

Ministry of Corrections,
Policing and Public Safety

Ministry of Justice and
Attorney General

Annual Report for 2020-21

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Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan

The Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety are committed 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. While our ministries faced unprecedented challenges in 2020-21, we continued to make significant progress towards our goals.



The Honourable
Christine Tell
Minister of Corrections,
Policing and Public
Safety

Among the ministries' major accomplishments is the ongoing work to address and prevent interpersonal violence across our province. In 2020-21 Saskatchewan enacted *The Interpersonal Violence Disclosure Protocol Act*, known as Clare's Law and launched the "Face the Issue" media campaign to raise awareness to address interpersonal violence and abuse.

Plans and initiatives to increase access to justice and modernize portions of the justice system, such as J-STAR system and the e-Justice initiative, will benefit our citizens by making the justice system easier to use and more accessible with modern technology.

The Ministry of Corrections, Policing and Public Safety made significant investments in its infrastructure and programming this fiscal year. This included the ongoing improvement and replacement of security features such as locks, fencing and contraband reduction equipment, planning for the Saskatoon Remand Centre, and the launch of a Dedicated Substance Abuse Treatment Unit at the Pine Grove Correctional Centre in November of 2020.

The ministries also took steps to enhance police oversight through amendments to *The Police Act, 1990*. It is expected that many of these changes will be incorporated into the establishment of a provincial Serious Incident Response Team in 2021-22.

This annual report represents our progress and assists in the ministries' future planning.

We respectfully submit the Annual Report for the Ministry of Corrections, Policing and Public Safety and the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2021.



The Honourable
Gordon Wyant, Q.C.
Minister of Justice and
Attorney General



Christine Tell
Minister of Corrections, Policing
and Public Safety



Gordon Wyant, Q.C.
Minister of Justice
and Attorney General



Dale Larsen
Deputy Minister of
Corrections, Policing
and Public Safety

The Honourable Christine Tell
Minister of Corrections, Policing and Public Safety

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Corrections, Policing and Public Safety for the fiscal year ending March 31, 2021.

Dale Larsen
Deputy Minister of Corrections, Policing
and Public Safety



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

The Honourable Gordon Wyant, 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, 2021.

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

Ministry Overview

Ministry of Corrections, Policing and Public Safety

The Ministry of Corrections, Policing and Public Safety 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 also provides for provincial policing services throughout Saskatchewan through contracting with the Royal Canadian Mounted Police (RCMP). The ministry oversees delivery of the Provincial Disaster Assistance Program.

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 offender care, control and supervision for offenders in the community and in correctional centres, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate back into their communities.

Policing and Community Safety Division

The Policing and Community Safety Division is responsible for: providing funding and management of the RCMP provincial policing contract and the First Nations Policing Program (including 33 Community Tripartite Agreements and one self administered First Nations police service); the Vehicle Impoundment Against Sexual Exploitation (VISE) program; providing municipal police grant funding for 130 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 work with law enforcement in both the intelligence and investigations capacity.

The division oversees the Saskatchewan Police Commission that 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 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 and is the final appeal body in police disciplinary and dismissal matters.

Provincial Disaster Assistance Program

The Provincial Disaster Assistance Program (PDAP) helps residents, small businesses, agricultural operations, First Nations, non-profit organizations and communities recover from natural disasters, including flooding, tornadoes, plow winds and other disasters caused by severe weather. PDAP may help cover the cost of uninsurable essential losses, cleanup, repairs and temporary relocation.¹

¹ The Provincial Disaster Assistance Program was transferred to the Ministry of Corrections, Policing and Public Safety in November 2020.

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 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 provides support to independent boards and commissions, including the Financial and Consumer Affairs Authority and the Credit Union Deposit Guarantee Corporation.

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. The Division is focused 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 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, Policing and Public Safety. These shared services ensure that Saskatchewan's justice system provides consistent, efficient and effective programming across the province.

Corporate Services Division

Corporate Services provides administrative services to the ministries of Corrections, Policing and Public Safety and Justice and Attorney General, including corporate strategic planning; program review; enterprise project management; planning and helping to deliver corrections, policing and public safety-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 ensures the ministries are in compliance with government requirements. 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 help develop healthier communities and provide support to those who have come into contact with the justice system. It supports the Ministry of Corrections, Policing and Public Safety 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. The Division oversees the Access and Privacy Branch.

Strategic Systems and Innovation Branch

Strategic Systems and Innovation (SSI) leads the IT Services for the justice ministries, and it manages the portfolio of the Ministries' IT systems—ensuring alignment to Ministry and Government strategic priorities. SSI also provides leadership and expertise in IT governance, IT project management and business analysis, data analytics and business intelligence. SSI reports directly to both Deputy Ministers' Offices.

Strategic Portfolio and Fiscal Planning

Strategic Portfolio and Fiscal Planning provides financial-resource support for the Ministry of Corrections, Policing and Public Safety and the Ministry of Justice and Attorney General. The branch also conducts budget and financial planning and management, while also analyzing budgets and forecasts. Like SSI, the branch also reports directly to both Deputy Ministers' Offices.

Communications Branch

The Communications Branch is responsible for internal and external communication materials, and it provides strategic communication advice and support to senior officials in the ministries. The Branch also handles media relations, liaises with cross-government communication team members and monitors current trends in the public-news cycle with respect to both ministries.

Ministry Employees

In 2020-21, government used 3491.3 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.

The 2020-2021 Operational Plan can be found [here](#).

Mandate Statements²

The Ministry of Corrections, Policing and Public Safety provides supervision and rehabilitation services for adult and young offenders, promotes appropriate and effective policing, and supports community and public safety services throughout Saskatchewan.

The Ministry of Justice and Attorney General provides access to quality justice services that respect the rule of law and protect the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government.

Integrated Justice Services supports the objectives of the Ministry of Corrections, Policing and Public Safety and the Ministry of Justice and Attorney General and responds to the safety and well-being needs of communities.

Vision Statements

Corrections, Policing and Public Safety

All people in Saskatchewan live in safe communities.

Justice and Attorney General

All Saskatchewan residents live in safe and just communities.

Mission Statements

Corrections, Policing and Public Safety

We deliver programs and services to help ensure safe communities, safe facilities and a safe and engaged workforce.

Justice and Attorney General

We contribute to strong communities and families in Saskatchewan by protecting rights and safety and ensuring fair, timely access to justice.

² The ministries received approval to update their mandate, vision and mission statements midyear to reflect the addition of new responsibilities and a renewed strategic vision.

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
- Provide effective administration to support the Courts

COVID-19 Response Highlights

Overview

The COVID-19 pandemic has challenged government operations during the 2020-21 fiscal year. Many program and service operations experienced significant change as the ministries worked quickly to support citizens and businesses. Annual reports for the 2020-21 fiscal year provide information on the impacts of COVID-19 and recognize the work of the Government of Saskatchewan in responding to the pandemic.

COVID-19 Response Highlights

Protecting the health and safety of those we serve, the public and ministry employees is always a top priority. Over the course of the pandemic, a wide variety of additional health and safety precautions were put in place in offices and facilities (e.g., judicial, policing and correctional offices and facilities). This includes, but is not limited to, the following examples: ensuring cleaning and personal protective equipment (PPE) were available and supplies maintained; enhanced cleaning measures; screening employees and visitors; reducing and sometimes delaying the number of employees/contracted workers who enter offices and facilities; adapting services, visits and social activities to be delivered using virtual platforms; modifying incoming services; and restricting inter-institutional transports.

The ministries have also come to rely more on a wide variety of current, new, and alternative technology resources (e.g., internet, intranet, email, and virtual meeting platforms). Such technology helped to ensure that the most recent information was made quickly accessible to all. Some technological projects were accelerated, and new program and service delivery models were adapted. For example, e-Justice; prosecutions conducting virtual meetings with witnesses; video court use; and offender access to tablets to enable virtual meetings and educational opportunities. Additionally, employees used technology to quickly transition to working remotely for those that could do so. Overall, several significant accomplishments and successes were achieved by very committed and dedicated employees and partners through these unprecedented times.

Progress in 2020-21 Ministry

Goal 1

Government Goals



Ministry Goal

Safe Communities³

Strategy

Promote effective policing priorities.

Key Actions

- Develop policing models that support provincial priorities.
 - Investigative police units previously called Combined Forces Special Enforcement Units transitioned to Crime Reduction Teams. Referred to as CRT, these teams focus on reducing criminal activity in relation to the Saskatchewan provincial priorities of gang activity, illegal firearms, drugs with primary focus on methamphetamine and opioids, property crimes including vehicle theft, and rural crime. CRT are part of the provincial Gang Violence Reduction Strategy.
 - Saskatchewan’s Crime Watch Advisory Network has been expanded to include municipal police services and conservation officers. The network allows police services to issue advisories to residents via text messages, emails or phone calls with information about criminal activity in their area. Law enforcement receives tips from the public in response to these advisories. These tips help to solve cases ranging from vehicle theft to fraud. Over 15,000 citizens have already registered to receive crime watch notifications from the RCMP, which issued more than 1000 advisories since the network was launched.

COVID-19 impact: Pandemic-related pressure on the federal government resulted in some delays to the First Nations Policing Program. Recruiting and police training also faced slow downs across all police services. The Saskatchewan Police College (SPC) is the provincial police training and education academy for municipal and First Nations police officers in the province. In March 2020, in order to facilitate recruit training, the SPC added off-site training locations in both Saskatoon and Regina in addition to its facility at the University of Regina. Video-conferencing capacity was developed and the recruit training syllabus was restructured to deliver as much virtual content as possible. Police scenario, reality-based and other training was also altered but delivered in a manner that met existing training standards. Additionally, in March 2021, police recruits and some SPC staff lived, trained and worked in a “bubble” with no outside contact for six weeks in order to complete the required curriculum. The number of candidates able to participate in-person training was limited and alternate training spaces in Saskatoon and Regina were used.

- Expand the Police and Crisis Team model to support clients facing mental health issues.
 - Police and Crisis Teams (PACT) pair police officers with mental health workers to create a team to

³ This goal was updated midyear to align with the new strategic vision of the ministry.

respond to calls for people experiencing a mental health crisis. With police officers and mental health professionals responding together to calls to assess people in the field, it allows the delivery of mental health services to the community with the least amount of impact on other resources. The goal of PACT is to provide the right care to people, avoiding unnecessary ER visits and contact with the justice system.

PACT has played a significant role in the province with respect to enhancing the quality of care of those in mental health crisis, producing significant savings due to fewer presentations to the emergency room, and by freeing up frontline officers to engage in other core functions. The ministry added an additional PACT officer in Moose Jaw and worked towards PACT expansion into the RCMP with health partners.

Strategy

Support effective crime prevention and reduction initiatives.

Key Actions

- Implement programs to reduce gang violence.
 - The ministry continues to deliver a Gang Violence Reduction Strategy (GVRS) that focuses on intervention, suppression, and prevention of gang activity. This strategy involves internal and external partnerships with multiple agencies including Public Safety Canada, municipal police and RCMP, Saskatchewan Public Prosecutions and community partners and is working towards lasting reductions in gang-related violent crime. Outcomes include safer communities, reduced demands on the justice system, and improved public confidence in the criminal justice system.
 - The first area of focus is on clients exiting gangs. The Community Intervention Model (CIM) is intended to reduce participant contact with the justice system and foster participant attachment to employment and education by targeting high-risk gang-affiliated individuals. There are two services providers in the province, Regina Treaty Status Indian Services (RT/SIS) serving southern Saskatchewan and Str8 Up serving central and northern Saskatchewan. As of April 20, 2021, a total of 145 gang-affiliated individuals have been referred to the CIM, with 94 clients actively participating in programming across the province.
 - The second area of focus is a specialized prosecutor and paralegal assistant focusing on cases with gang-affiliated offenders. These staff work directly with police partners to assess gang members who pose the greatest security risk to communities in the province.
 - The third area of focus is the Crime Reduction Team police officers funded through the Municipal Police Grant program who have made substantial gains in mitigating the impacts of street gangs, gun-related violence, drugs, and auto theft. These teams add to the already established Crime Reduction Teams (CRT) operated by the RCMP. Data and anecdotal accounts of the efforts and results of the RCMP CRT program suggest that the impact of this model on street and gang crime is significant.
 - Additional programs delivered as part of the GVRS include the Saskatchewan Integrated Intelligence Group (SIIG) and the Dedicated Substance Abuse Treatment Units (DSATU). SIIG brings together information from multiple law enforcement and other agencies to help address gang-related issues. The ministry developed an information sharing process for SIIG and its partners to enhance information sharing. DSATU is a program designed to reduce reoffending by addressing substance abuse that may lead to a higher risk that a person will reoffend. The program was expanded to Pinegrove Correctional Centre in 2020.

COVID-19 impact: COVID-19 impacted the ability to do in-person outreach both in the community and in custody facilities. Clients and inmates were impacted by limited connection to their outreach worker and other supports. CIM service providers needed to develop methods to regularly meet with clients in a way that still supported successful program delivery. They increased connections through telephone and online where available. Despite the impact of COVID-19, the agencies have met the target for total number of clients for the project.

- Expand services to reduce interpersonal violence and abuse.
 - The ministries focused on service expansion through updated legislation and improved policies and program support. Legislative updates included updates to *The Residential Tenancies Act* to allow a person who experienced sexual violence to end a long-term lease without penalty by providing 28 days' notice. Victims' Services evaluates applications and determines if the person would be at risk if they continue to reside in their current home. *The Interpersonal Violence Disclosure Protocol Act*, known as Clare's Law came in to effect last June. Saskatchewan was also the first jurisdiction in Canada to enact "Clare's Law" legislation, which allows police services to warn people about their partner's history of domestic violence. Those who feel they are at risk — or a trusted third party — can apply for information about a partner. Additional privacy work was completed that now allows RCMP in Saskatchewan to fully support this legislation. As well, legislation to protect survivors of human trafficking was introduced.
 - In 2020-21, the ministries provided funding and grants for a range of prevention and intervention services for victims, children and offenders to reduce the impact of interpersonal violence. Funding was also provided for a new public awareness campaign to address interpersonal violence and abuse. The theme of the campaign, "Excuses only cover the truth. Face the Issue. End the Abuse." highlights a shared responsibility to shift attitudes that perpetuate interpersonal violence. The campaign ran between November and March on social media (Facebook, Instagram, YouTube, web banners) and television.
 - Government provided funding to the United Way and 211 Saskatchewan to update the 211 web content on interpersonal violence and abuse. The awareness campaign and the support for the 211 call line align with recommendations made as part of the Domestic Violence Death Review.
 - The ministry established goals for eliminating interpersonal violence in Saskatchewan including: reduced barriers for clients in the justice system; increased safe access to adequate and appropriate services; and improved access to quality evidence to influence policy, practice and decisions. Program development included developing a Family Intervention Rapid Support Team (FIRST) outreach approach to interpersonal violence in Kindersley, starting an Evaluation Plan for Family Violence Intervention programing and updated content for the Sexual Violence website.
 - The ministry provided funding to support a number of community safety partners and projects including: a Saskatoon Police Services anti-gang initiative to provide education to youth about street gangs; the provision of personal safety devices for victims of domestic violence through Parkland Victims Services; a domestic violence program to engage the community and build accountability for family violence in Lac La Ronge; a pilot project to develop a Sexual Assault Centre in Moose Jaw; and a women's wellness retreat for those who have survived trauma and victimization in La Loche.
 - The ministry supported Victims and Survivors of Crime Week to help raise awareness about the issues victims and survivors of crime face, and the services and laws that are in place to protect them. Last year's theme was "Recognizing Courage, Renewing Commitment", acknowledging the courage demonstrated by survivors of crime, and honouring the professionals and volunteers whose ongoing efforts empower those who have been victimized.

COVID-19 impact: In March 2020, ministry officials began regular meetings with Shelters for Women Fleeing Violence regarding COVID-19 to problem solve issues as they arose. Officials connected with federal counterparts to ensure that federally available funds, programs, and benefits were available to Saskatchewan agencies and that agencies were aware of these programs. Support was provided to develop a COVID-19 specific PPE policy for transition homes and women's shelters, and to provide PPE or financial resources where necessary. Ministry officials ensured women's shelter staff had access to COVID-19 vaccines and rapid testing as soon as they were available through the Government of Saskatchewan's vaccine and Community Rapid Testing roll outs.

Strategy

Improve community safety and well-being.⁴

Key Actions

- Provide guidance to communities to develop and implement community safety plans.
 - During the year, the ministry provided financial support as well as guidance to Kindersley, Regina and the Lac La Ronge region.
 - To date, guidance is being provided to:
 - ten communities who are requesting information and advice
 - five communities in the planning stages
 - three communities in the development stage
 - four communities working on implementation
 - three communities beginning to track outcomes from plan implementation

COVID-19 impacts: Some communities temporarily shifted their planning efforts to develop community responses to the COVID-19 pandemic. This work had a varying level of impact, depending on the community. Although some communities shifted their focus to respond to pandemic related needs, these communities continued to make progress on collaboration, information sharing and measuring success throughout the pandemic.

Performance Measure Results

Gang Violence Reduction Strategy

Number of client contacts in outreach program.

- GVRs CIM has received 145 referrals and has 94 active clients. Of the total, 30% of referrals were made to RTSIS and 70% were made to Str8 Up. Combined, the agencies have made 2,575 contacts with clients.

Calls for Service

Track changes in calls for service in communities with safety plans in place.

- Ministry officials worked to develop a series of performance measures for community safety and well-being planning. Among those are short term output measures that include:
 - number of communities implementing CSWB plans;
 - number of communities observing outcomes from plans; and,
 - number of communities receiving data support to develop plans.
- Once the short term measures are in place, officials will start tracking longer term (five-to-ten year) outcome measures including:
 - changes in calls for service in communities;
 - per cent of communities achieving a reduction in the drivers of victimization and perpetration; and,
 - municipal investment ratio (emergency response vs Intervention and prevention).

Demand for emergency services

Track emergency room diversions based on Police and Crisis Team responses.

- Emergency room diversions:
 - Regina Police Service – 187
 - Saskatoon Police Service – 278
 - Prince Albert Police Service – 144
 - Moose Jaw Police Service – 176
 - North Battleford RCMP – 255

⁴ This strategy was revised during the year to reflect strategic alignment of the work being done.

Progress in 2020-21 Ministry

Goal 2

Government Goals



Ministry Goal

Safe Facilities

Strategy

Effective housing, management and rehabilitation of the offender population.

Key Actions

- Initiate a correctional systems alignment review.
 - Ministry officials conducted extensive analysis of 20 years' worth of data to better understand reasons behind the trends and growth in custody numbers. This included understanding capacity needs based on offender demographics.
 - The budget allocated towards the correctional systems alignment review has been moved into the budget for the Saskatoon Correctional Remand Centre expansion, which will address capacity needs within the provincial correctional system.

Strategy

Enhance support for clients with complex needs.

Key Actions

- Continue to utilize the mental health correctional beds at Saskatchewan Hospital North Battleford (SHNB).
 - The SHNB correctional beds are designed to provide mental health services to inmates in custody with serious mental health issues. Two of the four units were open as of March 31, 2021, with another that will open once Saskatchewan Health Authority nursing positions are filled.
 - COVID-19 impact: During the year, the fourth unit was repurposed to assist with managing social isolation for the province due to COVID-19. The ministry worked to improve the referral process and to build on the partnership with the hospital.
- Improve safety for all in correctional centres.
 - The ministry has completed upgrades to ensure all staff feel safe at work. These projects are part of the Government of Saskatchewan's two-year capital plan to build a strong Saskatchewan and stimulate Saskatchewan's economic recovery. Funding was used for important upgrades in correctional facilities including the replacement of the Urban Camp and related facilities at the Saskatoon Correctional Centre and expansion of the Cultural Lodge program to the Regina Correctional Centre, Saskatoon Correctional Centre, Prince Albert Correctional Centre and Kilburn Hall Youth Centre.
 - Facilities received upgrades to fences with anti-climb features and new razor wire. Exercise areas were

also redesigned to be smaller and more contained to increase safety and security. The multi-year "door and lock" project saw improvements in all facilities. Security camera infrastructure improvements were initiated. The Prince Albert Correctional Centre had a body scanner installed. Additionally, porcelain toilets in the detention area at the Regina Provincial Court House were replaced with stainless steel toilets and sinks designed to reduce any potential for self-harm.

- Eighty-four per cent of the ministry's incident forms are generated in the Regina, Prince Albert, Saskatoon and Pine Grove correctional centres. As a result, prevention of injuries in correctional centres is a focus. Additional Occupational Health and Safety Consultants were hired to work in correctional centres to provide education on protocols. Supervisors are required to take mandatory safety training. Other safety initiatives include Use of Force training and the recent authorization for all trained staff to carry pepper spray. All facilities also have active OHS committees to address workplace safety issues.

Performance Measure Results

Track trends in occupancy at SHNB capacity

- Ministry officials tracked trends in occupancy to support the referral and application process. Once full staffing levels have been reached, occupancy trends can be developed.

Incidents arising from contraband

- The Prince Albert and Regina Correctional Centres had body scanners in operation during the year. There were 15 instances of contraband in Regina and 12 in Prince Albert. The reduction in contraband substances getting into the facility helps with both staff and inmate safety.

Progress in 2020-21 Ministry Goal 3

Government Goals



A Strong
Economy



Strong
Communities



Strong
Families

Ministry Goal

Safe and Engaged Workforce

Strategy

Foster a culture of safety and diversity.⁵

⁵ This strategy was revised during the year to reflect strategic alignment of the work being done.

Key Actions

- Deliver mental health wellness training to employees.
 - In October of 2020, the ministry entered into a contract with the Mental Health Commission of Canada to provide The Working Mind First Responders Train-the-Trainer course to eight employees. After completion of the five day in-person course, the employees are now considered Training Specialists and can deliver this training to all front-line custody service employees and supervisors.
- Deliver inclusive workplace training to employees.
 - The ministries recognize and value diversity. Healthy workplaces are those that can build on the different strengths and ideas of their people, and not only respect, but move beyond to celebrate those differences. Inclusion is recognizing that all employees bring a valued perspective to the workplace and that we are respectful of people's differences. All our staff can practice inclusion by fostering a workplace where employees of every demographic feel safe, supported, welcomed and able to succeed without having to hide characteristics of their identity.
 - As part of the inclusive workplace strategy, employees were supported with two online courses to learn about inclusion, as well as to consider the topic of reframing biases in the workplace. This training is mandatory, with the goal being for all employees to complete it once they begin working for government. This year's focus was on continued education and awareness and the promotion of mandatory learning modules. All staff were encouraged to attend the sessions offered on Learn. Newly developed Justice-specific inclusion posters and inclusion-focused materials were made available on the internal employee intranet site.
- Improve internal communications.⁶
 - A recent survey showed that employees feel communication from leaders is an important way to improve engagement. Ministry officials worked with new technology to connect all employees to their leadership team. Nearly 600 Corrections, Policing and Public Safety (CPPS) employees attended the first Virtual Town Hall which began with a short presentation by the Deputy Minister. Following that, senior leaders answered approximately 40 questions submitted directly by employees through the online question and answer session. The Virtual Town Hall allows employees from all over the province to have a chance to hear directly from leadership. A subsequent town hall for CPPS employees was recently held, with another coming up for Justice and Attorney General employees. Links to these events and other resources are available through the newly create Justice and Corrections Knowledge (JACK) site for employees.

Performance Measure Results

Mental health related OHS claims by staff

- The Workers Compensation Board tracks claims based on calendar years. For 2020, the ministries reported on the measure of per cent of claims related to mental health and wellness, which was 28%, or 53 of 191 claims that were mental health related.

Percent of training completed

- All employees are required to complete the inclusive workplace training modules on the online government Learn platform. This requirement is ensured internally as part of the employee commencement checklist. As Learn is in the process of migrating to a new system, reports are not available for the training completion.

⁶ This action was added midyear to deliver the new strategic vision to employees.

Progress in 2020-21 Ministry

Goal 4

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Access to Justice

Strategy

Offer accessible justice programs and services.

Key Actions

- Improve and expand video-conferencing technology.
 - For many years, the ministry has focused on increasing video-conferencing capacity and improving the video-conferencing experience. In addition to expanding services and access to areas like Legal Aid and defence counsel, funds were provided to accelerate the installation and use of video-conferencing equipment in correctional centres, and in RCMP and police detention areas for court appearances and counsel interviews. Outside of the project to accelerate video-conferencing expansion, nine older units were replaced in court locations to improve quality and address increased demand. These video systems were installed in Moose Jaw (1), Regina (3), Saskatoon (2) and Yorkton (1) Provincial Court Houses, and Regina (1) and Prince Albert (1) Queen’s Bench Court Houses. This brings the current total to 106 video-conferencing locations in the province with a total of 225 video units installed.

COVID-19 impact: Video-conferencing usage in 2020 was greatly impacted by the COVID-19 pandemic’s public health measures and the courts’ corresponding directives for remote appearances. COVID-19 restrictions made it necessary to rapidly respond to pressures for increased usage of the video-conferencing system in conjunction with new Cisco WebEx technology.

- Plan and initiate new online tools for digital access to justice services.
 - Provincial Offences is the first project within the e-Justice program to modernize and transform portions of the justice system through the implementation of online information and dispute resolution. Modern technology such as photo speed enforcement and red light cameras improve safety but also lead to higher volumes of tickets. The Provincial Offences project uses Online Dispute Resolution (ODR) to make processes simpler and faster while still being fair for all citizens. ODR will allow the public to resolve disputes from their home or office, without having to travel to a court house, take time off work or arrange for childcare. The Provincial Offences project will provide free online legal information accessible 24/7 to users with material to understand their legal rights and duties, and to assist them in determining whether it makes sense to take their case to court.
 - The ministry and Saskatchewan’s Court of Queen’s Bench deployed a new system for scheduling, tracking cases, and processing financial transactions in the Court. The new Judicial Scheduling, Tracking and Amalgamated Reporting system (J-STAR) will integrate a variety of data and processes that were

previously tracked separately, including information on the scheduling of judicial resources, court staff, and courtrooms. This system creates significant efficiencies for the Court of Queen's Bench, and allows it to more easily adapt when cases are rescheduled. The integration of this information into the J-STAR system is an important step in ongoing efforts to increase access to justice and reduce the time it takes for cases to go to trial. The J-STAR system also simplifies the management of deposit accounts used by clients such as lawyers, media outlets, and self-represented litigants to access services and documents from any judicial centre in the province. Additionally, debit and credit are now being accepted at all Court of Queen's Bench locations across the province.

- Four sets of temporary regulations created during COVID-19 that permit the remote witnessing of certain documents will be made permanent. The regulations allow lawyers to commission sworn documents and witness land registry applications, powers of attorney and other documents remotely using electronic means. They also permit the remote witnessing of wills using electronic means where one of the two required witnesses is a lawyer. In the past, the lawyer was required to be physically present to witness the client signing the wills, power of attorney or land registry application.
- The Provincial Court and ministry staff piloted a project to provide members of the Saskatchewan media with electronic access to court dockets. The pilot project is currently operational for the Saskatoon Provincial Court. This will eliminate the need for the media to travel to the court house to review the docket each morning as well as the need for the court office to print a special media copy of the Initial Docket Report. The media docket report provides information such as names, court location, docket date and time, information numbers, charge and appearance reason. Individual reports will be produced for each permanent provincial court location, including circuit point information. Reporters will be able to access all 13 reports once the project is fully implemented.
- Planning was completed and IT Governance endorsement provided to create an online application for the Office of Residential Tenancies application that will allow landlords and tenants to file applications online at their convenience. Clients will be able to use this application to upload records, photos and other documents for evidence and review evidence ahead of hearings, reducing the number of adjournments, increasing efficiency and turn-around times.
- A database was developed for the Aboriginal Courtworker Program that allows courtworkers throughout the province to document services provided to accused they have worked with.

COVID-19 impacts: In the spring of 2020, the courts reduced the number of matters proceeding in an effort to limit the transmission of COVID-19, creating a backlog of cases to be resolved. In addition, as many matters were adjourned in 2020, a backlog of cases exists in both the Provincial Court and Court of Queen's Bench. Additional Court Services staff continue to be needed to ensure that adequate resources are available to support the courts with scheduled matters. Technology is currently of vital importance to court operations as a result of COVID-19. Many matters are proceeding by phone or by video and the ministry is working to accelerate the installation and expand usage of video technology and equipment. This saves many people from making in-person appearances. The Court of Appeal has continued to operate throughout the pandemic thanks to the enhanced use of technology. This is permitted given the nature of the hearings, the court's e-filing system, and the lack of sworn evidence or witnesses heard.

- Offer additional public guardian services for vulnerable clients.
 - Implementation of the new Guardian software system for the Office of the Public Guardian and Trustee (PGT) took place in November 2020. This was the culmination of a multi-year effort to upgrade aging technology. The new system eliminates infrastructure risk and ensures business continuity for services to some of the province's most vulnerable citizens. Services include administration of the property and finances of vulnerable adults (1,263 for whom the PGT acts as property guardian), protecting the property and financial interests of children and youth under the age of 18 years (1,932 for whom PGT holds funds) and administration of deceased estates (406 that PGT is currently administering or monitoring). The PGT also increased staffing levels as the number of vulnerable people needing its services continues to increase.

- Expand paralegal support to improve service delivery.
 - Paralegals provide substantial assistance by preparing routine litigation documents, undertaking cross country reviews or comparisons of legislation, conducting corporate registry searches, researching legal concepts, and serving as the point of contact for documents such as notices, preparing or updating briefing notes. This has allowed ministry lawyers to use their time more efficiently.

Strategy

Support client-centred early resolution.

Key Actions

- Centralize support for administrative tribunals to ensure consistent legal service.
 - The demand for client service has increased from year-to-year since the Office of Tribunal Counsel (OTC) was first piloted, with a notable increase in litigation matters. The addition of a third lawyer has enabled the OTC to keep up with that demand, and to add three additional clients to its roster, for a total of 21 clients. The demand for service is expected to continue to grow as tribunals and administrative law issues take on increasing prevalence in the courts and in public life.
- Support families going through divorce and separation to facilitate early resolution.
 - Legislation came into force on March 1, 2021 to ensure modern family relationships are better reflected in Saskatchewan family law. *The Children's Law Act, 2020*, expressly considers situations of assisted reproduction, including surrogacy, and permits persons other than biological parents to be legally recognized as a parent. The Act also mirrors amendments to the federal *Divorce Act*. This will provide a consistent legal framework for all parents parenting from two homes. These amendments revise the best interests of the child criteria to require that the impact of family violence be considered when determining parenting time, decision-making responsibilities, relocations, and other issues related to parenting. The Government of Saskatchewan strives to safeguard the best interests of children and implement legislation that improves the lives of families in our province.
 - On March 1, 2021, the early family dispute resolution legislative requirements expanded to include the Regina Queen's Bench Judicial Centre. Families in Prince Albert and Regina experiencing family law issues are required to attempt to resolve issues through Family Dispute Resolution options such as mediation, family arbitration, collaborative law or parenting coordination, before proceeding through court. An Early Family Resolution Support Office has been established to assist service providers and the general public with inquiries about the new requirement. An Early Family Resolution Webpage has also been set up and continues to be updated to include information to support families and service providers with navigating this new requirement.
 - The Parent Education Unit in the Ministry of Justice and Attorney General's Family Justice Services Branch is responsible for administering the Parenting after Separation and Divorce and High Conflict Parenting After Separation and Divorce programs. The SSI Branch has been working with this unit to gather requirements and plan an initiative that will result in an online tool where parents can attend mandated sessions and gain a certificate of attendance remotely. This need is currently being met by leveraging an existing tool used by Government of Alberta. Prior to the COVID-19 pandemic, these sessions were conducted in-person.
 - The Family Law Information Centre and Family Law Unit are updating the various self-help kits to include information about the legislative changes and the early dispute resolution options. The Family Law Unit also developed six short videos on family law subjects, which are posted to the Saskatchewan.ca website.

COVID-19 impact: Family Justice Services Supervised Access and Exchange programs in both Regina and Saskatoon temporarily closed mid-March of 2020, due to the COVID-19 pandemic. Both the Court and parents in the program were advised of the closure. By that time several parents had already indicated they would no longer be bringing their children due to the pandemic.

Discussions with the YWCA to re-open the Supervised Access and Exchange program began in the fall of 2020. Topics discussed included how the space and timing for visits and exchanges would need to be modified to provide safety for clients, and which protocols would need to be in place. Saskatoon YWCA remained willing to facilitate supervised access and exchange. The program re-opened in Saskatoon on December 5, 2020.

Parenting/Parenting Time Assessments were changed to provide modified home visits. Prior to COVID-19, home visits typically included a house tour, a group discussion including all family members and later a group activity, allowing the assessor to observe family and household interactions. During COVID-19, home visits typically have included a brief house tour and brief observations of interactions amongst all household members, with some home visits conducted virtually.

- Improve linking data and information across the justice sectors.
 - The Justice Data Warehouse hosts data from Courts, Corrections, and Public Prosecutions. There are approximately 90 reports that provide regular reporting on operational data. Historical data helps in development of trend lines, performance measurement and more insightful decision making by comparing year-over-year data. Data subjects include data for Offender Services such as: vaccination; testing; tracking recidivism; program inventory; daily head count; gang affiliation; and case management.
 - Multi-Organizational Virtual Exchange (MOVE) is a technology tool that was developed with the purpose of allowing electronic information exchange between external police agencies and the Public Prosecutions Division. In 2020-21, work continued to finalize the first phase of the project with the development and implementation of the platform for the Prince Albert Police Service and Public Prosecutions. Further work continued to enhance the platform and extend the service to the Saskatoon, Regina and Moose Jaw police services. This initiative is resulting in improvements to public safety by providing prosecutors and the police with quicker access to critical information. It is also reducing processing time, helps to identify unnecessary detentions and reduce litigation. Staff efficiencies are being increased, business processes are being streamlined and made consistent, costs are being reduced and technology risks eliminated.

Performance Measure Results

Video-Conferencing technology usage

Establish measures and monitor trends in usage of video-conferencing technology to support timely access to justice.

- In 2020, of the 1,010,837 charges heard in court locations with video-conferencing equipment, 308,678 were heard through video-conferencing. Video-conferencing usage for 2020 increased to 30.5%, compared to 22.9% in the 2019 fiscal year.

Progress in 2020-21 Ministry Goal 5

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Strong Relationships

Strategy

Improve public confidence in the justice system.

Key Actions

- Increase awareness among the public about their rights and obligations in order to support engagement and confidence in the justice system.
 - Government introduced *The Police Amendment Act, 2020*, as an initial step to improving police oversight in Saskatchewan. The Act contains numerous enhancements to make it more transparent and accountable. These changes will support the governments commitment to work with policing partners and the larger community to ensure that police oversight in Saskatchewan is transparent and accountable to the public.
 - One of the key roles that the public can play in the justice system is to participate when they have been a victim or witness to a crime. In an effort to boost that level of participation, the ministry has completed informational pamphlets for witnesses regarding what to expect of the court process.

Performance Measure Results

Participation Rates

Participation rates of victims and witnesses in criminal trials.

- The impact of COVID-19 on the court system and, in particular, on criminal trials has shifted priority away from tracking rates of witness participation. The ministry plans to resume this work and develop a system for tracking this information when resources allow.

Financial Summary

Financial Overview 2020-21

The justice system's original 2020-21 appropriation was \$703.6 million, including \$26.0 million for capital asset acquisitions and \$685.6 million on an expense basis. The expense budget excludes the \$26.0 million appropriation to acquire capital assets and includes \$8.0 million for the amortization of capital assets.

For 2020-21, actual expenses were \$695.3 million; a variance of \$9.7 million higher than the original budget. The increased costs are attributable to:

- increased expenditures, largely caused by the response to the pandemic within custody services and the courts (\$17.7 million);
- increased expenditures, largely as a result of utilization pressures within the criminal justice and administrative law systems, including corrections, policing, the coroner service and the Human Rights Commission (\$3.0 million); and
- \$1.0 million increase to accrue anticipated member leave entitlements for the RCMP.

These increased costs were offset by net savings generated from vacancies in Public Prosecutions and Community Corrections (\$3.4 million), salary costs and grant savings in various branches (\$7.2 million), and the delay or deferral of some projects (\$17.0 million). Finally, the justice system's expense was decreased by accounting adjustments for inventory and prepaid professional memberships (\$2.0 million), and lower than anticipated amortization of capital assets (\$1.3 million).

The Remand Facility, Admitting Unit and Urban Camp replacement projects at the Saskatoon Correctional Centre, as well as the locking mechanisms replacement, contraband detection and video-conferencing equipment installation projects, and Provincial Offences project were delayed. This resulted in net capital acquisition savings of \$18.8 million.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report. The 2020-21 revenue budget was \$109.6 million. Actual revenue was \$113.1 million, which was \$3.5 million greater than budget. The increased revenue is primarily attributable to:

- a higher than budgeted dividend from Financial and Consumer Affairs Authority (FCAA) (\$11.7 million);
- an increase in the transfer from the federal government for the Saskatchewan Legal Aid Commission (\$1.0 million);
- an increase in payments from the municipal governments, principally for the provision of policing (\$0.5 million); and,
- a net increase in miscellaneous revenues from a number of different branches (\$1.1 million).

These increases to revenue were partially offset by:

- an \$8.6 million decrease in court levied fines and related penalties such as late payment fees, largely as a result of the pandemic; and,
- a \$2.2 million decrease in traffic safety contributions from SGI resulting from pandemic related activity decreases.

2020-21 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	2019-20 Restated	2020-21 Original	2020-21 Actual	Variance	Notes
		Actuals	Estimates	Expenditure		
	Ministers' Salaries (Statutory)	\$ 104	\$ 102	\$ 103	\$ 1	
	Executive Management	1,895	1,836	1,802	(34)	
	Central Services	5,083	5,600	5,158	(442)	
	Accommodation Services	42,313	43,051	43,196	145	
	Total Central Management and Services (JU01, CP01, IU01)	\$ 49,395	\$ 50,589	\$ 50,259	\$ (330)	
	Court Services	\$ 39,638	\$ 42,845	\$ 46,793	\$ 3,948	1
	Salaries - Provincial Court Judges (Statutory)	16,417	17,054	16,788	(266)	
	Salaries - Justices of the Peace (Statutory)	3,129	3,590	3,012	(578)	2
	Family Justice Services	4,090	4,448	4,099	(349)	
	Dispute Resolution Office	1,984	2,403	1,812	(591)	3
	Total Courts and Civil Justice (JU03)	\$ 65,258	\$ 70,340	\$ 72,504	\$ 2,164	
	Legal Services Division	\$ 11,315	\$ 11,228	\$ 11,158	\$ (70)	
	Innovation	631	379	485	106	
	Public Prosecutions	26,116	28,291	27,464	(827)	4
	Publications Saskatchewan Revolving Fund - Sub:	97	97	163	66	
	Public Registry Assurance Claims (Statutory)	1,904	1	13	12	
	Total Innovation and Legal Services (JU04)	\$ 40,063	\$ 39,996	\$ 39,283	\$ (713)	
	Community Safety and Well-Being	\$ 24,206	\$ 26,354	\$ 24,594	\$ (1,760)	5
	Strategic Systems and Innovation	18,701	19,184	18,728	(456)	
	Corporate Initiatives	1,496	1,382	1,108	(274)	
	Program Support	414	657	284	(373)	
	Access and Privacy	1,867	1,736	2,028	292	
	Research and Implementation	2,892	4,717	3,663	(1,054)	6
	Total Integrated Services (IU02)	\$ 49,576	\$ 54,030	\$ 50,405	\$ (3,625)	
	Human Rights Commission	\$ 2,736	\$ 2,450	\$ 3,024	\$ 574	7
	Office of Residential Tenancies	1,737	1,674	1,794	120	
	Inquiries	48	76	21	(55)	
	Legal Aid Commission	27,473	27,444	27,444	-	
	Automobile Injury Appeal Commission	992	1,031	940	(91)	
	Highway Traffic Board	912	1,058	735	(323)	
	Public Complaints Commission	634	1,008	828	(180)	
	Office of the Public Guardian and Trustee	3,491	4,023	3,906	(117)	
	Saskatchewan Coroners Service	4,714	4,701	5,632	931	8
	Office of Tribunal Counsel		394	432	38	
	Total Boards, Commissions and Independent Offices (JU08)	\$ 42,737	\$ 43,859	\$ 44,756	\$ 859	
	Custody Services	\$ 153,439	\$ 150,412	\$ 164,205	\$ 13,793	9
	Community Corrections	27,178	29,103	26,561	(2,542)	10
	Program Support	7,291	7,021	7,480	459	
	Correctional Facilities Industries - Subsidy	40	40	120	80	
	Total Custody, Supervision and Rehabilitation Services (CP13)	\$ 187,948	\$ 186,576	\$ 198,366	\$ 11,790	
	Police Programs	\$ 23,292	\$ 23,213	\$ 23,323	\$ 110	
	Royal Canadian Mounted Police	196,810	204,930	205,962	1,032	11
	Program Support	1,346	1,564	1,638	74	
	Total Policing and Community Safety Services (CP15)	\$ 221,448	\$ 229,707	\$ 230,923	\$ 1,216	
	Saskatchewan Police Commission	\$ 207	\$ 342	\$ 194	\$ (148)	
	Saskatchewan Police College	1,492	1,407	1,350	(57)	
	Total Saskatchewan Police Commission (CP12)	\$ 1,699	\$ 1,749	\$ 1,544	\$ (205)	
	Court Facilities Land, Buildings and Improvement	\$ 1,195	\$ 2,380	\$ 902	\$ (1,478)	12
	Custody Facilities Land, Buildings and Improvmer	6,098	20,248	6,090	(14,158)	13
	Office and Information Technology	707	3,350	2,176	(1,174)	14
	Minor Capital Expense - Courts	0	750	595	(155)	
	Total Capital and Improvements (IU03)	\$ 8,000	\$ 26,728	\$ 9,763	\$ (16,965)	
	Total Expenditure	\$ 666,124	\$ 703,574	\$ 697,803	\$ (5,771)	
	Less: Capital Asset Acquisitions	(7,250)	(25,978)	(7,211)	18,767	15
	Add: Non-Appropriated Expense Adjustment	6,647	8,023	6,757	(1,266)	16
	Less: Inventory Accrual			(1,577)		17
	Less: Prepaid Expenses			(463)		
	Total Expense	\$ 665,521	\$ 685,619	\$ 695,309	\$ 9,690	

Explanation of major variances

1. Increased expenditure due to higher than anticipated cleaning and space costs to accommodate the pandemic measures, including social distancing.
2. Decreased salary costs following the postponement/rescheduling of judiciary services in compliance with public health recommendations to reduce the spread of COVID-19.
3. Decreased expenditures due to fewer than anticipated family mediations resulting from pandemic related delays in the expansion of mandatory early dispute resolution in family law actions.
4. Decreased salary costs due to vacancies.
5. Decreased expenditures as a result of the recent restructuring of fine options and the community mobilization programs, as well as salary costs due to vacancies and pandemic-related operating cost decrease such as travel.
6. Decreased expenditures as a result of a pandemic-related inability to launch a new remand pilot project, and vacancy savings.
7. Increased salary costs and operating expenses resulting from utilization pressure (HRC).
8. Increased salary costs and operating expenses resulting from utilization pressure (Coroner's).
9. Increased costs were primarily due to measures taken to respond to the pandemic in the custody facility operations.
10. Decreased salary costs due to vacancies.
11. Increase to accrue anticipated RCMP member leave entitlement increases.
12. Decreased expenditures on capital projects, principally the video-conferencing expansion, due to planning and material availability delays.
13. Decreased expenditures on capital projects—principally the remand facility, admitting unit and Urban Camp replacement projects at the Saskatoon Correctional Centre and the province wide locking mechanisms replacement and contraband detection equipment installations—due to planning and material availability delays.
14. Decreased expenditures on capital projects, principally the Provincial Offences project, due to planning and material availability delays.
15. Less capital asset acquisition due to the delay of some capital projects (see notes 12 through 14).
16. Decreased amortization expense due to delays in the completion of capital projects (see note 15).
17. Principally to account for the accrual of pandemic-related inventory in the correctional facilities.
18. Detailed payee information will be published in Volume 2 of the 2020-21 Public Accounts.

2020-21 Financial Results – Revenues

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

	Revenue Budget	Actual Revenue	Variance	Notes
Fines, Forfeits and Penalties	\$ 28,641	\$ 20,058	\$ (8,583)	1
Sales, Services and Service Fees	16,851	18,295	1,443	2
Federal/Provincial Agreements	19,695	20,404	708	3
Municipal Agreements	22,453	22,989	535	4
Proceeds from Other Funds	20,426	29,918	9,492	5
Other Miscellaneous Revenue	1,572	1,462	(109)	
Ministry Revenue	\$ 109,639	\$ 113,125	\$ 3,487	

Explanation of major variances

1. Lower than anticipated revenue from court levied fines and penalties such as late payment fees, largely as a result of the pandemic.
2. Higher than anticipated revenue from the Public Trustee and Surrogate courts, partially offset by lower than anticipated revenue from Local Registrars and Sheriffs.
3. Higher than anticipated revenues for the transfer to the Saskatchewan Legal Aid Commission and the prisoner exchange program with the federal government, partially offset by a lower than anticipated federal contribution for the Drug Impaired Driver Detection Training Program.
4. Higher than anticipated revenues from policing programs, principally rural policing.
5. Dividend from Financial Consumer Affairs Authority higher than estimated, partially offset by decreased traffic safety contributions from SGI.

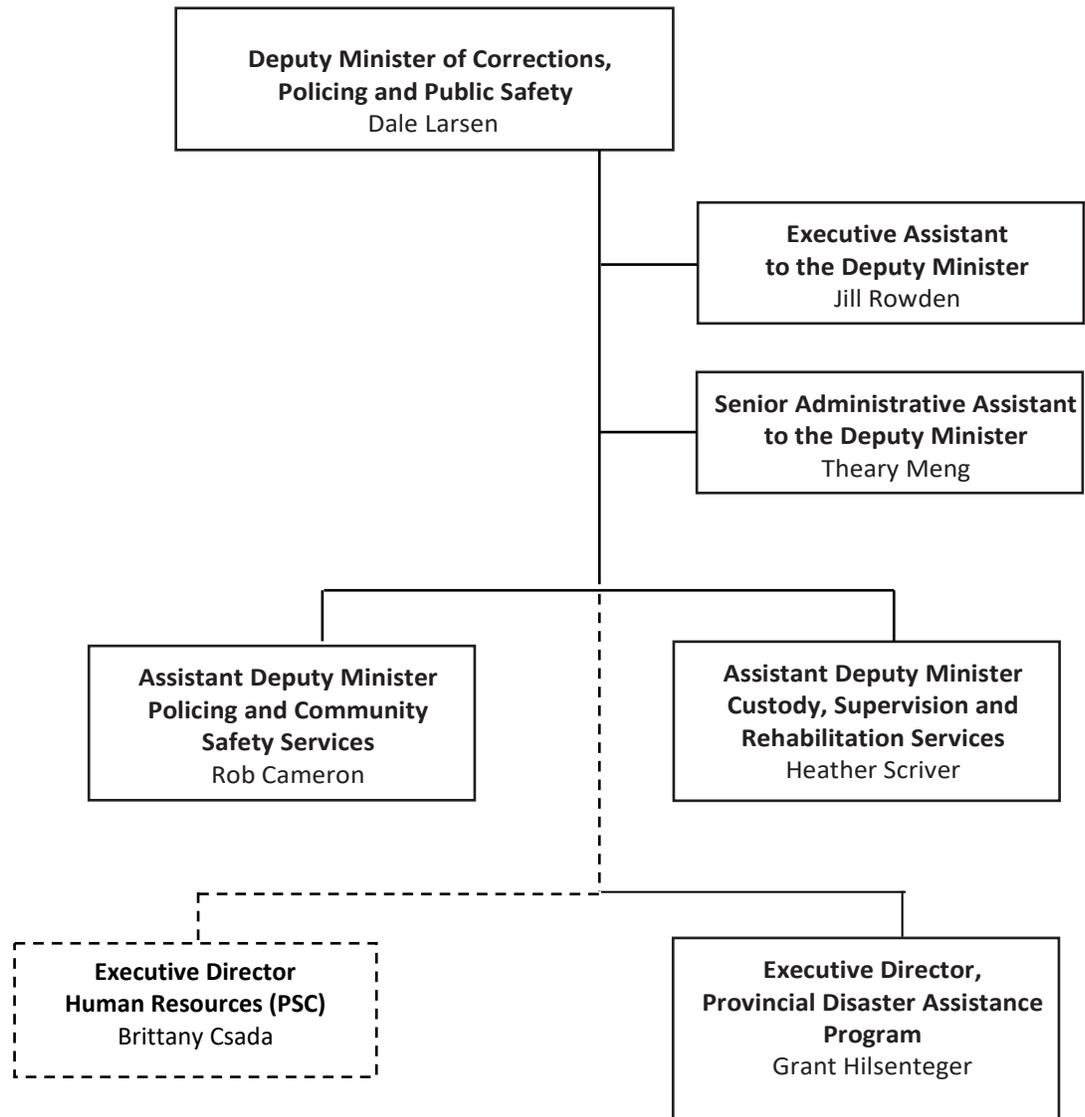
Additional financial information can be found in the Government of Saskatchewan Public Accounts located at:

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

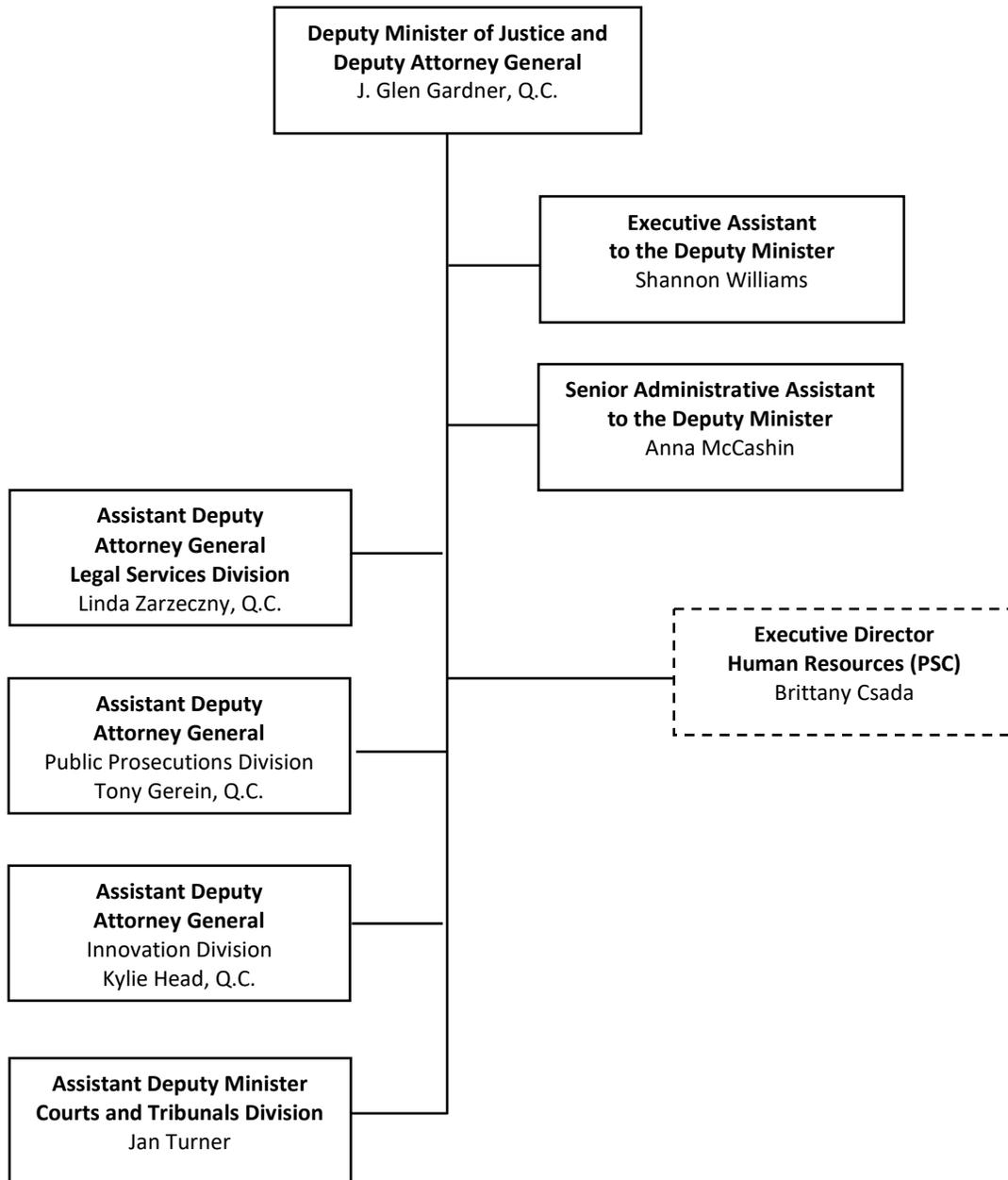
Appendices

Appendix A: Organizational Structure as of March 31, 2021

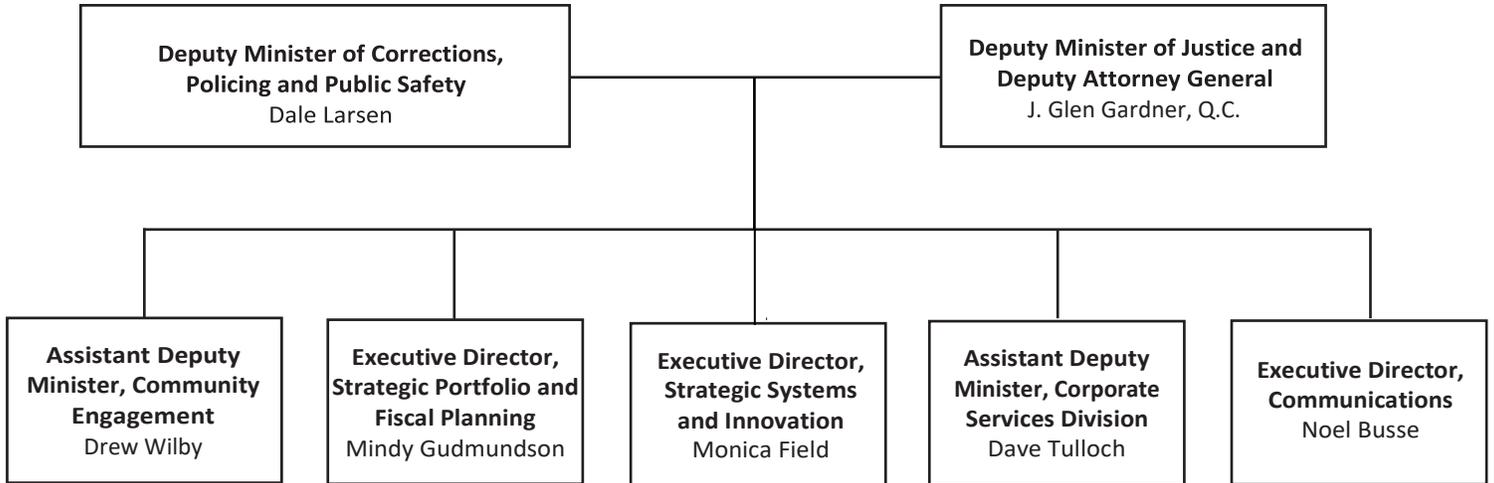
Ministry of Corrections, Policing and Public Safety



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, Policing and Public Safety 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
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports; however, the following agencies have 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

Annual Report 2020 – 2021

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 an SGI appeal advisor or their lawyers present their cases to the Commission. Claimants are self-represented in approximately two thirds of applications received by the

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

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

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

Legislative and Budgetary Authorities:

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act, 1995*
- *The Personal Injury Benefits Regulations, 1995*
- *The Automobile Accident Insurance (Injury) Regulations, 2016*

The Commission's budgetary status is reflected as follows:

- 2020-21 Budget \$1,031,000
 - FTEs 3.0

- 2020-21 Actuals \$939,679
 - FTEs 2.7

The favorable actual to budget variance of \$91,321 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.

2020-21 Activities and Results:

- There were 63 new appeal files opened by the Commission during 2020-21. Based on past experience, a significant percentage of these files will be settled or withdrawn by the claimant prior to an appeal hearing.
 - The number of new appeals filed were significantly impacted as a result of COVID-19. Historically the Commission receives approximately 120 new appeals per year.
 - Many treatment centers were closed to the public and upon reopening, reduced the number of clients being served. This in turn affected SGI sending clients for treatment and assessments which resulted in few decision letters being issued and, in turn, appealed.
 - The Commission expects the number of appeals opened to return to normal levels for 2021-22.
- The Commission issued 42 final decisions during the year. Thirty-nine of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 93% success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- The 42 decisions issued by the Commission in 2020-21 were in process for an average of 2.9 years from the time the file was opened until the written decision was issued. This compares to an average of 2.5 years for the previous year. This slight increase is attributable to the number of older files included in the mix of appeal files reaching the hearing stage of the appeal process.

- There were 108 on-the-record hearings conducted during 2020-21. 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 11 claimants who submitted applications to waive fees based on substantial hardship.
- The Commission conducted one mediation in 2020-21 resulting in one resolved appeal. There are currently five mediations in the queue for scheduling.
- A SharePoint site has been developed to coordinate electronic document submission and exchange by the parties. Internal testing has been completed and appeal files have been migrated. Testing with external users is currently underway.
- Commission members participated virtually in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan.
- Minor renovations were completed to improve the physical security arrangements for office staff.
- New policies have been developed and implemented to assist in decreasing appeal timelines.

No-fault Appeal Statistics

	2017-18	2018-19	2019-20	2020-21
Comparative Activity Levels				
Appeal Files Opened	97	125	100	63
Appeal Files Closed prior to Hearing	74	81	72	35
Hearings Held	120	136	100	103
Decisions Issued	52	51	34	42
Status of Appeal Files Opened in a Particular Year				
Appeal Files Opened	97	125	100	63
- less Closed Prior to Hearing	44	46	20	5
- less Decisions Issued	33	25	11	0
Outstanding*	20	54	69	58

*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

Office of Residential Tenancies (ORT)

The ORT is an administrative law tribunal 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 and Deputy Directors

- Anne-Marie Cotter, Director – Regina
- Toyin Akintola, Deputy Director – Administration, Regina

- Tyler Young, Deputy Director Senior – Adjudication, Saskatoon
- Andrew Restall, Deputy Director – Adjudication, Saskatoon

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:

	2016-17	2017-18	2018-19	2019-20	2020-21
Total Applications Received	8,336	8,413	8,356	6,076	3,969
Landlord Applications	6,876	6,800	6,995	5,240	3,471
Tenant Applications	1,460	1,613	1,361	836	498
Revenue	\$327,400	\$329,100	\$310,000	\$266,000	\$182,000

The variance in total applications and revenue received by the ORT can be attributed to three circumstances. The first circumstance is the State of Emergency issued in March 2020, responding to COVID-19. From the end of March to the beginning of August 2020, 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 undertaken by ORT staff. ORT staff are successfully resolving disputes between clients through education and dispute resolution practices resulting in fewer applications being filed by landlords and tenants to have their dispute adjudicated. The third circumstance is the ability of hearing officers to award rent arrears at the time of the order for a writ of possession, requiring in many cases only one application instead of two.

Provincial Mediation Board (PMB)

The PMB has a role or responsibility in:

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

Municipal Tax Enforcement

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

Mortgage Foreclosures

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

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

Debt Counseling

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

Evictions of Non-Residential Tenants

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

Board Members

- Anne-Marie Cotter, Chair, Regina
- Toyin Akintola, Regina
- Andrew Restall, Saskatoon
- Tyler Young, Saskatoon

Legislative Authorities

Governing legislation:

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

Provincial Mediation Board Statistics

	2016-17	2017-18	2018-19	2019-20	2020-21
Debt Repayment Files Opened	0	0	0	0	0
Debt Repayment Files Active at Year End	24	22	16	15	5
Debt Payments Received from Debtors	\$72,230	\$46,004	\$56,698	\$30,460	\$24,632
Administrative Levy on Debt Payments	\$11,833	\$7,110	\$8,000	\$6,000	\$4,000
Notices of Mortgage Foreclosure/ Cancellation of Agreement for Sale	1,162	1,236	1,409	991	608
Tax Enforcement Files Opened	624	683	824	1,062	889
Tax Enforcement Fees	\$15,680	\$19,680	\$23,720	\$29,500	\$2,400
<i>Landlord and Tenant Act Applications</i>	2	2	3	2	1

Budget

The Office of Residential Tenancies and Provincial Mediation Board are two distinct organizations under different Acts but operate under a combined budget and share resources, personnel and office space.

	2018-19	2019-20	2020-21
Budget	\$1,533,000	\$1,578,000	\$1,674,000
Actual	\$1,862,190	\$1,737,000	\$1,758,000
Variance	\$309,190	\$159,000	\$84,000
FTEs	16.1	20.5	21.5
Per Diem Hearing Officers	24	25	23

The variance in 2020-21 is attributable to the following circumstances:

- ORT hearing officer per diems increased starting in February 2015, due to the limit on the monetary value of the cases the ORT has jurisdiction being increased from \$20,000 to \$30,000. Cases of greater value have more complexity, take longer to hear, and longer to write decisions. However, this change has provided an overall benefit by diverting at least some claims from Provincial Court to the ORT, thus reducing the number of small claims actions.
- Hearing officers billing for additional time required to research and write detailed reasons for decision.
- Continuous improvement of the ORT Online system.
- Renovation expenses to maximize security and efficiency (e.g., furniture, supplies, telephone, and IT expenses).
- Higher office expenses (e.g., 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.

In April 2020, a quality control analyst position was introduced to provide advice and services to support senior management on program and policy issues, and to track statistics for best practices. In July 2020, one legal research officer (paralegal) position was introduced to ensure post-hearing accuracy and completeness of information being issued in ORT decisions, and a second legal research officer (paralegal) was introduced beginning February 2021, to focus on pre-hearing documents and ensuring accuracy and completeness of information for hearings.

Two new ORT FTE positions will be staffed in early fiscal 2021-22. A mediator position will focus on mediation between parties to attempt to resolve disputes without the need for a hearing, or will be able to better prepare parties for the hearing. A client service consultant position will focus on ORT Online and client inquiries by phone and by email related to the ORT online system. Both positions are designed to alleviate backlog due to limited per diem hearing officer funding, limited staff availability for phones and emails, and continued use of the ORT online system.

Progress in 2020-21

- 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. ORT dispute resolution facilitators focused on providing early dispute resolution to improve communications between residential landlords and tenants. This training has successfully resulted in lowering the amount of applications filed for the 2020-21 fiscal year. In addition, both the ORT and the PMB have websites, which provide detailed information, including audio/videos in over 20 languages, including ASL and the Indigenous language Cree.
- The ORT went through a business process audit of the 2020-21 fiscal year. Key findings identified included the following:
 - Well-defined rules and procedures in place
 - Ready access to adjudication information provided
 - Qualified personnel work with landlords and tenants
 - Complete applications accepted and prioritized
 - Case management conferences used as alternate way to resolve disputes
 - Timely hearings scheduled and held
 - Relevant information provided to carry out hearing
 - Hearings conducted appropriately
 - Appropriate handling of attendance at hearings
 - Reported non-compliance with decisions tracked
 - Process to track and respond to complaints established
 - Appeals process in place
 - Key trends monitored
 - Sufficient reporting to the Ministry of Justice and Attorney General and the public

The table below shows ORT inquiries by fiscal year since 2018-19:

Inquiry Method	2018-19	2019-20	2020-21
In-Person	10,008	14,438	0
Email (received and sent)	27,662	55,628	95,467
Phone (inbound and outbound)	13,540	20,214	67,142
Fax (phased out 2019-20)	1,050	21	0
Total	52,260	90,301	162,609

The variance in 2020-21 is substantially attributable to the internal implementation of the ORT online system in August 2018 for 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. An increase in public awareness of the ORT during COVID-19 due to the eviction moratorium that was in place between late March and early August of 2021 may account for the drastic increase in inquiries.

The system is expected to be available to the public in 2021-22, 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 system to staff in 2018, 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 16 virtual presentations to various landlord and tenant groups within the province concerning different aspects of residential tenancy law.

The table below shows PMB inquiries by fiscal year since 2018-19:

Inquiry Method	2018-19	2019-20	2020-21
In-Person	8	14	0
Email	5,344	10,682	20,219
Phone	2,706	3,053	1,534
FaX (phased out 2019-20)	306	171	0
Letters Sent	Not tracked	109 (March 23 to 31, 2020)	8,261
Total	8,094	14,029	30,014

The variance in 2020-21 is substantially attributable to a significant increase in emails being sent by PMB staff regarding tax enforcement files and the addition of letters sent being tracked.

Appendix C: Special Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

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

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

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

The following table compares budget and actual summary information.

(in thousands of dollars)				
	Budget	Actual	Variance Over/(under)	
Revenue	520	256	(264)	1
<i>Expenditures</i>				
Cost of Goods Sold	465	390	(75)	2
Gross Profit	55	(134)	(189)	
Overhead Expenses	55	75	20	
SURPLUS (Deficit)FROM OPERATIONS	-	(209)	(209)	
Other Income	-	-	-	
Subsidy from GRF	40	120	80	
Annual Surplus(Deficit)	40	(89)	(129)	

* 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 adjustment of operations due to the COVID-19 pandemic.
2. The variable costs included with the cost of goods sold were lower due to lower sales.

Audited Financial Statements are available in Volume 2 of the 2020-21 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.

2020-2021 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.

2020-21 Activities and Results:

- Officials continued 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*.
- Referrals from police agencies rose from 124 in the previous fiscal year to 253 in the period from April 1, 2020 to March 31, 2021, as a result of increased relevant property seizures by police during enforcement action. Officials successfully processed the increased referrals while being short-staffed, due to both COVID-19 redeployment and difficulties in staffing due to the pandemic.
- For the period April 1, 2020 to March 31, 2021, forfeiture was granted in 20 of the 20 applications decided by the courts. COVID-19 related delays in the court process resulted in some forfeiture applications not concluding as quickly as they may have in non-pandemic times.
- For the period April 1, 2020 to March 31, 2021, the Director initiated administrative forfeiture proceedings through the distribution of 504 notices to interested parties regarding proposed forfeitures on 190 files, which resulted in forfeiture on 166 of those files.
- Equal disbursements of \$166,800 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 \$171,074 was provided to community programs to promote public safety.

Revenue and Expenses – Criminal Property Forfeiture Fund

Description	Amount	Notes
Court Ordered Forfeitures	\$439,668.15 CAD \$20.00 USD	1
Administrative Forfeitures	\$1,134,383.17 CAD \$835.00 USD	2
Total Court Ordered and Administrative Forfeitures	\$1,574,051.32 CAD \$855.00 USD	
Property forfeited to the Crown pursuant to Section 490.1 of the <i>Criminal Code</i>	-	3
Property forfeited to the Crown pursuant to Section 186 of <i>The Traffic Safety Act</i>	-	4
2020-21 Expenses	\$482,156.20 CAD	5
2020-21 Disbursements	\$504,674.00 CAD	6
Federal Proceeds of Crime Received	-	7
Federal Proceeds of Crime Disbursements	-	8

- Twenty of the 20 forfeiture applications decided by the courts resulted in forfeitures. A total of \$116,783.80 CAD has not been received for deposit.
- The Director initiated administrative forfeiture proceedings on 190 files through the distribution of 504 notices of administrative forfeiture proceedings to parties with a potential interest in property, resulting in forfeitures on 166 files. A total of \$225,529.80 CAD has not been received for deposit.
- No property was forfeited to the Crown (Saskatchewan) pursuant to the *Criminal Code* in 2020-21.
- No property was forfeited to the Crown (Saskatchewan) pursuant to section 186 of *The Traffic Safety Act* in 2020-21.
- 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 \$166,800 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 \$171,074 were made to community programs to promote public safety.
- Pursuant to the federal *Seized Property Management Act* (Canada) and the *Forfeited Property Sharing Regulations* (Canada), the federal government transfers monies from the criminal forfeiture of property to the Province. 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. No proceeds of crime transfers were received from the federal government in 2020-21. The current balance of previously received transfers from the federal government sits at \$47,584.07 CAD.
- On April 17, 2000, the Province entered into an agreement with the federal government whereby transfers from the criminal forfeiture of property are to be used to support crime prevention, issues of substance abuse, and law enforcement. Funds which are distributed by the Saskatchewan Proceeds of Crime Management Committee to police operations are directed to organized crime prevention activities. No disbursements were made from the Federal Proceeds of Crime monies in 2020-21.

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; and,
- 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, colleges and universities;
- health region;
- industry-specific groups (e.g., professional associations and oil and gas companies);
- libraries;
- businesses and corporate entities;
- Saskatchewan police services, security companies and RCMP; and,
- 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

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Unaudited
Revenue	\$1,037,838	\$1,000,583	\$998,896	\$886,563	\$1,030,000	\$741,262
Expenditures:						
Cost of Goods Sold	\$306,958	\$257,308	\$208,047	\$216,494	\$250,000	\$176,939
Gross Profit	\$730,880	\$743,275	\$790,849	\$670,069	\$780,000	\$564,322
Administrative Expenses	\$811,536	\$749,369	\$836,699	\$909,635	\$867,549	\$844,205
Net Profit/(Loss)	(\$80,656)	(\$6,094)	(\$45,850)	(\$239,566)	(\$87,549)	(\$279,883)
GRF Subsidy	\$97,000	\$97,000	\$0	\$97,000	\$97,000	\$162,000
Net Profit/(Loss) After Subsidy	\$16,344	\$90,906	(\$45,850)	(\$142,566)	\$9,451	(\$117,883)

2020-21 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 providing material for self-representing litigants on Publications Centre and 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, digitization, design and printing sponsorships, and meetings within the Government of Saskatchewan.
- Participated in the following virtual tradeshows to promote Publications Centre:
 - Saskatchewan Safety Seminar (Feb. 1-14, 2021)
 - SUMA (Municipalities of Saskatchewan Convention 2021) (Feb. 8 and 9, 2021)
 - SARM 2021 Annual Convention (March 9-10)
- 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, including agencies such eHealth Saskatchewan, the Information and Privacy Commissioner, the courts and the Office of Residential Tenancies.
- 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.
- Participated in the federal-provincial-territorial Queen's Printers Association of Canada virtual forums.

- Continued to provide e-commerce services to the national Queen's Printers Association of Canada.
- Entered into new and managed existing contracts for Crown copyright royalties.

Victims Services

The Victims Services Branch has the primary responsibility for assisting victims of crime and traumatic events, with a focus on those involved in the criminal justice system in Saskatchewan. Victims' needs may include:

- information on the justice system;
- support and assistance while proceeding 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, the Victims Services Branch offers a range of direct programs, which are outlined in this report. In addition to these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and collaborative response to those needs. These 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.

COVID-19 Response Highlights

Overview

The COVID-19 pandemic has disrupted government operations during the 2020-21 fiscal year. The expected operations of programs and services may have significantly changed as the Government of Saskatchewan worked quickly to support citizens and businesses. Annual reports for the 2020-21 fiscal year provide information on the impacts of COVID-19 and recognize the work of the Government of Saskatchewan in responding to the pandemic.

Victims Services COVID-19 Response Highlights

- Decrease in surcharge revenue collected for the Victims' Fund as a result of fewer tickets issued by police during the pandemic.
- Children Exposed to Violence program expansion delayed.
- Provided specific support to Victims Services funded agencies to ensure the continuation of service delivery while in compliance with public health orders.
- In-person delivery of training was replaced with virtual delivery.

- Decrease in number of supervised orders and stand-alone orders managed by the Restitution Program, likely resulting from a reduction of certain crimes and the postponement of sentencing during the pandemic.

2020-21 Goals and Objectives

- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access to referral 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 Community Safety and Well-Being.
- Maintain percentage of Police-based and Domestic Violence Victim Services clients who reported they were satisfied with services they received at or above 90%.
- 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.

2020-21 Activities and Results

Financial Management/Administration

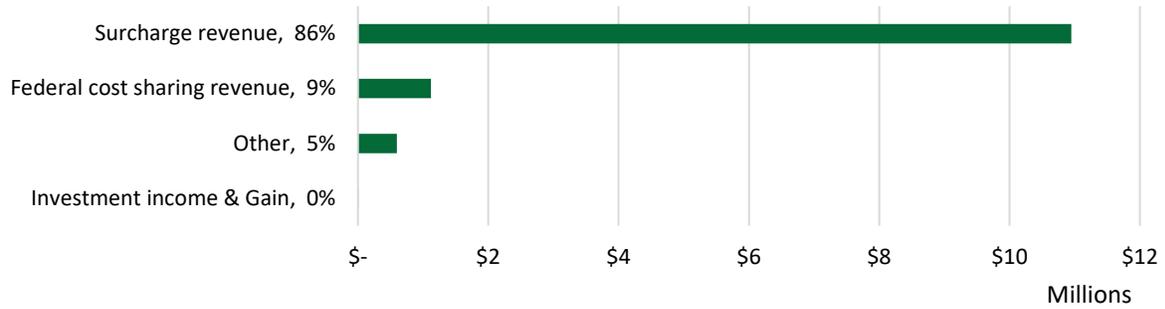
Revenue in 2020-21 was under budget by almost \$1.88 million, due mainly to a decrease in the provincial surcharge revenue. The COVID-19 pandemic has impacted the number of fines issued, enforced, and collected which resulted in decreased Victims' Fund revenue during the first six months of 2020-21, compared to the same time last year. The last six months of 2020-21 saw an increase in the collection of surcharge revenue, but not to pre-pandemic levels. Revenue includes surcharges, investment income and gain, federal cost sharing revenue, and other miscellaneous revenue.

Total expenditures were over budget by \$1.57 M due primarily to higher than expected bad debt. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2021.

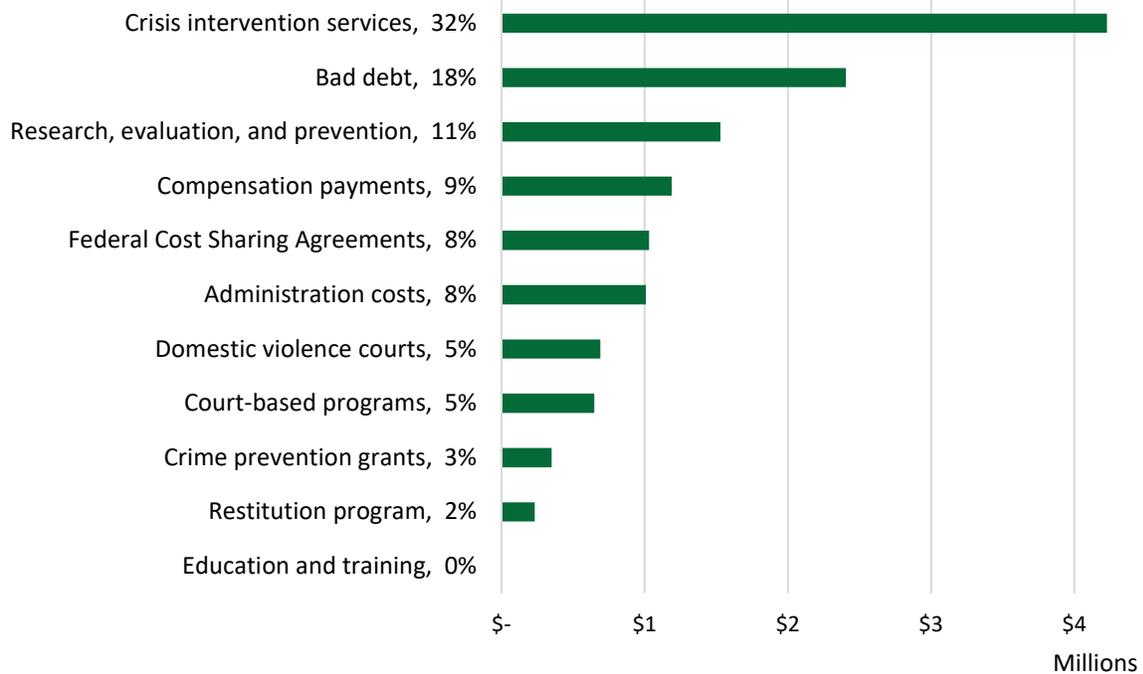
Victims' Fund Revenue and Expenditures

Victims' Fund (000's)	2020-21 Budget	2020-21 Actual (unaudited)
Revenue	\$14,550,000	\$12,669,259
Expenditures	\$11,738,000	\$13,305,970

Victims Services 2020-21, Actual Revenues - Unaudited



Victims Services 2020-21, Actual Expenditures - Unaudited



Financial Management/Administration (cont.)

- Monitored provincial and federal victim surcharge imposition and collection.
- Revenue from the provincial victim surcharge totaled \$1,158,465 and revenue from the federal victim surcharge totaled \$786,540.
- Administered project funding from Justice Canada’s Victims’ Fund totalling \$1,240,377 for the following projects:

- The Saskatchewan Family Information Liaison Unit, which assists families of missing and murdered 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 (\$541,267).
- The Listen Project, which provides free legal advice for victims of sexual offences (\$190,185).
- Enhancement of services to victims of crime in Saskatchewan (\$508,925).
- 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 2020-21.

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:
 - Fourteen 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 192 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.
- Met regularly with RCMP "F" Division to discuss and address issues of mutual concern related to Police-based Victim Services operations and policies, including continued work involving Justice Canada to identify solutions to the issue of access-to-information for RCMP-based Victim Services providers.

Domestic Violence Victim Services

- Domestic Violence Victim Services provide safety planning, information, support, advocacy and referral immediately following a domestic violence offence and throughout the criminal justice process. These programs minimize systemic revictimization, promote healthy relationships, and enhance victim safety. 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:
 - Regina Sexual Assault Centre 24-hour Crisis Line;
 - Saskatoon Sexual Assault & Information Centre; and,
 - 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

- Worked with the Missing Persons Liaisons and all Police-Based Victim Services programs to begin reviewing the Missing Persons Database maintained by the Saskatchewan Association of Chiefs of Police. The review will help identify cases that have not been involved with victim services so that PBVS can connect with the investigating police service to determine if outreach to the families would be appropriate.

- 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 Saskatchewan Missing Persons Partnership.
- Managed funding for Caring Hearts (formerly Regina Palliative Care Inc.) to deliver specialized counselling and/or support groups and identify ongoing needs in 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 a Family Information Liaison Unit (FILU) in Saskatchewan. This unit became operational in 2017, and will continue to 2022-23. The FILU assists families with finding the information they seek about their missing and murdered loved ones from multiple government and police sources.
- Facilitated collaboration between Victim/Witness Services, Missing Persons Liaisons, and the FILU to provide coordinated supports for families of missing persons.

Prevention of Victimization Programming

- Managed ongoing funding for 10 Children Exposed to Violence (CEV) programs.
- Engaged in discussions with community leaders of the Black Lake Denesuline First Nation and Onion Lake Cree Nation to support the development of CEV programs in these communities. Program development has been temporarily delayed due to COVID-19.
- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Received specialized training on court preparation and court accompaniment for professionals who support children, vulnerable adults, and their families as they navigate the criminal justice system.

Victims Compensation Program

- Implemented case management processes to enhance program delivery.
- Participated in a cross-jurisdictional review of victim compensation legislation and policy.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders and assisted victims with civil enforcement measures and processes. Delivered training to criminal justice system professionals; once to new Victims Services Program staff and twice to new probation officers.

Education and Training

- Initiated a review of the Victims Services Basic Training course.
- Managed ongoing training relationship with Saskatchewan Polytechnic to deliver Victim Services Coordination Training.

Coordination

- Continued monthly division meetings and weekly check-in meetings to obtain current and consistent information and updates, to more effectively integrate with personnel from other areas within CSWB through shared learning/dissemination of knowledge.
- Met with Victims Services funded agencies to strengthen integration and collaboration at the community level, in order to enhance victim, offender and community outcomes, with specific focus on navigating service delivery throughout the COVID-19 pandemic to ensure effective delivery of services and compliance with public health orders.
- Continued research and stakeholder engagement as part of the Human Trafficking Sub-committee, to identify the prevalence of human trafficking in Saskatchewan, policies and procedures in place to address the issue, and the services available to support victims.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Continued the development of tools to measure the achievement of Indigenous Family Violence program outcomes.
- Supported the Corporate Planning, Evaluation and Improvement Branch's work to enhance the client survey for Police-based Victim Services programs, with the addition of outcomes measures.
- Clients surveyed on their interaction with Police-based and Domestic Violence Victim Services indicated that their needs were met or exceeded at a rate of 97% and 98%, respectively.

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

Automobile Injury Appeal Commission

2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca
Website:
<https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/automobile-injury-appeal-commission>

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

Dispute Resolution Office – Saskatoon

122 3rd Avenue North
10th 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

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

Indigenous Policing

6th 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@legalaidsk.ca
Website: <http://www.legalaidsk.ca>

Office of Residential Tenancies

Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: 1-888-215-2222 Fax: 1-888-867-7776
Email: ORT@gov.sk.ca
Website: <https://www.saskatchewan.ca/ort>
Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776
Email: ORT@gov.sk.ca
Website: <https://www.saskatchewan.ca/ort>
Policing and Community Safety Services
12th Floor, 1874 Scarth Street

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

Private Investigators and Security Guards Program

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

Provincial Mediation Board

Regina Office
304 - 1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: 1-877-787-5408
Website: <https://www.saskatchewan.ca/pmb>
Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-877-787-5408
Website: <https://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
Website: www.saskatchewan.ca/pgt
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, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Toll-free: 1-800-667-9249
Email: shrc@gov.sk.ca
Website: <https://saskatchewanhumanrights.ca>