

Ministry of Corrections,
Policing and Public Safety

Ministry of Justice and
Attorney General

Saskatchewan Firearms
Office

Annual Report for 2021-22

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Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan

The ministries of Corrections, Policing and Public Safety; Justice and Attorney General; and the Saskatchewan Firearms Office are committed to protecting Saskatchewan people through the end of the pandemic and into the future.



*The Honourable
Christine Tell
Minister of Corrections,
Policing and Public
Safety and
Minister Responsible
for the Saskatchewan
Firearms Office*

The ministries' focus on access to justice, strong relationships, safe communities, safe facilities and a safe and engaged workforce support the Saskatchewan Growth Plan and benefit all residents of Saskatchewan.

In 2021-22, the Ministry of Corrections, Policing and Public Safety continued investment in specific policing initiatives and programs such as the Gang Violence Reduction Strategy and Police and Crisis Teams. New initiatives were created, such as the Warrant Enforcement Suppression Team and the Saskatchewan Trafficking Response Team, to work in partnership with existing programs to address illegal drugs, unlawful firearms, and human trafficking.

The ministry introduced Dedicated Substance Abuse Treatment Units in Prince Albert and Saskatoon correctional centres. It also established a Memorandum of Understanding with the Saskatoon Tribal Council to support safe transitions from custody to home communities for First Nations inmates.

New initiatives on violence prevention and intervention include development of Family Intervention Rapid Support teams, expansion of Victim Advocate Case Reviews and the launch of the second phase of the Face the Issue interpersonal violence and abuse awareness campaign.



*The Honourable
Bronwyn Eyre
Minister of Justice and
Attorney General*

The Saskatchewan Firearms Office was established through a transfer of responsibility from the federal government. The office allows Saskatchewan to better support lawful gun ownership and safety through firearms regulation, public education, training, and community outreach.

The Ministry of Justice and Attorney General took steps to ensure all citizens have access to justice, investing in technological solutions in court services with the expansion of video-conferencing capabilities. Online services were enhanced, and additional resources were made available to citizens, such as the Office of Residential Tenancies' new online public access portal.

In 2021-22, legislation was introduced to strengthen the ability to enforce child and spousal support payments through *The Inter-Jurisdictional Support Orders Act* and *The Enforcement of Maintenance Orders Act*. Amendments to *The Privacy Act* were made to protect non-consensual distribution of intimate images.

We respectfully submit the Annual Report for the ministries of Corrections, Policing and Public Safety; Justice and Attorney General; and the Saskatchewan Firearms Office for the fiscal year ending March 31, 2022.



Christine Tell
Minister of Corrections, Policing
and Public Safety and
Minister Responsible for the
Saskatchewan Firearms Office



Bronwyn Eyre
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, 2022.

Dale Larsen
Deputy Minister of Corrections, Policing
and Public Safety



*Robert Freberg
Chief Firearms Officer*

The Honourable Christine Tell
Minister Responsible for the Saskatchewan Firearms Office

Dear Minister:

I have the honour of submitting the Annual Report of the Saskatchewan Firearms Office for the fiscal year ending March 31, 2022.

Robert Freberg
Chief Firearms Officer



*Linda Zarzeczny, Q.C.
Deputy Minister of
Justice and Deputy
Attorney General*

The Honourable Bronwyn Eyre
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, 2022.

Linda Zarzeczny, Q.C.
Deputy Minister of Justice and Deputy Attorney
General

Ministry Overview

Mandate Statements

Corrections, Policing and Public Safety

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.

Justice and Attorney General

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.

Firearms Secretariat

The Saskatchewan Firearms Secretariat supports the Office of Saskatchewan's Chief Firearms Officer in the performance of the duties imposed by the *Firearms Act* (Canada), and in the promotion of the safe and lawful use and storage of firearms by the citizens of Saskatchewan.

Integrated Justice Services

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

In 2021-22, government used 3,491.3 full-time employees to operate and support the justice system (Corrections, Policing and Public Safety; Integrated Justice Services; Justice and Attorney General; and the Saskatchewan Firearms Office).

Key Partners

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

- First Nations and tribal councils;
- Métis organizations;
- elected and non-elected community leaders;
- community-based organizations;
- health authorities;
- police services;
- the Royal Canadian Mounted Police (RCMP);
- the judiciary;
- the private bar;
- the defense bar (e.g., Legal Aid);
- youth restitution, education, employment and reintegration programs;
- business and consumer organizations;
- Crown corporations; and
- other ministries.

The 2021-22 Operational Plan can be found [here](#).

Boards and Commissions

The ministries provide varying levels of administrative and policy support to a number of boards and commissions, including the following:

- Aboriginal Courtwork 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 Public Safety Agency;
- Saskatchewan Real Estate Commission; and
- Victims Compensation Appeal Committee.

Progress in 2021-22

Ministry Goal 1

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Safe Communities

Strategy

Promote effective policing initiatives that align with provincial priorities.

Key Actions

- Facilitate and support adaptive responses to gangs, drugs, and rural crime.
 - The ministries continue to deliver a Gang Violence Reduction Strategy as well as complementary initiatives to reduce the impact of drugs and crime in Saskatchewan communities. These programs include:
 - the Protection and Response Team;
 - the Community Safety Officer program;
 - Crime Reduction Teams;
 - the Saskatchewan Trafficking Response Team;
 - the Warrant Enforcement and Suppression Team; and
 - the Northern Alcohol Strategy.
- Work with partners and stakeholders to enhance overall public safety on Saskatchewan highways and roads.
 - The Ministry of Corrections, Policing and Public Safety worked collaboratively with stakeholders and Saskatchewan Government Insurance to distribute grants through the Traffic Safety Fund. These grants provided villages, towns, cities, rural municipalities, and First Nation communities with funding for traffic safety programs.
- Promote and support effective policing that aligns with provincial priorities through grants and agreements.
 - Additional specialized policing positions were added in 2021-22 under the RCMP agreement (54 positions) and Municipal Police Grant program (six positions).
 - In 2021-22, there were a total of 139 positions in place under the Municipal Policing Grant program.

- Promote and support effective public safety models in First Nation communities and examine the use of alternative delivery models, such as community safety officer programs.
 - The ministry supported effective public safety models in First Nation communities through the development of a First Nation community safety officer pilot. This included supporting and training community justice committees and providing community safety grants for crime prevention initiatives.
 - Five First Nation communities (La Ronge, English River, Muskoday, Pelican Lake, and Flying Dust) sent candidates to the community safety officer training course in 2021-22.
- Deliver and support specialized services, such as Safer Communities and Neighbourhoods (SCAN), witness protection and enhanced intelligence programs.
 - These programs are continuing their work with municipal police, RCMP, correctional facilities, and community stakeholders to keep Saskatchewan communities safe.

Strategy

Respond to community needs for increased safety and greater well-being.

Key Actions

- Promote tools that enhance communication between police services and communities, such as the Everbridge Crime Watch Notification system.
 - The Saskatchewan Crime Watch Advisory Network allows police to provide reliable and timely information directly to residents via text message, email or phone call.
 - The ministry provides ongoing funding to maintain operations for over 16,000 residents. In 2021, the RCMP sent out 425 advisories.
- Target the impacts of crystal meth, opioids, and other drugs through the provincial Drug Task Force.
 - The Ministry of Corrections, Policing and Public Safety co-chairs the Drug Task Force, which provides strategic support to government and stakeholders to combat the impact of drugs in communities.
 - The ministry provided funding and support to increase law enforcement capacity to address illegal drugs, illegal firearms, and human trafficking.
- Improve programs and services designed to reduce interpersonal violence and abuse.
 - Family Intervention Rapid Support Teams were developed to provide early intensive outreach to families at risk of violence.
- Oversee the delivery of the Gang Violence Reduction Strategy Community Intervention Model with community-based partners.
 - The ministries invested in new data collection infrastructure to enhance the reporting capabilities of Community Intervention Model service providers. The providers also received funding for cognitive behavioural therapy program development and trauma-informed training.
- Support communities to establish a community safety and well-being focus, develop data-driven plans and identify local priorities.
 - The ministries provided financial support to advance Community Safety and Well-Being plans in four additional communities. These plans are community led, focus on local priorities, and aim to better coordinate and align existing community services.
 - The ministries also provided data support, tools to support best practices, and connections to appropriate Government of Saskatchewan resources.

- Ensure high quality, timely death investigations and continue implementing recommendations from the Coroners Service Review.
 - All operational recommendations from the Coroners Service Review have been implemented, including reducing time to receive toxicology results and complete autopsies, providing training initiatives for community coroners, and making amendments to *The Coroners Act*.
 - In 2021-22, Covid-19 pandemic restrictions delayed some inquests. These will be rescheduled in 2022-23.
- Provide financial assistance to residents, municipalities, and other entities through the Provincial Disaster Assistance Program (PDAP).
 - The program received four new requests for designation and processed 53 claims related to these designations. This, along with work on prior year claims, resulted in significant assistance being provided to claimants in Saskatchewan.

Strategy

Deliver rehabilitative programs that help reduce recidivism.

Key Actions

- Continue to develop partnerships to expand educational opportunities for young offenders that will help them effectively transition back into their communities.
 - The ministry expanded Science Technology Engineering and Math (STEM) programming at Kilburn Hall Youth Centre and Prince Albert Youth Residence. Paul Dojack Youth Centre added a learning resource teacher specialist. A course renewal was completed; all courses are up-to-date and reflect Ministry of Education standards.
- Improve case management, supervision, and reintegration services for offenders.
 - Training was delivered to new staff and youth custody facility staff to ensure case management practices are evidence-based.
 - Case management in Community Corrections was reviewed for quality assurance and consistency throughout the province.
- Provide access to appropriate rehabilitative programming for adults and youth in custody.
 - The Dedicated Substance Abuse Treatment Unit program was expanded to Prince Albert and Saskatoon correctional centres. The Saskatoon Correctional Centre also piloted a Relapse Prevention Group Program.
 - Training for treatment programs was expanded to all staff in facilities and community corrections.
- Provide continuity of health care for those in custody and clients transitioning to the community, including addictions and mental health.
 - At Saskatchewan Hospital North Battleford, release planning is now developed in conjunction with the Saskatchewan Health Authority to ensure all patients have mental health plans that are supported in the community upon release.
- Expand the electronic monitoring and GPS program.
 - The ministry commenced an electronic monitoring GPS field study in Saskatoon, Regina, and Prince Albert as part of its custody reintegration program.

Performance Measure Results

Decrease rates of interpersonal violence and abuse

Statistics Canada released updated data on November 4, 2021. The rate of family violence increased 11 percent in 2020 (from 2019). Of note, the increase may indicate an increase in victims' comfort in coming forward and greater access to the justice system.

Increase positive perception of safety in communities that have safety and well-being plans

The ministries are working with community partners to establish baseline measures of citizens' perceptions.

Increase the number of clients that successfully transition through the Community Intervention Model

Between January 2021 and March 2022, the number of clients in the program increased by 38 per cent.

Decrease number of opioid-related deaths

Opioid-related deaths are not confirmed for 2021-22; they will be reported by the Saskatchewan Coroners Service.

Increase number of communities that have Community Safety Officer programs.

There are currently 18 programs with 32 trained community safety officers operating in the province, up from 15 programs with 21 trained community safety officers the previous year.

Progress in 2021-22

Ministry Goal 2

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Safe Facilities

Strategy

Ensure adequate space and secure infrastructure.

Key Actions

- Improve safety by reducing contraband entering facilities.
 - The ministries improved efforts to reduce contraband through targeted interventions.
 - The use of tools - such as drug detection dogs, mail and telephone tracking systems, scanners and detectors, and specialized toilets was - expanded to additional correctional facilities in 2021-22.
- Ensure adequate pandemic responses are in place to maintain a safe environment for staff and inmates.
 - Policies and procedures were updated according to recommendations from the Saskatchewan Health Authority and the Chief Medical Health Officer specific to vaccines, personal protective equipment, clinical protocols, and public health orders.
- Design and break ground on the new remand centre at the Saskatoon Correctional Centre.
 - As of March 31, 2022, the remand centre was in the design phase.

Strategy

Provide supports to ensure staff and inmate safety.

Key Actions

- Enhance information systems internally and with partners to support common clients.
 - Development of an electronic medical record system began in 2021-22 to ensure medical information for inmates leaving correctional facilities is available to health care providers in the community.
- Develop options for clients who require intensive supervision.
 - In adult custody facilities, psychological services for high-risk, violent inmates and those presenting with complex needs were enhanced using secure virtual platforms.
- Expand the use of mental health and suicide risk screening tools for inmates.
 - The development and use of suicide risk screening tools and assessments is ongoing.

Performance Measure Results

Reduce violent events in our facilities

The ministry has focused staff training on force options, appropriate classification and placement of inmates, and embedding security intelligence officers in the facilities.

Reduce staff injuries

A Violence Prevention Plan was developed to provide guidance on how to manage and mitigate either actual or potential risks through hazard recognition, education, and control.

Occupational Health and Safety officers are now embedded in all facilities.

Annual Safety Survey physical safety scores have improved for both the Ministry of Corrections, Policing and Public Safety (2.2 per cent increase), and the Ministry of Justice and Attorney General (3.7 per cent increase).

Progress in 2021-22

Ministry Goal 3

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Safe and Engaged Workforce

Strategy

Support our people to achieve their potential.

Key Actions

- Enable staff to engage in planning and innovative problem solving.
 - Staff across the ministries engaged in town hall-style meetings and smaller, branch-level discussions with deputy ministers to share their expertise and connect directly with ministry leaders.
- Improve recruitment and retention strategies.
 - Custody facilities focused on recruiting and retaining nurses.
 - Community Corrections developed a recruitment and retention strategy for employees in northern Saskatchewan.
- Provide mental health wellness training and resources for staff.
 - Specialized mental health training is available to staff and is continuously updated. The ministries also offer trauma-informed training to staff.
- Facilitate appropriate training, mentoring and professional development opportunities.
 - Work plans are developed in partnership with leaders to promote appropriate opportunities for training and professional growth.
 - Ministry staff have participated in Insights Discovery workshops that are aimed at building team and individual self-awareness.
- Deliver prevention-based programming to reduce injuries in the workplace.
 - The ministries provide training and ensure all employees complete modules specific to their work location and duties.
 - Occupational Health and Safety officers are now present in all facilities.

Strategy

Improve engagement through communication and recognition.

Key Actions

- Ongoing engagement with frontline staff by senior managers and executive teams.
 - Led by the deputy ministers, senior leaders are committed to ongoing engagement with frontline staff. Leaders took part in town hall-style meetings, contributed to newsletters, and provided online resources through the ministries' intranet.
- Improve internal communications.
 - In 2021-22, the ministries prioritized the development of online resources to communicate the ministries' visions and key priorities. Communications from the deputy ministers were sent to staff by email and featured on the ministries' intranet.
 - Communications resources were dedicated to celebrating the ministries' successes, highlighting important work and new initiatives, and promoting events such as Correctional Services Appreciation Day, National Police Week, Missing Persons Week, Red Dress Day, Pride Month and the National Day for Truth and Reconciliation.
- Provide meaningful and timely employee recognition.
 - In 2021, May 7 was proclaimed as Correctional Services Appreciation Day.
 - Staff were recognized formally through the Minister's Awards for Excellence, Deputy Ministers' Awards, the Deputy Minister to the Premier Award, Provincial Protective Services Awards and Corrections Service Employee Appreciation Awards.
 - Both ministries saw an increase in recognition scores on the employee engagement survey.

Performance Measure Results

Decrease percent of Occupational Health and Safety claims related to mental health

The ministry is in the process of addressing this important issue through the *Working Mind First Responders* program. This program is designed to reduce the stigma of mental illness and promote mental health.

Annual Safety Survey psychological safety scores: the Ministry of Justice and Attorney General had a 3.3 per cent increase and the Ministry of Corrections, Policing and Public Safety had a 1.9 per cent increase in 2021-22.

Increase employee engagement index (EEI) scores

The EEI measures employees' engagement with their work. For Justice and Attorney General, EEI remained steady at 63 per cent from 2018 to 2021. For Corrections, Policing and Public Safety, EEI increased from 45 per cent in 2018 to 47 per cent in 2021. For Integrated Justice Services, EEI in 2021 was 72 per cent, down from 74 per cent in 2018.

Progress in 2021-22

Ministry Goal 4

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Access to Justice

Strategy

Modernize courts and tribunals.

Key Actions

- Provide technological solutions to make court processes faster and easier.
 - The ministry collaborated with the courts to maintain access to justice and keep those attending court safe throughout the pandemic.
 - The ministry continued to expand court video services within correctional facilities, in collaboration with the courts. Those previously without access to the courts were enabled through video-conferencing technology.
- Develop a capital plan to meet capacity, client, and technology needs.
 - The Courts Major Capital Plan was developed in collaboration with the Ministry of SaskBuilds and Procurement to modernize infrastructure and ensure safe, secure facilities.
- Provide supports to increase use of video-conferencing and other technology across the justice system.
 - In 2021-22, 20 new video-conferencing units were installed, and 35 units were replaced in courtrooms across Saskatchewan.
- Work with system partners to expand technological solutions for legal counsel.
 - A multi-ministry team collaborated to expand video-conferencing capabilities into correctional centres and police agency detention areas, enhancing inmates' access to the courts and legal counsel.
- Develop public facing online solutions to support timely resolution of legal matters.
 - The ministry completed foundational work of transforming processes, designing the solution, and developing the online system for resolving provincial violation tickets.
 - Content was developed to help citizens understand options for resolving certain provincial violation tickets.
 - Publications Saskatchewan developed PDF and Microsoft Word versions of the Rules of Court forms to improve accessibility and ease of use.

Strategy

Provide a fair and timely justice system.

Key Actions

- Help people who are representing themselves before the courts.
 - The ministry continued to expand the number of self-help kits developed by the Family Law Information Centre.
 - Amendments were passed to *The Summary Offences Procedure Act, 1990* to make it easier for citizens to resolve traffic tickets by introducing process improvements and a new online system.
- Explore system changes to improve case management and promote early resolution.
 - Financial and Consumer Affairs Authority was supported in the design of new dispute processes and information. This included the development of self-help resolution tools to promote the early resolution of disputes between buyers and sellers of consumer goods.
 - The ministry engaged stakeholders to introduce new processes, such as early resolution discussion, for resolving provincial violation tickets before trial.
- Expand and evaluate restorative justice approaches and practices throughout the criminal justice system.
 - The ministries continue to expand and evaluate restorative justice pathways.
- Ensure families going through separation, divorce and other family law matters receive early supports.
 - The Family Law Information Centre developed support resources, such as videos, to provide clear, concise information to family law clients.
- Support therapeutic court approaches to address substance abuse, mental health, and domestic violence factors in criminal offending.
 - In 2021-22, the Therapeutic Courts Oversight Committee focused on producing overview, standards, and planning documents for each of the three types of therapeutic courts in Saskatchewan.
 - A training video for drug treatment court was developed that outlines court processes for those interested in learning about the court.
- Conduct a multi-year review of the effectiveness of services provided through the criminal justice system.
 - A project team is working to provide recommendations for both short-term and long-term improvements. Project areas include enforcing First Nation bylaws, court flow, bail, remand, cannabis legalization, improving relationships with Indigenous peoples, and policing effectiveness.

Strategy

Make it easier for people to manage their legal problems.

Key Actions

- Develop tools to promote knowledge of the justice system and access to legal assistance.
 - Drop-in family law sessions were expanded province-wide to provide access to information about court processes and legal assistance.
 - Publications Saskatchewan and the eJustice program worked with the Self-Represented Litigants Group to create an online legal information portal called Answering Legal Questions. The portal contains answers to common questions in the areas of wills, powers of attorney and bankruptcy.
 - Publications Saskatchewan attends municipal and safety trade shows and it uses libraries, educational institutions, and other public venues to give presentations on Parliamentary practices and the legislative process, as well as to explain the Government of Saskatchewan's structure as it pertains to legislative procedures.
- Develop innovation projects to deliver online services that help clients navigate justice system services.
 - The ministries continue to enhance the relationship between the University of Saskatchewan College of Law and CREATE Justice through a dedicated Justice Services Crown Counsel.

Strategy

Use data insights to inform decision making and deliver better results.

Key Actions

- Develop system supports for access to information, privacy protection, data sharing and information management.
 - A master data sharing agreement template was developed to simplify and improve information sharing between government institutions.
 - The ministries are also involved in developing a data governance framework to ensure privacy and safeguards are in place for handling data.
 - Implemented a data sharing agreement with the University of Saskatchewan.
- Improve data analytics and information management to inform decision making.
 - The ministries developed an approach for weekly updates on key measures in Provincial Court, correctional facilities, and community corrections for both adult and youth systems. This system is expected to be operational early in 2022-23.
 - The ministries increased the key measures they report publicly on for administering support of the Provincial Court workloads. Programs are developed using this type of data as a foundation.
- Develop service standards and client satisfaction measures to identify areas for improvement.
 - The ministries gathered data from multiple sources to report on processes related to human resources and information technology. Process improvements were put in place to ensure better management of government assets and information.

Performance Measure Results

Increase restorative justice referral rates

The ministries began improvements to a restorative justice platform in 2021-22. This will enhance the ministries' ability to measure outcomes as work on restorative justice approaches continues.

Increase percentage of appearances by video-conferencing

The percentage of court appearances heard via video-conferencing in the 2021 calendar year was 29.8 per cent, 30.5 per cent in 2020 and 22.9 per cent in 2019.

Improve Child Support Recalculation client satisfaction rates

This program evaluation is ongoing. Legislative amendments have been made and further action will be taken in response to data collected in the evaluation.

Monitor criminal justice system statistics and measures

Twenty-year trends in custody are being analyzed to identify potential interventions and aid in the evaluation of outcomes and impact.

Reduce average number of adjournments

Average appearances to conclude adult criminal charges for fiscal year 2021-22 was 8.42, up from 7.50 in 2020-21.

Improve time to case resolution in adult criminal court

Average days from first appearance to concluded disposition (excluding bench warrant days) for fiscal year 2021-22 was 342 days, up from 287 days in 2020-21.

Implement mandatory early dispute resolution in family law

The Early Family Resolution Office was established to provide support to the public and service providers regarding the family dispute resolution requirements.

Progress in 2021-22

Ministry Goal 5

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Strong Relationships

Strategy

Strengthen public confidence in the justice system.

Key Actions

- Support businesses and consumers through the modernization of public-facing legislation, regulations, policies, and services.
 - In addition to holding stakeholder consultations on proposed new or amended regulatory frameworks, the Financial and Consumer Affairs Authority (FCAA) developed:
 - amendments to *the Pensions Benefits Regulations, 1993* to allow Saskatchewan residents to withdraw money from their Locked-In Retirement Account; and
 - amendments to credit union legislation to enable credit unions to hold electronic meetings and use electronic voting where not prohibited by their bylaws.
 - The Small Business Financing Exemption and the Self-Certified Investor Exemption were implemented to help small businesses raise capital and provide access to new investment opportunities for investors.
- Enhance police oversight by developing a Serious Incident Response Team (SIRT) within the Public Complaints Commission.
 - In 2021-22, a civilian was appointed to lead the Public Complaints Commission and the newly established SIRT.

Strategy

Deliver culturally responsive justice services.

Key Actions

- Coordinate the provincial response to federal justice initiatives.
 - In 2021-22, there was progress on limiting illegal online cannabis sales and assisting First Nations into the regulated cannabis retail industry.
 - Interjurisdictional work also focused on supporting bylaw enforcement on First Nations and supporting the recognition of Band Council Resolutions.
 - There is continued collaboration on the Pan-Canadian Strategy to Reduce the Overrepresentation of Indigenous People in the Criminal Justice System and in responding to the National Inquiry into Missing and Murdered Indigenous Women and Girls, as well as a newly endorsed Community Safety and Well-being Strategic Partnership Framework.
- Improve the experience of Indigenous people in the justice system.
 - The ministry concluded stakeholder and community consultations to inform expansion of the Aboriginal Courtwork program.
 - The ministries continue to seek partnership and collaboration opportunities with Indigenous communities. For example, a Memorandum of Understanding was signed with the Saskatoon Tribal Council to support First Nation inmates as they transition from custody back into their home communities.
 - The ministries also staffed two senior Indigenous relations positions to seek opportunities for better connections with Indigenous communities.
- Develop educational material about the justice system for new Canadians.
 - New video and online resources were made available through accessible venues like public libraries to explain different aspects of the justice system.

Performance Measure Results

Improve timeliness of Public Complaints Commission decisions

In 2021-22, the Public Complaints Commission underwent a significant change with the introduction of SIRT.

Financial Summary

Financial Overview 2021-22

The justice system's original 2021-22 appropriation was \$886.6 million, including \$84.2 million for capital asset acquisitions and \$811.0 million on an expense basis. The expense budget excludes the \$84.2 million appropriation to acquire capital assets and includes \$8.6 million for the amortization of capital assets.

For 2021-22, actual expenses were \$929.7 million; a variance of \$118.7 million higher than the original budget. This increased expense is attributable to:

- \$75.4 million for the Saskatchewan Public Safety Agency - \$61.7 million principally resulting for wildfire costs and \$13.7 million due to Covid-19 response costs;
- \$28.0 million principally to accrue retroactive pay and increased costs for the RCMP;
- \$24.1 million largely as a result of utilization pressures in the criminal justice and administrative law systems principally including custody services, police programs, courts services, and the coroners service;
- \$3.2 million as a result of flooding and other events causing uninsurable property damage that triggered PDAP payments; and
- \$2.6 million expended on capital projects that did not meet the threshold to capitalize.

These increased costs were offset by net savings generated from vacancies in community corrections (\$2.7 million) and net salary, operational and transfer costs savings in various branches (\$11.3 million).

The justice system's amortization of capital assets expense was lower than budgeted (\$0.6 million).

There were project delays associated with: the Remand Facility; Admitting Unit and Urban Camp replacement projects at the Saskatoon Correctional Centre; locking mechanisms replacement; contraband detection; video-conferencing equipment installation; and J-STAR. These resulted in net capital acquisition savings of \$68.7 million.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report. The 2021-22 revenue budget was \$109.6 million. Actual revenue was \$202.4 million; \$92.8 million greater than budget. The increased revenue is primarily attributable to:

- \$70.9 million in disaster relief payments from the federal government;
- \$9.7 million for the dividend from the FCAA;
- \$3.4 million for court and sheriffs' fees offset by reduced fines;
- \$3.0 million increase in federal government cost claims for young offender and exchange of services agreements for incarceration costs;
- \$2.8 million in payments from the municipal governments, principally for the provision of policing, and increase to private investigator licenses;
- \$1.0 million from the Office of the Public Guardian and Trustee; and
- \$2.0 million in other revenue variances.

2021-22 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	2020-21 Restated Actuals	2021-22 Original Estimates	2021-22 Actual Expenditure	Variance	Notes
	Ministers' Salaries (Statutory)	\$ 103	\$ 102	\$ 103	\$ 1	
	Executive Management	1,802	1,948	1,829	(119)	
	Central Services	5,158	5,613	4,739	(874)	1
	Accommodation Services	43,582	45,187	44,078	(1,109)	2
	Total Central Management and Services (JU01, CP01, U01)	\$ 50,645	\$ 52,850	\$ 50,749	\$ (2,101)	
	Court Services	\$ 46,793	\$ 45,744	\$ 49,390	\$ 3,646	3
	Salaries - Provincial Court Judges (Statutory)	16,788	17,306	16,772	(534)	4
	Salaries - Justices of the Peace (Statutory)	3,012	3,687	3,380	(307)	
	Family Justice Services	4,099	4,749	4,282	(467)	
	Dispute Resolution Office	1,812	2,613	1,780	(833)	5
	Total Courts and Civil Justice (JU03)	\$ 72,504	\$ 74,099	\$ 75,604	\$ 1,505	
	Legal Services Division	\$ 11,158	\$ 11,417	\$ 11,449	\$ 32	
	Innovation	485	386	683	297	
	Public Prosecutions	27,464	29,177	28,836	(341)	
	Publications Saskatchewan Revolving Fund - Subsidy	163	247	151	(96)	
	Public Registry Assurance Claims (Statutory)	13	1	5	4	
	Total Innovation and Legal Services (JU04)	\$ 39,283	\$ 41,228	\$ 41,124	\$ (104)	
	Community Safety and Well-Being	\$ 24,594	\$ 27,677	\$ 25,828	\$ (1,849)	6
	Strategic Systems and Innovation	18,870	20,946	20,287	(659)	7
	Corporate Initiatives	1,108	1,407	1,773	366	
	Program Support	284	664	343	(321)	
	Access and Privacy	2,028	1,756	1,992	236	
	Research and Implementation	3,663	4,049	1,992	(2,057)	8
	Total Integrated Services (U02)	\$ 50,547	\$ 56,499	\$ 52,215	\$ (4,284)	
	Human Rights Commission	\$ 3,024	\$ 2,606	\$ 3,248	\$ 642	9
	Office of Residential Tenancies	1,794	1,915	1,968	53	
	Inquiries	21	76	33	(43)	
	Legal Aid Commission	27,444	29,627	30,027	400	
	Automobile Injury Appeal Commission	940	1,045	934	(111)	
	Highway Traffic Board	735	1,075	771	(304)	
	Public Complaints Commission	828	1,312	1,189	(123)	
	Office of the Public Guardian and Trustee	3,906	4,141	4,315	174	
	Saskatchewan Coroners Service	5,632	4,926	5,960	1,034	10
	Office of Tribunal Counsel	432	401	488	87	
	Total Boards, Commissions and Independent Offices (JU08)	\$ 44,756	\$ 47,124	\$ 48,933	\$ 1,722	
	Custody Services	\$ 164,205	\$ 156,441	\$ 170,798	\$ 14,357	11
	Community Corrections	26,561	29,336	26,621	(2,715)	12
	Program Support	7,480	8,018	8,313	295	
	Correctional Facilities Industries - Subsidy	120	40	240	200	
	Total Custody, Supervision and Rehabilitation Services (CP13)	\$ 198,366	\$ 193,835	\$ 205,972	\$ 12,137	
	Police Programs	\$ 23,323	\$ 23,618	\$ 25,741	\$ 2,123	13
	Royal Canadian Mounted Police	205,962	211,602	239,636	28,034	14
	Program Support	1,638	1,590	1,446	(144)	
	Saskatchewan Firearms Program		2,175	1,210	(965)	15
	Total Policing and Community Safety Services (CP15)	\$ 230,923	\$ 238,985	\$ 268,033	\$ 29,048	
	Saskatchewan Police Commission	\$ 194	\$ 348	\$ 344	\$ (4)	
	Saskatchewan Police College	1,350	1,418	1,480	62	
	Total Saskatchewan Police Commission (CP12)	\$ 1,544	\$ 1,766	\$ 1,824	\$ 58	
	Saskatchewan Public Safety Agency	\$ 99,023	\$ 92,373	\$ 167,748	\$ 75,375	16
	Provincial Disaster Assistance Program	8,570	2,876	6,099	3,223	17
	Total Public Safety (CP06)	\$ 107,593	\$ 95,249	\$ 173,847	\$ 78,598	
	Court Facilities Land, Buildings and Improvements	\$ 902	\$ 3,342	\$ 1,965	\$ (1,377)	18
	Custody Facilities Land, Buildings and Improvements	6,090	75,785	12,026	(63,759)	19
	Office and Information Technology	2,176	5,049	4,074	(975)	20
	Minor Capital Expense - Courts	595	750	814	64	
	Total Capital and Improvements (U03)	\$ 9,763	\$ 84,926	\$ 18,879	\$ (66,047)	
	Total Expenditure	\$ 805,924	\$ 886,561	\$ 937,180	\$ 50,619	
	Less: Capital Asset Acquisitions	(7,211)	(84,176)	(15,468)	68,708	21
	Add: Non-Appropriated Expense Adjustment	6,757	8,596	8,016	(580)	22
	Less: Loss on Disposal				-	23
	Less: Inventory Accrual	(1,577)			-	24
	Less: Prepaid Expenses	(463)			-	
	Total Expense	\$ 803,430	\$ 810,981	\$ 929,728	\$ 118,747	

Explanation of major variances

1. Decreased salary costs due to vacancies.
2. Decreased demand for additional offsite courtrooms to address pandemic-related social distancing for trials.
3. Increase is primarily associated with pandemic-related staffing pressures.
4. Decreased salary costs due to the reduction in the number of relief judges required.
5. Decreased salary and operating costs.
6. Decreased salary costs, operating expenses and transfers.
7. Decreased operational expenses.
8. Decreased transfer payments and operational expenses.
9. Increased salary costs and operating pressures.
10. Increased salary and operational pressures.
11. Increased salary pressures related to staffing and overtime, largely due to higher than budgeted inmate counts.
12. Decreased salary costs due to vacancies.
13. Increased payments to municipal police forces.
14. Increase for retroactive Collective Bargaining Agreement salaries for members that fall to the Province by operation of the Provincial Policing Services Agreement.
15. Salary and operating costs.
16. Increased costs associated with pandemic and wildfire pressures.
17. Increased PDAP payments.
18. Decreased expenditure on the J-STAR and video conferencing projects due to delays.
19. Planning and material availability delays resulted in decreased expenditures on the Remand facility, Admitting Unit and Urban Camp replacement at the Saskatoon Correctional Centre, the province-wide locking mechanisms replacement, contraband detection equipment installation and cultural program buildings.
20. Decreased expenditures on capital projects, including IJIMS enhancements and eJustice, due to project delays.
21. Less capital asset acquisition due to the delay of some capital projects (see notes 19 and 20).
22. Decreased amortization expenses due to delays in the completion of capital projects (see note 21).

2021-22 Financial Results – Revenues

The justice system collects revenues related to the fines, licenses, and service fees on behalf of the government and it receives funding from the federal and municipal governments. The federal and municipal payments are related to Legal Aid, municipal policing, and other cost-sharing 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		Actual		Notes
	Budget	Revenue	Variance		
Fines, Forfeits and Penalties	\$ 28,641	\$ 27,937	\$ (704)	1	
Sales, Services and Service Fees	16,851	21,057	4,206	2	
Federal/Provincial Agreements	19,695	21,585	1,890	3	
Municipal Agreements	22,453	23,205	752	4	
Proceeds from Other Funds	20,426	30,533	10,107	5	
Other Miscellaneous Revenue	1,572	78,092	76,520	6	
Ministry Revenue	\$ 109,638	\$ 202,409	\$ 92,771		

Explanation of major variances

1. Lower than anticipated revenue from court levied fines and penalties, such as late payment fees.
2. Higher than anticipated revenue from the Public Trustee and surrogate courts, as well as local registrars and sheriffs.
3. Higher than anticipated transfer revenues for the prisoner exchange and offender programs with the federal government.
4. Higher than anticipated revenues from policing programs, principally rural policing.
5. Dividend from FCAA higher than budgeted.
6. Higher than anticipated reimbursement for disaster expenses.

Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>.