

Annual Report

2023-24

Ministry of Corrections, Policing and Public Safety

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Saskatchewan 

Letters of Transmittal



The Honourable Paul Merriman
Minister of Corrections,
Policing and Public Safety

Office of the Lieutenant Governor of Saskatchewan:

I respectfully submit the Annual Report for the Ministry of Corrections, Policing and Public Safety for the fiscal year ending March 31, 2024.

A handwritten signature in blue ink that reads "Paul Merriman".

Paul Merriman
Minister of Corrections, Policing and Public Safety



Denise Macza
Deputy Minister of
Corrections, Policing and
Public Safety

The Honourable Paul Merriman
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, 2024.

A handwritten signature in blue ink that reads "Denise Macza".

Denise Macza
Deputy Minister of Corrections, Policing and Public Safety

Ministry Overview

Mandate

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

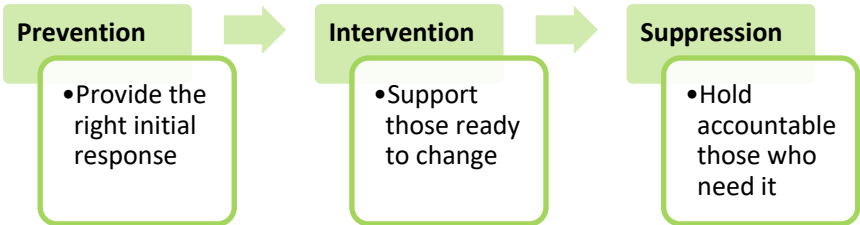
Mission

The Ministry delivers programs and services to help ensure safe communities, safe facilities, and a safe and engaged workforce.

Vision

All people in Saskatchewan live in safe communities.

Pillars



Progress on Goal: Safe Communities, Safe Facilities, Safe and Engaged Workforce

Our goal is to create and maintain safe and secure communities in Saskatchewan. We understand public safety is of the utmost importance, and this is why we are committed to providing targeted prevention, intervention, and suppression initiatives. We strive to collaborate and work in partnership with stakeholders to ensure community safety. We are always reviewing and evolving our services to ensure we provide an effective and appropriate policing and public safety response. We continue to modernize our correctional system to ensure communities, staff and offenders are secure and safe.

Strategy - The approach we will take to achieve our goal:

Evolve public safety and protective services for today and into the future.

Key Actions - What we will do to get there:

- Create the Saskatchewan Marshals Service to provide an additional law enforcement presence to respond to areas with high crime rates, apprehend offenders with outstanding arrest warrants, provide support to other police agencies and investigate farm-related offences such as trespassing, and cattle and chemical theft.
 - In November 2023, legislation was introduced to lay the foundation of the Saskatchewan Marshals Service. *The Police (Miscellaneous) Amendment Act, 2023* designates the Saskatchewan Marshals Service as a police service in Saskatchewan and sets out the details and processes for the services structure, operation, and governance. The Chief Marshal was appointed on January 1, 2024. The sections of *The Police (Miscellaneous) Amendment Act, 2023* operationalizing the Saskatchewan Marshals Service came into force on July 1, 2024.
- Expand the Warrant Enforcement and Suppression Teams and Crime Reduction Teams to continue targeted enforcement initiatives.
 - The Warrant Enforcement and Suppression Teams have been expanded to include a team in Prince Albert. The Crime Reduction Team has been expanded to include a team in the Battleford region. The total number of Crime Reduction Teams in the province is 10 and the total number of Warrant Enforcement and Suppression Teams in the province is two.
- Create a Warrant Intelligence Team to work with other government agencies to collect information to support the police in apprehending prolific violent offenders with active warrants and suspend their benefits such as income support and social housing.

- *The Warrant Compliance Act* came into force November 1, 2023, and the Warrant Intelligence Team began operations. The team is working in partnership with other Ministries, Crown corporations, and police services.
- Enhance the Internet Child Exploitation (ICE) Unit to continue to address sexual exploitation of children and youth.
 - The Saskatchewan ICE Unit received additional funding to support operations by adding a supervisory oversight position to assist leading a team of specialized investigators to navigate complex IT and interpersonal investigations.
- Increase capacity of Saskatchewan’s RCMP Operational Communications Centre to meet growing needs.
 - Funding was increased so the RCMP could hire five additional telecommunications operators to answer an increasing number of 911 and other calls for service.
- Invest in the Saskatchewan Police College to meet increased demand for training, recruitment, information technology, and managing operational resources.
 - The Saskatchewan Police College added three new full-time positions to support police training. The College modernized and expanded specialized in-service police courses, such as executive leadership and investigative technique courses.
- Expand the Police and Crisis Teams to meet the increased demand for specialized policing responses to people experiencing mental health crises in Saskatoon and Regina
 - Funding was increased through the Municipal Police Grant program so Regina and Saskatoon police service could each add another funded member to their Police and Crisis Teams. This brings the total funded Police and Crisis Team positions to (12) in: Saskatoon (3), Regina (3), Moose Jaw (2), Prince Albert (1), Estevan (1), Yorkton (1) and North Battleford (1).
- Fund the Saskatchewan Public Safety Agency.
 - Although SPSA funding comes through the Ministry of Corrections, Policing and Public Safety, the Agency is managed as a separate entity and publishes its own annual report.

Strategy - *The approach we will take to achieve our goal:*

Partner with community and Indigenous organizations to provide pathways from the criminal justice system.

Key Actions - *What we will do to get there:*

- Support the Saskatoon Tribal Council to operationalize the ikwēskīcik iskwēwak program that provides female offenders with safe and successful reintegration back into communities. ikwēskīcik iskwēwak is Cree for “women turning their life around” and is pronounced ah-gwee-ski-chick isk-way-wuk.
 - The program provides release planning support while participants are incarcerated and offers residential support and daily activities for participants, such as smudging, Elder support, counselling and workshops.
 - The program completed 118 intakes and accepted 52 clients in 2023-24.

- Develop reintegration programs delivered exclusively by First Nations persons to support those leaving incarceration at the Saskatoon Correctional Centre.
 - In partnership with the Saskatoon Tribal Council (STC), the Ministry developed an Indigenous culturally based program to meet the needs of Indigenous offenders at Saskatoon Correctional Centre Urban Camp. The focus of this three-year pilot program includes traditional Elder, ceremony and medicine teachings, land-based learning, and culturally informed rehabilitative practices. The program is called sîtoskatôwin—Saulteaux for “supporting one another” and is pronounced see-too-skah-toa-win. It aligns with Ministry goals to support safe and successful reintegration of offenders to reduce returns to custody.
- Establish responsive, community-based policing models to meet the needs of First Nations communities.
 - The Ministry continued its partnership with the Prince Albert Grand Council on a feasibility study to explore new, community-oriented ways to deliver police services and improve safety in First Nations communities.
- Implement community consultative groups to support governance and strengthen First Nation community relationships with the RCMP.
 - The number of Community Consultative Groups in Saskatchewan rose by 55 per cent. As of March 31, 2024, there are 29 First Nations communities which either have active groups or are in the process of re-establishing them. The consultative groups are a critical asset for better communication and relationship building at the community level between the Ministry, RCMP and First Nations.

Strategy - *The approach we will take to achieve our goal:*

Focus on correctional service fundamentals.

Key Actions - *What we will do to get there:*

- Implement new technology to increase the effectiveness of bail supervision.
 - Community Corrections completed procurement and planning for a mobile app to remotely supervise persons on judicial interim release.
 - The mobile app assists community corrections staff to manage the increasing number of persons on judicial interim release.
- Maintain the Dedicated Substance Abuse Treatment Units in correctional centres by providing support and treatment to offenders dealing with addiction issues.
 - In 2023, 95 participants completed the program at Regina Correctional Centre, 53 participants completed the program at Pine Grove Correctional Centre, 39 participants completed the program at Prince Albert Correctional Centre, and 109 participants completed the program at Saskatoon Correctional Centre.
- Enhance videoconferencing to support remote court appearances and reduce escort and supervision costs.
 - Court appearances via videoconferencing increased to 33.1 per cent. This is an increase from 31.3 per cent in 2022 and 29.8 in 2021.
- Operationalize the Inmate Health Records System in correctional facilities.

- A new electronic health records database was implemented across all provincial correctional centres. The new database is a single source of information for patients in correctional facilities and increases the quality and timeliness of patient care.
- Continue the construction of the remand centre expansion at the Saskatoon Correctional Centre.
 - The Saskatoon Remand Centre was 75 per cent complete as of March 31, 2024, and it is on track to open summer 2025.
- Operationalize the Urban Camp program at Saskatoon Correctional Centre.
 - In April 2023, the new Urban Camp at the Saskatoon Correctional Centre opened. The facility provides 50 reduced custody beds with additional recreational space and two dedicated programming rooms to accommodate specific programming needs, which include cultural programs.

Strategy - *The approach we will take to achieve our goal:*

Recruit and retain employees.

Key Actions - *What we will do to get there:*

- Establish a unit responsible for recruitment and training.
 - The Workforce Planning and Development Branch was established to provide additional resources to increase recruitment and training.
- Support physical and psychological wellness in the workplace.
 - In September 2023, new psychological wellness in the workplace online training was rolled out.

Performance Measure Results:

Employee Engagement Index (EEI) scores

To directly address opportunities for improvement stemming from the Employee Engagement Index scores survey, each correctional facility in the province is creating a specialized action plan. In addition to local Union Management Committees, the Ministry has a Provincial Union Management Committee that meets throughout the year to work on initiatives to work on operational and employment initiatives.

Facility incidents

The Ministry continues to focus on staff training on force options, appropriate inmate placement and classification, and embedding security intelligence officers in all facilities.

Psychological and physical safety scores

The Ministry recorded a 1.4 per cent increase in physical safety climate and a 1.5 per cent increase in psychological safety climate from previous years.

Financial Summary

The Ministry of Corrections, Policing and Public Safety's appropriation was \$615.4 million. Since all capital acquisitions and amortization expense adjustments pertaining to CPPS were allocated in Integrated Justice Services, the Ministry's total expense remained at \$615.4 million.

For 2023-24, actual expenditures were \$680.7 million; a variance of \$65.4 million higher than the original budget.

The increased costs are largely attributable to:

- \$31.6 million related to Custody Services and Program Support resulting from salary costs and operating expenses due to the higher than budgeted inmate numbers;
- \$28.7 million for the Saskatchewan Public Safety Agency related to variable costs for wildfire responses and evacuation costs, as well as Provincial Disaster Assistance Program claims;
- \$8.7 million for the RCMP, resulting from the Provincial Police Services Agreement (PPSA) and the First Nations Community Safety Officer (FNCSO) Pilot Program; and
- \$2.9 million for the Provincial Protective Services Branch related to higher than anticipated Provincial Public Safety Telecommunications Network dispatching fees, salary costs and the new Complex Needs Shelter Program.

The increased costs were offset by net savings of \$6.6 million. The most significant savings were related to the Saskatchewan Marshals Service (\$4.9 million) and vacancy savings in Community Corrections (\$1.7 million).

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

A project had an expenditure that unanticipatedly achieved the capital threshold, leading to capital acquisitions of \$0.4 million with an associated amortization expense of \$44,000.

The 2023-24 revenue budget was \$47.2 million. Actual revenue was \$81.0 million; \$33.8 million greater than budget. The increased revenue is primarily attributable to:

- \$28.2 million increase in payments from the federal government for utilization-based federal offender programming;
- \$3.2 million increase in payments from municipalities for policing services; and
- \$2.3 million increase in other revenue variances.

Expense Summary

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.

Ministry of Corrections, Policing and Public Safety

Expense Actuals

Sub-vote	Allocation	2022-23 Restated Actuals	2023-24 Original Estimates	2023-24 Actual Expenditure	Variance	Notes
	Ministers' Salaries (Statutory)	\$ 53.00	\$ 56.00	\$ 54.00	\$ (2.00)	
	Executive Management	\$ 922.00	\$ 883.00	\$ 1,041.00	\$ 158.00	
Total Central Management and Services (CP01)		\$ 975.00	\$ 939.00	\$ 1,095.00	\$ 156.00	
	Saskatchewan Public Safety Agency	\$ 126,503.00	\$ 91,773.00	\$ 120,460.00	\$ 28,687.00	1
	Provincial Disaster Assistance Program	\$ 21,982.00	\$ -	\$ -	\$ -	
Total Public Safety (CP06)		\$ 148,485.00	\$ 91,773.00	\$ 120,460.00	\$ 28,687.00	
	Saskatchewan Police Commission	\$ 379.00	\$ 348.00	\$ 346.00	\$ (2.00)	
	Saskatchewan Police College	\$ 1,408.00	\$ 1,755.00	\$ 1,978.00	\$ 223.00	
Total Saskatchewan Police Commission (CP12)		\$ 1,787.00	\$ 2,103.00	\$ 2,324.00	\$ 221.00	
	Custody Services	\$ 174,532.00	\$ 158,202.00	\$ 188,487.00	\$ 30,285.00	2
	Community Corrections	\$ 27,110.00	\$ 30,475.00	\$ 28,743.00	\$ (1,732.00)	3
	Program Support	\$ 8,778.00	\$ 8,299.00	\$ 9,569.00	\$ 1,270.00	4
	Correctional Facilities Industries - Subsidy	\$ 56.00	\$ -	\$ -	\$ -	
Total Custody, Supervision and Rehabilitation Services (CP13)		\$ 210,476.00	\$ 196,976.00	\$ 226,799.00	\$ 29,823.00	
	Police Programs	\$ 21,735.00	\$ 22,353.00	\$ 22,189.00	\$ (164.00)	
	Royal Canadian Mounted Police	\$ 236,703.00	\$ 246,864.00	\$ 255,530.00	\$ 8,666.00	5
	Program Support	\$ 1,552.00	\$ 1,387.00	\$ 1,367.00	\$ (20.00)	
	Provincial Protective Services	\$ 46,004.00	\$ 45,979.00	\$ 48,869.00	\$ 2,890.00	6
	Saskatchewan Marshal Service	\$ -	\$ 7,000.00	\$ 2,100.00	\$ (4,900.00)	7
Total Policing and Community Safety Services (CP15)		\$ 305,994.00	\$ 323,583.00	\$ 330,055.00	\$ 6,472.00	
Total Expenditure		\$ 667,717.00	\$ 615,374.00	\$ 680,733.00	\$ 65,359.00	
	Less: Capital Asset Acquisitions	\$ -	\$ -	\$ (435.00)	\$ (435.00)	
	Add: Non-Appropriated Expense Adjustment	\$ -	\$ -	\$ 44.00	\$ 44.00	
Total Expense		\$ 667,717.00	\$ 615,374.00	\$ 680,342.00	\$ 64,968.00	

Notes:

Explanation of major variances

- Over expenditure due to unplanned wildfire and evacuation activities, power-outage food loss compensation, and settlement of Provincial Disaster Assistance Program claims.
- Over expenditure related to higher than anticipated numbers of inmates throughout the year, resulting in increased costs for salaries (including overtime), hospital and escort shifts, and offender clothing, food, and other basic necessities.
- Under expenditure primarily due to recruitment and labour market availability issues.
- Increased costs associated with third-party programming delivered by community based organizations to assist with inmate rehabilitation.
- Increased operational costs related to overtime, training, equipment and accommodations.
- Over expenditure related to increased PPSTN costs, salaries and costs associated with the new Complex Needs Shelter Program.
- Under expenditure associated with recruitment and supply chain issues.

Detailed payee information will be published in Volume 2 of the 2023-24 Public Accounts.

Revenue Summary

The Ministry of Corrections, Policing and Public Safety collects revenues related to the fines, licenses, and service fees on behalf of the Government and receives funding from the federal government. The federal and payments are related to Intensive Rehabilitative Custody and Supervision program, the Provincial Disaster Assistance Program 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.

Ministry of Corrections, Policing and Public Safety Revenue

	Revenue Budget	Actual Revenue	Variance	Notes
Sales, Services and Service Fees	73	145	\$ 72	
Federal/Provincial Agreements	14,827	43,060	\$ 28,233	1
Municipal Agreements	23,050	26,229	\$ 3,179	2
Proceeds from Other Funds	3,060	3,188	\$ 128	
Other Miscellaneous Revenue	6,228	8,440	\$ 2,212	3
Ministry Revenue	\$ 47,238	\$ 81,062	\$ 33,824	

Notes:

Explanation of major variances

- 1 Higher than anticipated transfer revenues for Intensive Rehabilitative Custody and Supervision Program, the Disaster Financial Assistance Arrangements and other cost-shared agreements with the federal government.
- 2 Higher than anticipated revenue from municipalities for the provision of policing.
- 3 Higher than anticipated casual revenue.

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