencies and communities across Saskatchewan. Seventeen education sessions were provided in seven communities for 14 agencies. These education sessions were attended by 546 people.
- Supported the Missing Person Liaisons in providing an overview of services to the Saskatchewan Association of Chiefs of Police on the needs of families of missing persons and how to support them, in order to increase partnerships and communication between Victim Services workers and investigating members.
- Contracted with Saskatchewan Polytechnic Regina Campus and assisted in delivering the seventeenth 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. 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.
- Provided Victims Services training as a part of core orientation training for Probation Officers, including an overview of Victims Services programs to promote collaborative and victim sensitive work.
- Presented at the Victim Support Conference in Toronto about the scope of the Adult Restitution program to enforce orders through criminal processes and the Restitution Civil Enforcement Program to pursue collection through civil processes.
- Delivered one training session on provisions of *The Victims of Interpersonal Violence Act* and roles and responsibilities for municipal police officers, and two sessions for members of RCMP "F" Division. Half-day training was delivered to 532 University of Saskatchewan nursing students from the Saskatoon, Regina and Prince Albert campuses regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse.
- Provided three training sessions to 108 participants of community organizations regarding the Provincial Child Abuse Protocol.
- 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 one training session for Highway Patrol and Conservation Officers under the Provincial Response Team Initiative regarding interpersonal violence, child abuse, and child abductions.
- 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 2019 to raise awareness of the needs of victims and inform the public about available services.
- Supported the planning and organizing of the seventh annual Missing Persons Week in Saskatchewan to raise awareness about missing persons' issues and the needs of families.
- Distributed 7,528 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 monthly division meetings, annual division training and weekly check-in meetings to obtain current and consistent information and updates, to more effectively integrate with personnel from other areas within CSBW through shared learning/dissemination of knowledge.
- Met regionally with CSWB-funded agencies with the intent to strengthen integration and collaboration at a community level, in order to enhance victim, offender and community outcomes.
- Met regularly with RCMP “F” Division to discuss and address issues of mutual concern related to Police-based Victim Services operations and policies.
- Represented Saskatchewan in ongoing meetings of the Federal/Provincial/Territorial Victims Working Group on victim issues and participated in its ongoing work.
- Commenced two-year term with the Prairie Region Victim Advisory Council (Correctional Service Canada and Parole Board of Canada) as the provincial-territorial government representative.
- Participated on committees related to interpersonal violence and abuse issues, including the following:
  - Inter-ministerial Committee on Interpersonal Violence and Abuse
  - Corrections and Policing-Justice and Attorney General Committee on Domestic Violence
  - The Provincial Partnership Committee on Missing Persons
  - Provincial Therapeutic Court Advisory Committee
  - Regina Domestic Violence Court Management Committee
  - PATHS Promoting Access to Justice Committee
  - STOPS Collective Impact Initiative to Reduce Gender-based Violence in Saskatchewan
- Co-chaired the Child Abuse and Sexual Exploitation Committee’s review and enhancement of the provincial Child Abuse Protocol.
- Co-chaired the Human Trafficking Sub-Committee, a working group through the human services ministries’ Inter-ministerial Committee on Interpersonal Violence and Abuse, to identify the prevalence of human trafficking in Saskatchewan, the policies and procedures in place to address the issue, and the services available to support victims.
- 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.
- Supported the Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.
- Chaired the Victim/Crisis Responders Selection Committee that oversees the selection and recommendation of crisis shelter, mobile crisis and victim services frontline supervisors, workers, and volunteers as nominees for the Saskatchewan Protective Services Medal.

## **Research and Evaluation**

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Supported the Corporate Planning, Evaluation and Improvement 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 90%.
- Continued work on developing tools to measure the achievement of program outcomes.



## Appendix D: Key Contact Information

### Aboriginal Courtworker Program

1874 Scarth Street, Room 1010  
Regina, SK S4P 4B3  
Phone: (306) 798-0108 Fax: (306) 787-8737  
Website:  
<https://www.saskatchewan.ca/residents/justice-crime-and-the-law/courts-and-sentencing/aboriginal-courtworker-program>

### Access and Privacy Branch

1855 Victoria Avenue, Room 1510  
Regina, SK S4P 3T2  
Phone: (306) 798-4159 Fax: (306) 798-9007  
Email: [accessprivacyjustice@gov.sk.ca](mailto: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](mailto:aiac@gov.sk.ca)  
Website: [autoinjuryappeal.sk.ca](http://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) 798-1184 Fax: (306) 787-0078

### 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: [dispute.resolution@gov.sk.ca](mailto:dispute.resolution@gov.sk.ca)

### Dispute Resolution Office – Saskatoon

122 3<sup>rd</sup> Avenue North  
10<sup>th</sup> Floor, Sturdy Stone Building  
Saskatoon, SK S7K 2H6  
Phone (306) 933-7864 Fax: (306) 933-7766

### 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](mailto: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](mailto:svp@gov.sk.ca)

### Indigenous Policing

6<sup>th</sup> Floor, 800 Central Avenue  
P.O. Box 3003  
PRINCE ALBERT SK S6V 6G1  
Fax: (306) 953-2537

### 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](mailto:headoffice@legalaid.sk.ca)  
Website: <http://www.legalaid.sk.ca>

### Office of Residential Tenancies

*Regina Office*  
101-1855 Victoria Avenue  
Regina, SK S4P 3T2  
Phone: 1-888-215-2222 Fax: 1-888-867-7776  
Email: [ORT@gov.sk.ca](mailto:ORT@gov.sk.ca)  
Website: <http://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](mailto:ORT@gov.sk.ca)  
Website: <http://www.saskatchewan.ca/ort>

Phone: (306) 933-5952 Fax: (306) 933-7863  
Toll-free: 1-800-667-9249  
Email: [shrc@gov.sk.ca](mailto:shrc@gov.sk.ca)  
Website: <http://www.saskatchewanhumanrights.ca>

**Policing and Community Safety Services**

12<sup>th</sup> Floor, 1874 Scarth Street  
Regina, SK S4P 4B3  
Phone: (306) 787-0493 Fax: (306) 798-0270

**Private Investigators and Security Guards Program**

2nd Floor, 515 Henderson Drive  
Regina, SK S4N 5X1  
Phone: (306) 787-5496 Fax: (306) 787-0504

**Provincial Mediation Board**

*Regina Office*  
101 - 1855 Victoria Avenue  
Regina, SK S4P 3T2  
Phone: 1-877-787-5408  
Website: [www.saskatchewan.ca/pmb](http://www.saskatchewan.ca/pmb)

*Saskatoon Office*  
122 3<sup>rd</sup> Avenue North, Room 105  
Saskatoon, SK S7K 2H6  
Phone: 1-877-787-5408  
Website: [www.saskatchewan.ca/pmb](http://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](mailto:pgt@gov.sk.ca)  
Hours: Monday through Friday, 8 a.m. to 5 p.m.  
(Closed for the noon hour and holidays)

**Public Prosecutions**

300 - 1874 Scarth Street  
Regina, SK S4P 4B3  
Phone: (306) 787-5490 Fax: (306) 787-8878

**Saskatchewan Human Rights Commission**

*Saskatoon Office*  
122 3rd Avenue North  
Saskatoon, SK S7K 2H6