

**LegalAid**  
EST.1974 SASKATCHEWAN

**2017 - 2018**  
**ANNUAL REPORT**

<b>Letters of Transmittal</b>	<b>1</b>
<b>Organizational Profile and Mandate</b>	<b>2</b>
<b>Members of the Commission</b>	<b>3</b>
<b>Organizational Structure</b>	<b>4</b>
<b>Who is served by LAS?</b>	<b>5</b>
<b>Message from Chief Executive Officer</b>	<b>6</b>
<b>Strategic Planning Report</b>	<b>8</b>
<b>Management's Responsibility for Financial Statements</b>	<b>14</b>
<b>Independent Auditor's Report</b>	<b>15</b>
<b>Audited Financial Statements</b>	<b>16</b>
<b>Glossary of Terms</b>	<b>27</b>
<b>Offices of Legal Aid Saskatchewan</b>	<b>Inside Back Cover</b>



His Honour  
The Honourable W. Thomas Molloy, O.C. SOM Q.C.  
Lieutenant Governor of the Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of  
The Saskatchewan Legal Aid Commission for the year ending  
March 31, 2018.

Respectfully submitted,

A handwritten signature in black ink that reads "Don Morgan". The signature is written in a cursive, flowing style.

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



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

Dear Mr. Morgan:

It is my pleasure to forward to you the Annual Report of The Saskatchewan  
Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of  
the Commission in the 2017-2018 fiscal year.

Respectfully submitted,

A handwritten signature in black ink that reads "Michelle Ouellette". The signature is written in a cursive, flowing style.

Michelle Ouellette, Q.C.  
Chairperson

## Legislative Mandate

*The Legal Aid Act and The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission, also known as Legal Aid Saskatchewan (LAS).

## Vision

Fair, balanced and respectful justice for the people of Saskatchewan.

## Mission

We provide accessible and professional legal services in criminal and family law to eligible people.

## Values

LAS is committed to acting in accordance with the following values:

- Accessibility – We strive to serve those who need us.
- Collegiality – We work together for a common purpose.
- Compassion – We empathize and care within professional boundaries.
- Ethical – We act with integrity and respect.
- Fair – We treat people fairly and fight to have our clients treated fairly by the justice system.
- Independent – We are an independent, yet integral, part of the justice system.
- Professional – We are committed, skilled and responsible.

## Strategic Priorities

**Strong Leadership** – Leadership is focused on organizational and big picture challenges for our organization and the justice system as a whole. The structure of leadership aligns with LAS’s mission, vision and values.

**Organizational Health** – Employees are responsible for and accountable to the organization’s mission, vision and values. Everyone works to achieve the organizational goals. Everyone is appreciated and respected. LAS is known as a great place to work.

**High-Quality, Client-Focused Service** – LAS provides every client with high quality service aligned with our organizational values. Staff have the resources available to them to provide high-quality service. We are easy to find and respond in a timely manner.

## Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients if the matter falls within LAS’s range of services and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at all 99 Provincial Courtrooms and circuit points.

Legal advice through the “Brydges Line” is available to those arrested or detained, regardless of financial status.

Summary advice and information may be provided to anyone by a LAS lawyer about a wide range of matters if they involve no more than a brief interview or telephone call.

## Financial Eligibility

Applicants are financially eligible for service if:

- They are receiving income from Social Assistance, Band Assistance or the Saskatchewan Assured Income for Disability programs; or
- Their financial resources are at Social Assistance levels; or
- The costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

## Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer model for providing legal services to most of its clients. In 2017/18, staff lawyers handled 85% of the full-service cases. Private bar lawyers handled the remainder, usually due to conflicts of interests from past service.

At March 31, 2018 LAS had 154 staff positions located in 15 offices throughout the province. A complete list of offices is available on the back cover of this report.

LAS has a unionized workplace with 86% of the staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 14%.

LAS is committed to hiring practices that will assist our organization in meeting the employment equity goals set by the Saskatchewan Human Rights Commission (SHRC) as follows:

SHRC Desired Employment Profile	LAS Employment Profile
14% Self-Declared Indigenous People	17.1% Self-Declared Indigenous People
12.4% Persons with Disabilities	6.1% Persons with Disabilities
46% Women in Underrepresented Occupations	47.4% of management; 58.4% of lawyers
6.6% Members of a Visible Minority Group	4.9% Members of a Visible Minority Group

## Members from April 1, 2017 to March 31, 2018

*The Legal Aid Act* provides for the appointment of ten Commissioners – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice appointed by the Minister of Justice and Attorney General, and one member who is an employee of the Ministry of Social Services appointed by the Ministry of Social Services.



**MICHELLE OUELLETTE, Q.C.**  
Chair, Saskatoon  
*Appointed by the Lieutenant Governor in Council*



**KYLIE HEAD, Q.C.**  
Vice-Chair, Regina  
*Appointed by the Ministry of Justice*



**KEARNEY HEALY, Q.C.**  
Saskatoon  
*Appointed by the Lieutenant Governor in Council*



**VALERIE MACDONALD, Q.C.**  
Regina  
*Appointed by the Law Society of Saskatchewan*



**KATHLEEN MAKELA**  
Saskatoon  
*Appointed by the Lieutenant Governor in Council*



**LEON MCNAB**  
Punnichy  
*Appointed by the Lieutenant Governor in Council*



**SANDRA PELLETIER**  
Ile a la Crosse  
*Appointed by the Lieutenant Governor in Council*



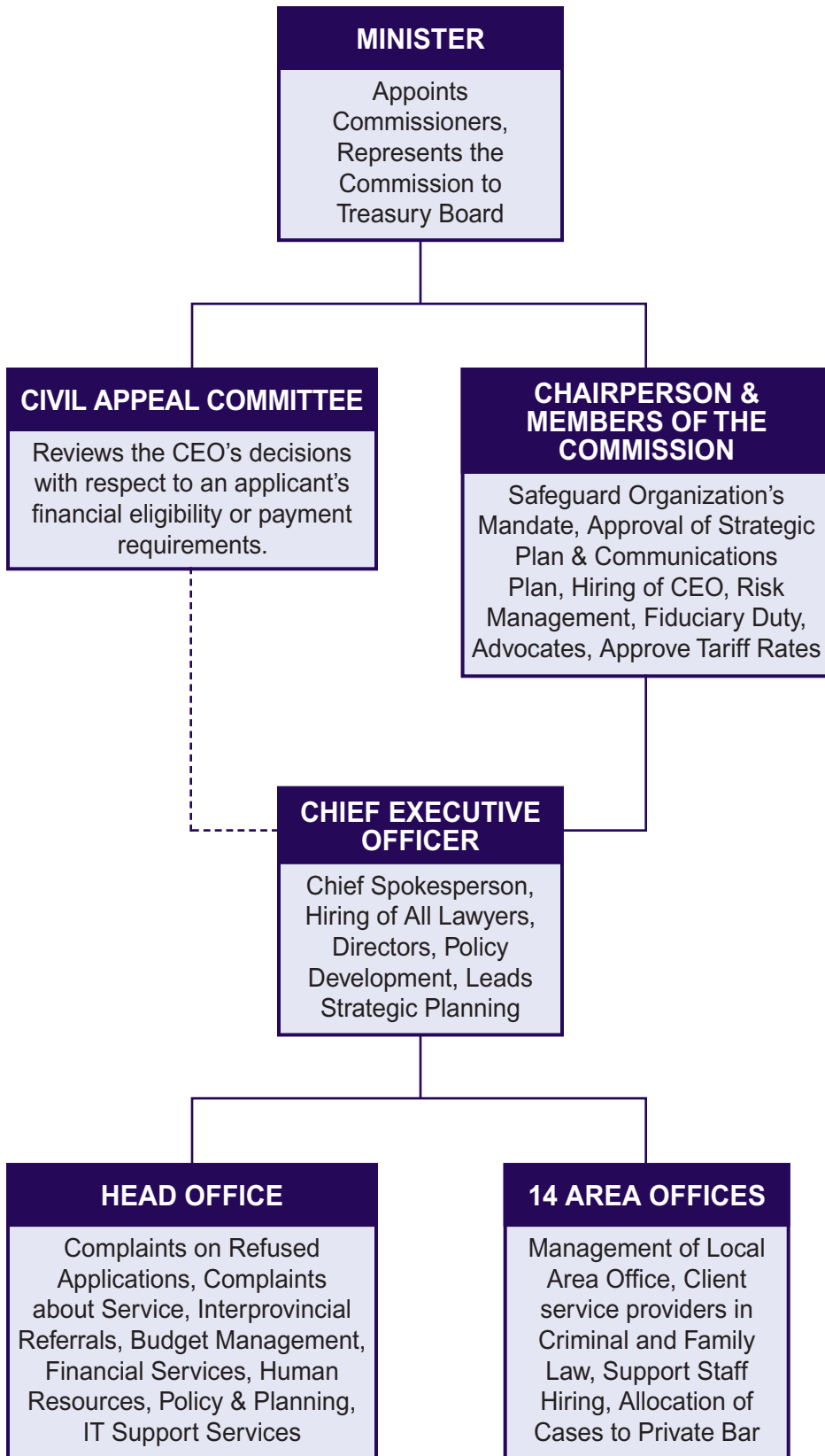
**CHIEF JOANNE ROY**  
Beauval  
*Appointed by the Lieutenant Governor in Council*



**GARRY PREDIGER**  
Saskatoon  
*Appointed by the Ministry of Social Services*



**RAY WIEBE**  
Saskatoon  
*Appointed by the Law Society of Saskatchewan*



**Management Team**  
as of March 31, 2018

**Craig W.J. Goebel**  
Chief Executive Officer

**Jerome Boyko**  
Director of Finance and  
Information Technology

**Dona Jones**  
Director of Human Resources

**Kyla Shea**  
Director of Planning and  
Administration

**David Andrews, Q.C.**  
Director, Regina Rural Area Office

**Kimberly Earing, Q.C.**  
Director, Northern Area Office

**Robert Grimsrud**  
Director, South East Area Office

**Josh Seib**  
Acting Director, Yorkton Area Office

**Joanne Khan**  
Director, Saskatoon Criminal  
Area Office

**Janice Lawrence, Q.C.**  
Director, Battlefords Area Office

**Adrian McBride**  
Director, Swift Current Area Office

**Rosanne Newman, Q.C.**  
Director, Meadow Lake Area Office

**Murray Pelletier**  
Director, Saskatoon Rural Area  
Office

**Loree Richardson**  
Director, Melfort Area Office

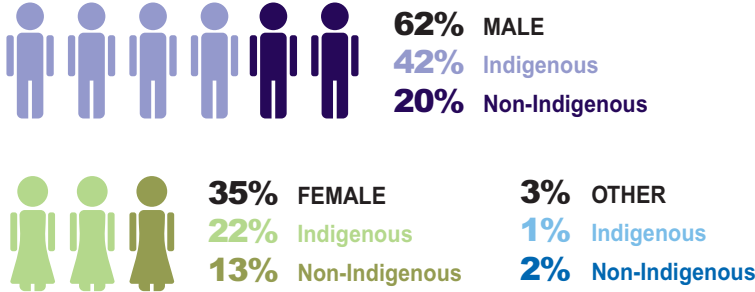
**Kelly Shaw**  
Director, Saskatoon Family Area  
Office

**Mervyn Shaw, Q.C.**  
Director, Moose Jaw Area Office

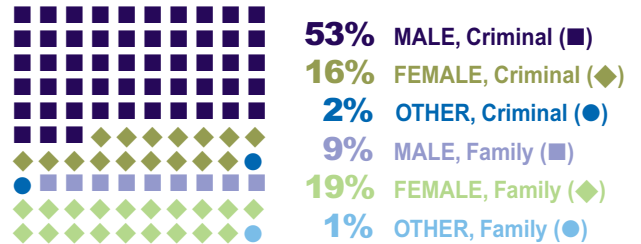
**James Struthers, Q.C.**  
Director, Regina City Area Office

The following information is for full-service applications. It does not include duty counsel service, duty counsel advice or summary advice, as we do not collect this demographic information as part of the eligibility process for those services. Individuals who applied more than once for Legal Aid are counted per application.

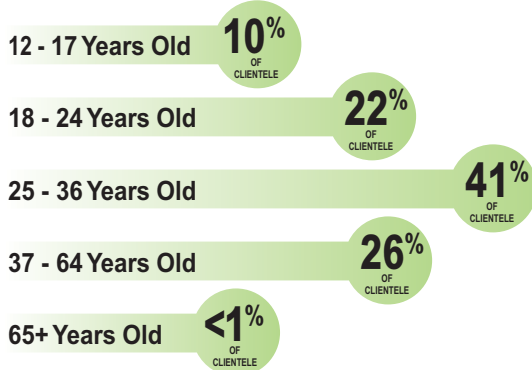
## GENDER & SELF IDENTIFICATION



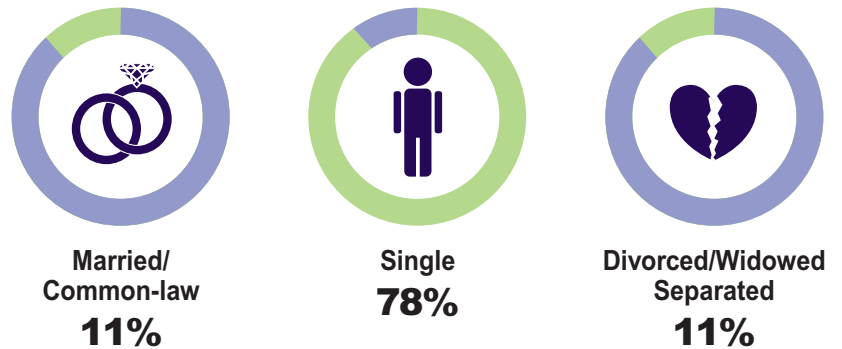
## GENDER & MOST RECENT TYPE OF FILE



## AGE



## MARITAL STATUS



## DEPENDENTS





**CRAIG W.J. GOEBEL**  
CEO

On behalf of Legal Aid Saskatchewan's employees, I thank the Commission Chairperson, Michelle Ouellette, Q.C. and members for their commitment to Legal Aid and the people of Saskatchewan and for their willingness to offer their knowledge and insight, to help us deliver high-quality, client-focused

service and have a healthy organization. We appreciate the help and support of the Ministry of Justice and Minister Don Morgan, Q.C., who succeeded Gordon Wyant, Q.C. and Glen Gardner, Q.C., the Deputy Minister.

Legal Aid Saskatchewan continues to think and work in innovative ways, to examine and update our policies and procedures, thereby ensuring we are delivering services to our clients in the

THE FEDERAL AND THE PROVINCIAL GOVERNMENTS WANT MORE FISCAL AND PERFORMANCE ACCOUNTABILITY AND ARE ASSIDUOUSLY SETTLING DEFINITIONS, MEASURES AND REPORTS.

most effective ways we can. From the Commission members, through management, legal directors and staff, again this year, everyone has had opportunities, via strategic planning,

consultations and work-related conversations, to improve processes that serve our Mission and help achieve our goals.

The federal and the provincial governments want more fiscal and performance accountability and are assiduously settling definitions, measures and reports. For their and our own purposes, LAS is striving to record data more accurately and use it effectively to make decisions to improve our client service and the work of staff.

Two years ago, the Provincial Auditor made five recommendations to improve how we deliver legal aid services. We will report our progress for how we implement and sustain our programs, such as: dealing with clients promptly; implementing

best practices for file handling directives and documents for lawyers and support staff and building a performance management program for lawyers, all in pursuit of for being more productive and effective.

The Planning and Administration and Finance and IT Directors implemented many improvements to our data system (LAIN 2.0) and developed and implemented a new IT and equipment strategic plan, with financial help from The Law Foundation of Saskatchewan. Our human resources department has led management's bargaining team working constructively with the union bargaining team toward a new collective agreement; by building a better work environment, we enhance client service.

This year we continued doing lawyers' compulsory education and staff training via webinars and telephone calls. While these modes effectively deliver necessary information – and save a substantial amount of money by not having an in-person conference, we will endeavor to reconnect offices' staff and enhance organizational adhesion through a conference in due course.

We still need to consult more with our private bar lawyers, our clients and the leaders of our client groups. Planning to do that is underway, as are consultations about how we can more meaningfully respond to the Truth and Reconciliation Commission's calls to action for the justice sector and legal aid. For example, because of the still-increasing incarceration of Indigenous People, to help defence counsel and Gladue Report writers prepare sentencing submissions that respond more directly to our clients' needs and rights, over the last three years we worked with the University of Saskatchewan's History Department to build an easily-accessible, academically-sound database of historical facts about 'settler colonization' and it's awful outcomes. It is ready for use.

Legal Aid has been involved with governments and justice leaders to make improvements to the system. Because of the need to reduce the still-growing number of accused people on remand, we



continue have duty counsel working on Sundays to provide service to accuseds in Saskatoon and Prince Albert; while Legal Aid has been and is

THE PURPOSE OF PROVIDING LEGAL AID TO LOW-INCOME PEOPLE WHO CANNOT AFFORD FULL LEGAL REPRESENTATION IS TO GET THEM REASONABLE OUTCOMES, WHILE ENSURING FAIRNESS IN THE JUSTICE SYSTEM.

ready to go in Regina, systemic problems prevent such work from starting.

Our employees and private lawyer colleagues serve their clients with dedication and compassion. Head Office staff and

directors and Legal Directors who manage their offices and do file work, all often go beyond their regular duties and produce significant dividends. Thanks go to all of them.

For the Commission, thanks to the employees who retired this year for your years of dedicated effort and for those who arrived, best wishes that you enjoy contributing to our important endeavours. The names of those in each group are noted in the accompanying chart.

## LAS STRATEGIC PRIORITIES 2017-2020

### Strong Leadership (SL)

Leadership is focused on organizational and big picture challenges for our organization and the justice system as a whole. The structure of leadership aligns with LAS's mission, vision and values.

### Organizational Health (OH)

Employees are responsible and accountable to the organization's mission, vision and values. Everyone works to achieve the organizational goals. Everyone is appreciated and respected. LAS is known as a great place to work.

### High-Quality, Client-Focused Service (HCS)

LAS provides every client with high quality service aligned with our organizational values. Staff have the resources available to them to provide high-quality service. We are easy to find and respond in a timely manner.

The purpose of providing legal aid to low-income people who cannot afford full legal representation is to get them reasonable outcomes, while ensuring fairness in the justice system. Legal Aid Saskatchewan strives to be a cooperative, collegial partner with other service providers and stakeholders. We thank all those with whom we work for their collaboration and good will.

### Employees Who Retired in 2017/18

Lynda Bordessa  
 Brenda Dahlby  
 Barbara Kirkham  
 May Kowalik  
 Geri Larson  
 Vesna Morris  
 Norma Sim, Q.C.

### New Employees in 2017/18

Christina Abbott  
 Connie Alley  
 Susan Charles  
 Jeannie Clarke  
 Meara Conway  
 Julia Crook-Devitt  
 Lorne Fagnan  
 Joy Gao  
 Lindsay Hjorth  
 Omer Khayyam  
 Julie Knox  
 Jock Kriegler  
 Sherry McGratten  
 Christoph Meier  
 Susan Near  
 Dot Oleksuik  
 Julia Quigley  
 Loree Richardson  
 Brittany Sperling  
 Angie Wall

On December 1, 2017, the Commission approved a new Strategic Plan for 2017 – 2020. This plan had been under development for many months and was the result of considerable work and input from the Commissioners and Legal Directors. While the Commission took ownership in creating the plan, they relied heavily on the excellent work done by our staff for the 2011-2014 plan and the 2014- 2017 plan.

The new Strategic Plan identifies three Strategic Priorities (Strong Leadership, Organizational Health and High-Quality, Client-Focused Service), numerous outcome and activity measures and eleven key projects to move LAS forward. The new plan is ambitious, but we have solid work and momentum from efforts to develop and implement action plans undertaken in the last year. The following pages provide an overview of the work accomplished to date and reports on the various measures.

Within the next three years, we must also finish the work begun in 2016 and 2017 to address the recommendations from the Provincial Auditor to make improvements in the following areas:

- setting expectations for quality and timely legal aid services;
- electronically capturing data on the status of case files to facilitate monitoring of lawyer caseloads; and
- annually evaluating the performance of staff lawyers.

This year, LAS completed the following activities:

- identified and publicly reported on Client Service Standards;
- developed and implemented Practice Directives, with requisite forms, for Criminal, Family and Duty Counsel Service files;
- developed and implemented a refresh of our electronic case and client management system (LAIN); and
- created and began implementation of a new multi-year IT Plan;

And continued to:

- develop and implement electronic time-tracking by file for lawyers and legal assistants;
- identify and address the root causes of the large number of family files in which clients lose contact before the legal work on the file is completed;

- update the Personnel Manual, Eligibility & Legal Services Delivery Manual, LAIN Manual and Governance Manual; and
- improve the average time that clients wait for their first meeting with a lawyer,

And began work on the following:

- creating instructions for when and how to close a file to ensure consistency within and among offices;
- linking LAS data from LAIN to data from the Provincial Court data system; and
- report on federally-identified outcome metrics for criminal law.

## Client Service Standards

LAS aims to achieve the following client service standards:

### **90% of clients see a lawyer within 3 weeks of being declared eligible for legal aid**

This metric only includes individuals who have applied for full-service representation in criminal and family law. Full-service representation requires that applicants have an income within our financial guidelines; have a legal matter within our range of service and the matter has merit.

2016/17: 70%

2017/18: 70%

- 40% of applicants spoke to a lawyer on the same day and 49% spoke to a lawyer within a week.

### **100% of online applications receive a response within 2 business days**

Applicants are welcome to complete our online financial test at any time. If the online calculator finds them eligible, they will receive a follow-up email within two business days from a staff member requesting additional information.

In 2017/18, the process for managing the online applications was changed. As a result, the timing of the response is anecdotal rather than recorded. From 2018/19 onward, the date the application is received and the date the response is sent are both tracked by the staff member managing the process.

2016/17: 100%

2017/18: not tracked

- estimated to be 89% based on the number of applications that were received after the process was changed.

**95% of complaints receive a response within two weeks**

This metric applies to all complaints received at Head Office. Within two weeks of receiving the complaint, a staff member at Head Office will have resolved the complaint or provided an update. LAS Head Office started tracking this metric in January 2018.

- 2016/17: not tracked
- 2017/18: 87% (based on 67 files received after January 1, 2018). 71% of decisions were sent within two weeks (based on 472 files received throughout the fiscal year).

**Other Outcome Measures**

**Employee Engagement Score within 5 of Benchmark**

Employee Engagement is a heightened emotional and intellectual connection that an employee has for their job, organization, manager, or coworkers that, in turn, influences them to apply discretionary effort to their work. LAS has used the TalentMap Employee Engagement survey in 2012 and 2015. LAS is benchmarked against other organizations of similar size in similar fields. The overall employee engagement score is based on six questions:

- I am proud to tell others I work for my organization.
- I am optimistic about the future of my organization.
- My organization inspires me to my best work.
- I would recommend my organization to a friend as a great place to work.
- My job provides me with a sense of personal accomplishment.
- I can see a clear link between my work and my organization’s long-term objectives.

**95% of lawyers with caseloads and time reporting with the accepted range**

LAS has used a formula to generate a “normalized” caseload for offices and lawyers. In this formula, a full-service criminal file is counted as 1. A family file is counted as 2 due to the greater amount of time required on average to complete family files. A duty counsel service file is counted as 0.5 due to the shorter nature of the service. A file in Therapeutic Court is counted as 0.67 as the work is similar to duty counsel but continues over a longer time period. As part of the 2017 – 2020 Strategic Plan, this formula, originally conceptualized in 1999 as part of a review of LAS (the Rosten Report), will be reviewed.

**TABLE 1: New Opened Files per Lawyer / Legal Director FTE**

2017/18	2016/17	2015/16	2014/15	2013/14
249	250	229	213	200

While LAS has seen an increase in the number of newly opened files per FTE, some of this growth is due to changes in how duty counsel service and therapeutic courts files are recorded within the database.

LAS staff lawyers complete a Time Activity Sheet (TAS) twice a month. As part of the 2017-2020 Strategic Plan, LAS staff lawyers will begin electronically recording time per file. This will allow time to be tracked by offence / problem (e.g. homicide, custody, assault, divorce, etc.).

This formula calculates the number of lawyers who carried a benchmark caseload and worked a reasonable number of hours for the year. It only includes lawyers who worked in the same Area Office the entire fiscal year and did not have caseload farmouts for illness. Expectations of hours of work are adjusted for those lawyers on the 26 EDO per year plan.

- 2016/17: 20% (12 of 59 permanent positions, 13 positions not included)
- 2017/18: 28% (14 of 50 permanent positions, 17 positions not included)

**10 days of sick leave per employee per year**

Similar to the Government of Saskatchewan, LAS has an employee sick leave performance metric. The two metrics differ in what types of leave are included in the definition of sick leave and whether it is calculated per employee or per full-time position. For the purpose of this metric, sick leave is defined as time away from work due to an illness of an employee (with or without pay) or a family member (with pay). To be included, the absence must be more than 0.25 of a day and less than 15 consecutive weeks. After 15 consecutive weeks, the employee is considered to be on Long-Term Disability. This metric does not include maternity, adoption,

TABLE 2		2017/18	2016/17	2015/16	2014/15	2013/14
Lawyers	(85)	7.74	8.2	10.5	8.3	8.3
Legal Assistants	(15)	27.79	32.8	17.6	17.4	17.4
Admin Staff	(57)	11.77	11.6	12.0	9.4	9.4
Out of Scope (Head Office Staff and Legal Directors)	(28)	4.5	6.2	13.7	5.5	5.5

paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; or jury duty.

2016/17: 11.22 days  
2017/18: 10.11 days

**85% of legal matters completed**

People who apply for LAS services are looking for resolution of their legal matters. Every lawyer assigned to a file is committed to taking the matter to completion. However, for a variety of reasons, before the legal matter is completed, clients may choose to terminate their LAS retainer by dismissing counsel or losing contact with the Office.

In late 2017, LAS instituted a new policy in which clients who choose to terminate the initial retainer could have a new lawyer if they agree to abide by certain conditions (e.g. maintain contact with the office, attend meetings and court, treat staff with respect). Previously, these individuals may have been denied LAS services and then applied for Court-Appointed Counsel. While this initially caused an increase in the number of files labelled as “counsel dismissed”, LAS believes that ultimately more individuals will remain with their Legal Aid counsel and fewer individuals will pursue Court-Appointed Counsel applications.

2016/17: 78%  
2017/18: 76%

**Activity Measures**

**Number of Charges**

As a new metric, LAS is reporting on the number of charges on new full-service criminal files opened and the number of charges resolved at the duty counsel stage in this fiscal year. Each file may have between one and 159 charges. Data for the two previous fiscal years is presented for comparison purposes.

TABLE 3	Full-Service Criminal Files		Duty Counsel Service Files	
	Number of Charges	Average per file	Number of Charges	Average per file
2015/16	52,497	7.7	N/A	N/A
2016/17	57,902	8.1	21,892	4.9
2017/18	54,059	3.9	22,351	4.9

Statistics Canada. Table 252-0053 Adult criminal courts, number of cases and charges by type of decision, annual. CANSIM. Accessed May 3, 2018

In Saskatchewan, on average, 36% of criminal charges are stayed or withdrawn by the Crown. In comparison, the national average is 33%. These are six-year averages (2011/12 – 2015/16).

**Number of Files Opened or Closed**

LAS has been reporting on the number of opened and closed files per fiscal period for many years. An opened file is one in which the applicant was found eligible for legal aid and attended at least one meeting with a lawyer. The legal matter may be ongoing or completed by the end of the fiscal year or the client may have chosen to abandon the file by stopping contact with the office or terminating counsel.

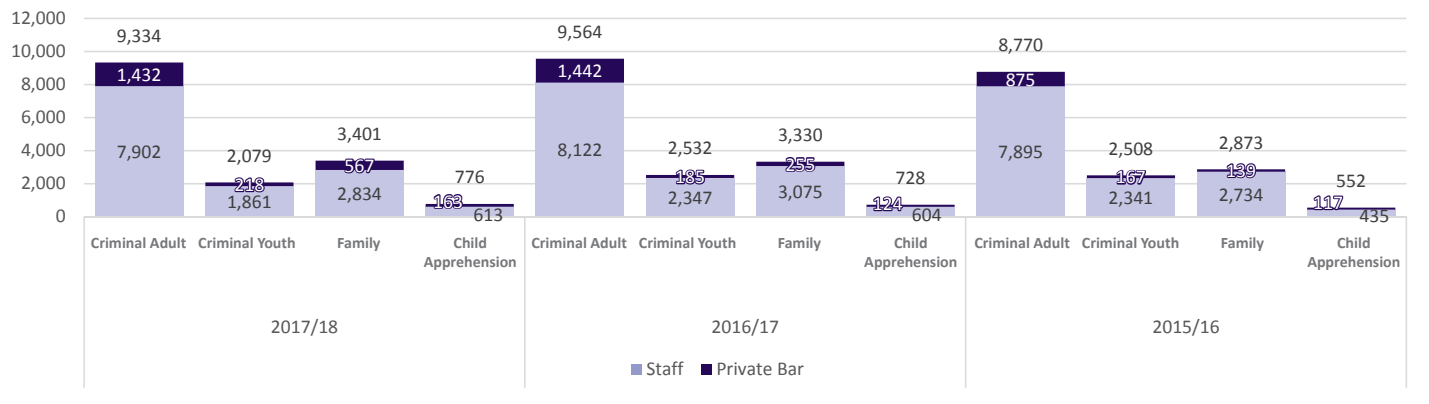
Opened files may be assigned to staff or private bar lawyers. A majority of files assigned to the private bar are due to conflicts of interest or short-term staff vacancies.

Criminal files are divided into adult and youth. Youth files have charges under *The Youth Criminal Justice Act*. Charges under all other Acts are considered adult files. Family files are divided into Family and Child Apprehension Files. Child Apprehension (also known as Child Protection) are files in which the Ministry of Social Services or one of its agencies has removed a child or children from their home, on either a temporary or permanent basis.

Duty Counsel Service is a short-term legal service provided to individuals held in custody. There are no financial or range of service limitations for this service. It is available to any individual in custody on criminal charges. The service consists of negotiating for release or guilty plea and sentencing, or conducting a show cause hearing (also known as a bail hearing). If the client’s matter is not resolved at the duty counsel service stage, they are encouraged to apply for full-service representation.

In 2016/17, LAS Management clarified how the closing of Duty Counsel Service files should be recorded. Files are differentiated based on whether or not the charges are concluded at the Duty Counsel Service stage by guilty plea or if the service is a negotiated release or show cause hearing. Of the Duty Counsel Service files opened in 2017/18, 45% of adult files and 41% of youth files were concluded by guilty plea. This is very comparable to the 2016/17 numbers which were 42% and 40% respectively.

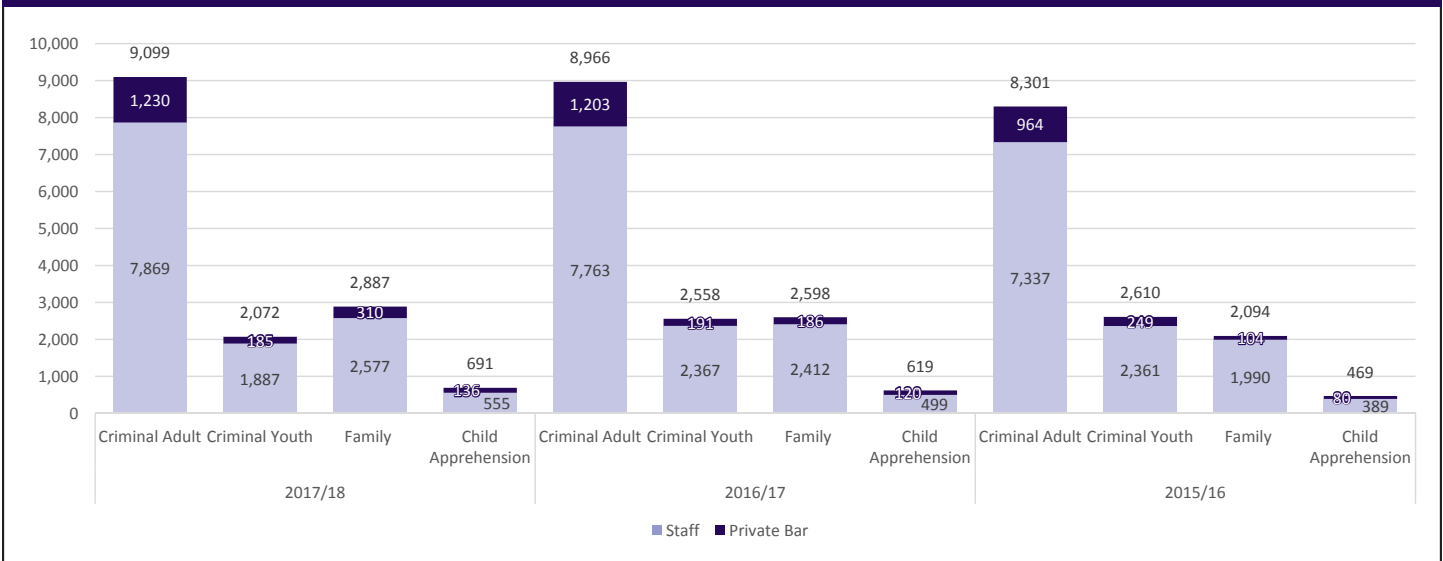
**FIGURE 1: New Full-Service Files Opened by Area Offices in Fiscal Year**



**TABLE 4: New Files by Type Opened by Area office in Fiscal Year**

	Criminal Adult		Criminal Youth		Family		Child Apprehensions		Therapeutic Court		Duty Counsel Service - Adult		Duty Counsel Service - Youth	
	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
Battlefords	723	808	153	199	154	191	46	55	65	75	921	996	139	178
Head Office	6	10		1	45	4	2							
Meadow Lake	819	729	120	131	140	209	43	37			694	605	68	67
Melfort	389	329	109	109	71	85	15	7			40	77	6	4
Moose Jaw	245	268	42	70	161	204	21	29	10	21	245	207	33	45
Northern	957	1,056	210	277	150	174	36	37			290	325	67	69
Prince Albert	995	1,168	241	311	225	214	76	88		1	1,587	1,465	282	322
Regina City	932	794	364	523	609	610	87	109	647	520	1,821	1,916	190	11
Regina Rural	596	726	96	120	301	309	68	45	25	27	50	72	6	6
Saskatoon City Criminal	976	813	297	375					165	211	3,072	3,000	328	327
Saskatoon City Family					464	551	110	111						
Saskatoon Rural	383	416	60	67	146	138	63	56	30		79	79	1	
South East	251	346	48	33	102	129	4	4	1	1	75	70	8	6
Swift Current	135	111	45	36	92	102	14	8		1	178	164	19	18
Yorkton	495	548	76	95	174	155	28	18			338	389	51	38
<b>Staff Total</b>	<b>7,902</b>	<b>8,122</b>	<b>1,861</b>	<b>2,347</b>	<b>2,834</b>	<b>3,075</b>	<b>613</b>	<b>604</b>	<b>943</b>	<b>857</b>	<b>9,390</b>	<b>9,365</b>	<b>1,198</b>	<b>1,091</b>
Private Bar	1,432	1,442	218	185	567	255	163	124	34	13				
<b>Total</b>	<b>9,334</b>	<b>9,564</b>	<b>2,079</b>	<b>2,532</b>	<b>3,401</b>	<b>3,330</b>	<b>776</b>	<b>728</b>	<b>977</b>	<b>870</b>	<b>9,390</b>	<b>9,365</b>	<b>1,198</b>	<b>1,091</b>

**FIGURE 2: Full-Service Files Closed by Area Offices in Fiscal Year**



**TABLE 5: Files by Type Closed by Each Area Office in Fiscal Year**

	Criminal Adult		Criminal Youth		Family		Child Apprehensions		Therapeutic Court		Duty Counsel Service - Adult		Duty Counsel Service - Youth	
	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
Battlefords	734	811	147	220	131	204	49	49	68	58	933	1,006	131	181
Head Office	9	19	1	1	1	1								
Meadow Lake	730	672	114	139	146	192	40	40			695	636	64	71
Melfort	359	307	96	113	89	78	10	6			38	79	6	5
Moose Jaw	311	225	62	60	179	113	26	20	5	25	283	222	45	48
Northern	999	1,206	226	304	153	159	30	29			314	367	75	74
Prince Albert	1,056	1,038	258	279	209	216	76	79			1,582	1,476	283	334
Regina City	940	593	390	473	592	441	99	67	596	486	1,797	1,920	176	11
Regina Rural	616	778	88	151	265	310	45	54	24	24	51	71	6	6
Saskatoon City Criminal	868	682	288	381					129	147	3,080	2,986	316	333
Saskatoon City Family					439	244	132	71						
Saskatoon Rural	357	370	62	67	55	102	20	43	11	10	80	91	1	
South East	283	380	39	51	100	99	3	7	1	1	78	73	8	6
Swift Current	109	98	34	48	84	82	8	7		1	175	162	18	18
Yorkton	498	584	82	110	134	171	17	27			344	396	51	44
<b>Staff Total</b>	<b>7,869</b>	<b>7,763</b>	<b>1,887</b>	<b>2,397</b>	<b>2,577</b>	<b>2,412</b>	<b>555</b>	<b>499</b>	<b>834</b>	<b>752</b>	<b>9,450</b>	<b>9,485</b>	<b>1,180</b>	<b>1,131</b>
Private Bar	1,230	1,203	185	191	310	186	136	120	22	43				
<b>Total</b>	<b>9,099</b>	<b>8,966</b>	<b>2,072</b>	<b>2,588</b>	<b>2,887</b>	<b>2,598</b>	<b>691</b>	<b>619</b>	<b>856</b>	<b>795</b>	<b>9,450</b>	<b>9,485</b>	<b>1,180</b>	<b>1,131</b>

TABLE 6: Other Services Provided in Fiscal Year

	Duty Counsel Advice				Summary Advice			
	Opened		Closed		Opened		Closed	
	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
Battlefords	1		1		1	1	1	1
Head Office		1		1		1	6	
Meadow Lake	2	1	2	1	7	2		
Melfort	1		1				105	
Moose Jaw	9	6	11	6	105	111	48	115
Northern	2	1	1	1	37	23	6	27
Prince Albert		1	1	1	6	2	92	2
Regina City	4	2	2	2	38	36	49	42
Regina Rural	17	25	17	25	52	103	2	101
Saskatoon City Criminal	2		1		2	11		11
Saskatoon City Family								
Saskatoon Rural					2	1	2	1
South East	1	2	1	2	113	129	116	136
Swift Current	20	7	19	7	25	39	26	39
Yorkton					8	3	7	5
<b>Staff Total</b>	<b>59</b>	<b>46</b>	<b>57</b>	<b>46</b>	<b>396</b>	<b>462</b>	<b>460</b>	<b>480</b>
Private Bar			14,223	13,896				
<b>Total</b>	<b>59</b>	<b>46</b>	<b>14,280</b>	<b>13,942</b>	<b>396</b>	<b>462</b>	<b>460</b>	<b>480</b>

### Number of appeals

This year, LAS initiated 22 appeals on behalf of adult criminal clients, 3 on behalf of youth criminal clients and 3 on behalf of family clients. We also responded to Crown-initiated appeals on 17 adult criminal matters and 1 youth criminal matter. We responded to one family appeal initiated by the opposing party and did not initiate any appeals.

### Number of Supreme Court of Canada and Saskatchewan Court of Appeal files

In this fiscal year, we appeared at the Saskatchewan Court of Appeal 34 times. We did not appear at the Supreme Court of Canada in 2017/18.

### Professional Development by Lawyers

Professional development activities are those provided by LAS or others which are sanctioned by the Law Society of Saskatchewan. The Law Society requires 12 hours of PD per lawyer per year. It includes online and in-person lectures, attendance at provincial and national conferences, and study groups. Information on the number of hours is taken from the lawyers' time activity sheets.

This year, we noted that several lawyers did not report any professional development activities on their time activity sheets. However, we know that they completed at least 12 hours as they continue to be members in good standing with the Law Society. Therefore, we believe the change between the 2016/17 and 2017/18 numbers is due to the way the data was recorded, not a change in activity.

2016/17: 25.47 hours

2017/18: 14.37 hours

### Percentage of all criminal files in Saskatchewan with Legal Aid representation

This metric is still under development as it requires linking LAS data to the data from the Provincial Court in Saskatchewan. When this linkage is complete, it will identify the number of charges under the Criminal Code (non-traffic), Youth Criminal Justice Act, Drug Possession, other drug offences, and other federal statutes in which LAS provided representation.

### Amount of Child and Spousal Support Orders Secured

We began collecting this information this year. With eleven offices reporting for at least part of the year, our records indicate that LAS secured at least 235 new or variation orders this year for child or spousal support. Approximately 44% of recipients were on social or band assistance. These orders should provide \$1.46M in annual funding and \$77,159 in arrears funding to our clients.

### MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of the Commission's financial statements. This responsibility includes maintaining the integrity and objectivity of the Commission's financial records and presenting the financial statements in accordance with Canadian Public Sector Accounting standards.

Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurance that the Commission's assets are safeguarded and that the financial records are relevant and reliable.

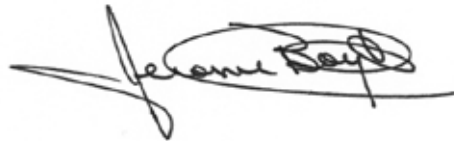
To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representative of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2018.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Provincial Auditor's Report outlines the scope of the audit and the opinion.



Craig W.J. Goebel  
Chief Executive Officer



Jerome Boyko, CPA, CA  
Director, Finance and Information Technology





## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2018, and the statement of operations and changes in accumulated surplus, statement of changes in net debt, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2018, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Judy Ferguson, FCPA, FCA  
Provincial Auditor

Regina, Saskatchewan  
June 19, 2018

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**  
**As at March 31**

	<u>2018</u>	<u>2017</u>
<b>Financial Assets</b>		
Cash	\$ 2,462,129	\$ 1,812,580
Accounts receivable		
Ministry of Justice	1,200,000	1,200,000
Other	<u>33,844</u>	<u>28,956</u>
<b>Total financial assets</b>	<u>3,695,973</u>	<u>3,041,536</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities		
General	161,615	97,665
Private Solicitors' Fees	3,372,552	3,073,293
Employee Salaries and Benefits	511,133	550,411
Deferred Contributions (note 6)	<u>28,540</u>	<u>31,500</u>
<b>Total liabilities</b>	<u>4,073,840</u>	<u>3,752,869</u>
<b>Net debt (statement 3)</b>	<u>(377,867)</u>	<u>(711,333)</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 5)	184,018	78,328
Prepaid expenses	<u>172,577</u>	<u>164,862</u>
<b>Total Non-financial assets</b>	<u>356,595</u>	<u>243,190</u>
<b>Accumulated (deficit) surplus (statement 2)</b>	<u>\$ (21,272)</u>	<u>\$ (468,143)</u>

Contractual Obligations (note 7)  
(See accompanying notes)

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS**  
**As at March 31**

	2018		2017
	Budget (Note 11)	Actual	Actual
<b>Revenue</b>			
Ministry of Justice	\$ 24,269,000	\$ 25,469,000	\$ 24,921,000
Grants	124,500	125,700	70,500
Other	<u>73,000</u>	<u>103,177</u>	<u>119,120</u>
<b>Total revenue</b>	<u>24,466,500</u>	<u>25,697,877</u>	<u>25,110,620</u>
<b>Expense</b>			
Salaries and employee benefits	16,679,890	16,729,033	16,983,595
Head Office administrative (schedule 1)	729,707	490,149	699,340
Area Office administrative and operating expenses (schedule 1)	1,680,653	1,747,302	1,768,558
Provision of legal services	4,054,000	5,125,815	4,816,299
Other legal expenses	279,750	259,316	242,412
Travel	762,500	807,948	751,878
Amortization of tangible capital assets	<u>70,000</u>	<u>91,443</u>	<u>25,732</u>
<b>Total expense</b>	<u>24,256,500</u>	<u>25,251,006</u>	<u>25,287,814</u>
<b>Excess (deficiency) of revenue over expense for the year</b>	210,000	446,871	(117,194)
<b>Accumulated (deficit) surplus, beginning of year</b>	<u>(468,143)</u>	<u>(468,143)</u>	<u>(290,949)</u>
<b>Accumulated (deficit) surplus, end of year (statement 1)</b>	<u>\$ (258,143)</u>	<u>\$ (21,272)</u>	<u>\$ (468,143)</u>

(See accompanying notes)

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**STATEMENT OF CHANGES IN DEBT**  
**Year Ended March 31**

	<u>2018</u>	<u>2017</u>
Excess/(Deficiency) of revenue over expense for the year	\$ 446,871	\$ (177,194)
Acquisition of tangible capital assets	(197,133)	---
Amortization of tangible capital assets	<u>91,443</u>	<u>25,732</u>
	<u>(105,690)</u>	<u>25,732</u>
Acquisition of prepaid expenses	(172,577)	(164,862)
Use of prepaid expenses	<u>164,862</u>	<u>175,276</u>
	<u>(7,715)</u>	<u>10,414</u>
<b>Increase (decrease) in net debt</b>	<b>333,466</b>	<b>(141,048)</b>
<b>Net debt at beginning of year</b>	<b><u>(711,333)</u></b>	<b><u>(570,285)</u></b>
<b>Net debt at end of year (statement 1)</b>	<b><u><u>\$ (377,867)</u></u></b>	<b><u><u>\$ (711,333)</u></u></b>

*(See accompanying notes)*

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**STATEMENT OF CASH FLOWS**  
**Year Ended March 31**

	<u>2018</u>	<u>2017</u>
Cash (used in) provided by		
<b>OPERATING ACTIVITIES</b>		
Appropriation funds received	\$ 25,469,000	\$ 23,721,000
Cash received from grants	122,740	69,400
Cash received from other revenue	104,367	119,817
Cash payments for salaries and benefits	(16,782,106)	(16,877,505)
Cash payments for other suppliers	(3,240,763)	(3,518,672)
Cash payments for legal services	<u>(4,826,556)</u>	<u>(3,789,557)</u>
Net cash provided by (used in) operating activities	846,682	(275,517)
<b>CAPITAL ACTIVITIES</b>		
Purchase of capital assets	<u>(197,133)</u>	<u>---</u>
Net increase (decrease) in cash	649,549	(275,517)
<b>Cash, beginning of year</b>	<u><b>1,812,580</b></u>	<u><b>2,088,097</b></u>
<b>Cash, end of year</b>	<u><b>\$ 2,462,129</b></u>	<u><b>\$ 1,812,580</b></u>

*(See accompanying notes)*

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

*The Legal Aid Act* came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

**1. Significant Accounting Policies**

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards published by the Chartered Professional Accountants Canada (CPA Canada). A statement of remeasurement gains and losses has not been presented in these financial statements because all financial instruments are measured at amortized costs. The following policies are considered significant:

a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues and when collection is reasonably assured. All revenues are recorded on an accrual basis.

Other revenue is comprised of client contributions, cost recoveries, interest and miscellaneous receipts.

Externally restricted inflows are deferred contribution when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

Government appropriations are recognized in the period the transfer is authorized and any eligibility criteria is met.

b) Expenses

Expenses are reported on an accrual basis. The costs of services incurred during the year are expensed.

c) Provision of Legal Services Expense

Provision of legal services expense include amounts billed by private bar lawyers to the Commission and an estimate of amounts of services performed by lawyers but not yet billed to the Commission.

d) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Normal repairs and maintenance are expensed as incurred. The tangible capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Office Equipment and Furniture	7 years
Legal Aid Information Network (LAIN) Development Costs	3 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expense in the Statement of Operations.

e) Financial Instruments

All financial instruments are measured at fair value upon initial recognition. Cash is measured at fair value. Accounts receivable, accounts payable, accrued liabilities, and deferred contributions are measured at amortized cost. The Commission does not have any embedded derivatives in host contracts.

f) New accounting standard not yet in effect

A new Canadian public sector accounting standard is not yet in effect for governments and has not been applied in preparing these financial statements. The Commission plans to adopt this new standard on the effective date and is currently analyzing the impact this will have on these financial statements.

The following standard will become effective as follows:

- PS 3430 Restructuring Transactions (effective April 1, 2018), a new standard defining a restructuring transaction and establishing guidance on recognition and measurement of assets and liabilities transferred in a restructuring transaction.

g) Adoption of Public Sector Accounting Standards

On April 1, 2017, the Commission adopted Public Sector Accounting standards PS 2200 Related Party Disclosures, PS 3210 Assets, PS 3320 Contingent Assets, PS 3380 Contractual Rights and PS 3420 Inter-Entity Transactions.

Adoption of these standards has not resulted in any disclosure changes.

## 2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

### Credit Risk:

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are received from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:

Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:

Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

**3. Capital Management**

The Commission's objective when managing its accumulated surplus is to ensure adequate resources exist to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

**4. Pension Plan**

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense included in salaries and benefits for 2018 amounted to \$856,510 (2017 - \$891,082).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2018 and 2017, the Plan did not owe anything to the Commission.

**5. Tangible Capital Assets**

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2018 Total	2017 Total
Opening cost	\$ 238,831	\$ 321,432	\$ 560,263	\$ 560,263
Additions during the year	---	197,133	197,133	---
Closing Cost	<u>238,831</u>	<u>518,565</u>	<u>757,396</u>	<u>560,263</u>



Opening Accumulated Amortization	160,503	321,432	481,935	456,203
Amortization during the year	<u>25,732</u>	<u>65,711</u>	<u>91,443</u>	<u>25,732</u>
Closing Accumulated Amortization	<u>186,235</u>	<u>387,143</u>	<u>573,378</u>	<u>481,935</u>
Net book value of Tangible capital assets	\$ <u>52,596</u>	\$ <u>131,422</u>	\$ <u>184,018</u>	\$ <u>78,328</u>

## 6. Deferred Contributions and Grants

Deferred operating contributions represent externally restricted grants and contributions for which the related expense have not been incurred.

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 31,500	\$ 32,600
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	90,000	30,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	32,740	39,400
Less: Amounts recognized as revenue in the year	<u>(125,700)</u>	<u>(70,500)</u>
Balance, end of year	<u>\$ 28,540</u>	<u>\$ 31,500</u>

## 7. Measurement Uncertainty and Contractual Obligations

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are made include accrued private solicitors' fees and the related provision of legal service expense, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

These estimates are based on the best information available at the time of preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from those estimates.

The provision for services provided by members of the private bar that have not been billed on outstanding appointments is estimated at year end using a method that incorporates historical average costs and estimated time frames to complete similar cases. In addition to the liability for services provided to March 31, 2018, the Commission estimates \$502,114 (2017 - \$425,760) will be incurred on approximately 2,070 (2017 - 2,057) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

## 8. Related Party Transactions

These financial statements include transactions with related parties. The Commission is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, the Commission is related to organizations where they have key management personnel

and/or their close family members in common. Transactions with these related parties are in the normal course of operations and are settled on normal trade terms.

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at agreed upon rates and settled on normal trade terms. Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	<u>2018</u>	<u>2017</u>
Expenses	\$ 1,859,436	\$ 1,792,095
Accounts payable	35,864	24,058
Revenue	---	1,340
Accounts receivable	1,200,000	1,201,341

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. During the year the Commission received \$25,469,000 from the Ministry, (2017 - \$24,921,000). At March 31, 2018 there was a receivable of \$1,200,000 (2017 - \$1,200,000).

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts services without charge from the Ministry of Justice.

During the year, the Commission made payments of \$127,242 (2017 - \$127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local 1949 (Union) and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission, and for the year the Fund reimbursed the Commission \$123,985 (2017 - \$100,711) for the increased premium costs. At year end, the Fund had a balance of \$429,619 (2017 - \$401,249). This Fund balance is not included in the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

## **9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust**

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust was established with an endowment to assist in the Commission's mandate by:

- a) improving access to justice for persons whose own financial resources are inadequate;
- b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
- c) providing funds for research in legal and social areas related to legal aid and access to justice; and
- d) assisting otherwise in the Commission's mandate in ways not traditionally covered by

government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of \$2,100,000 (2017 - \$2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts in the Commission's financial statements related to activities of the Trust at year end are as follows:

	<u>2018</u>	<u>2017</u>
Grants	\$ 35,700	\$ 40,500
Deferred contributions	28,540	31,500

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

#### **10. Comparative Figures**

Certain comparative figures have been reclassified to conform to the current year's presentation.

#### **11. Budget**

These amounts represent the operating budget approved June 2017 by members of The Saskatchewan Legal Aid Commission.

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES**  
**Year Ended March 31**

	2018		2017
	Budget (Note 11)	Actual	Actual
<b>Head Office Administrative and Operating Expenses</b>			
Leased accommodation	\$ 153,482	\$ 91,560	\$ 100,809
Stationery and office supplies	12,500	15,842	11,011
Computer leases, maintenance, and support	178,617	52,023	90,846
Telephone	13,120	17,111	14,695
Postage	16,700	12,846	16,694
Photocopying	3,350	2,818	2,844
Periodicals	450	1,280	2,082
Expenses related to Trust Grant	34,500	35,700	40,500
Expenses related to Law Foundation Grant <sup>1</sup>	---	---	30,000
Other operating expenses	<u>316,988</u>	<u>260,969</u>	<u>389,859</u>
<b>Total Head Office Administrative and Operating expenses (statement 2)</b>	<b><u>\$ 729,707</u></b>	<b><u>\$ 490,149</u></b>	<b><u>\$ 699,340</u></b>
<b>Area Office Administrative and Operating Expenses</b>			
Leased accommodation	\$ 1,056,468	1,043,669	\$ 1,078,463
Stationery and office supplies	127,500	153,867	135,170
Computer leases, maintenance, and support	97,883	144,353	133,933
Telephone	109,380	109,284	109,699
Postage	53,300	52,968	52,521
Photocopying	46,650	39,600	40,512
Periodicals	19,550	16,900	35,009
Other operating expenses	<u>169,922</u>	<u>186,661</u>	<u>183,251</u>
<b>Total Area Office Administrative and Operating Expenses (statement 2)</b>	<b><u>\$ 1,680,653</u></b>	<b><u>\$ 1,747,302</u></b>	<b><u>\$ 1,768,558</u></b>

<sup>1</sup> During the year, The Law Foundation of Saskatchewan provided a grant of \$90,000. The grant was used towards the LAIN Development Costs that were capitalized and are reported as part of the Tangible Capital Asset, Note 5.

**Application**

A formal written request for legal assistance. Related legal matters mentioned at the time of application are included on one application. Separate applications are counted for criminal, family, and to a very minor extent, civil and provincial offence matters.

**Awaiting Transfer**

Those files that were being sent to other Area Offices or to the private bar but had not been approved to do so, as of March 31, 2018.

**Brydges Service**

Refers to Duty Counsel Advice provided by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

**Client Abandoned**

These are files that were closed on or after April 1, 2017 and by March 31, 2018 and a lawyer provided some level of service to the client. During this time period, the client was responsible for ending the relationship with LAS either by dismissing the lawyer, losing contact or other miscellaneous reasons.

**Completed or Matter Completed**

These are files that were closed on or after April 1, 2017 and by March 31, 2018 with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

**Denied**

These are applications that were opened as of April 1, 2017 but have been denied legal services as of March 31, 2018. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

**Discontinued**

These are applications that were opened with a service date on or after April 1, 2017 and the client received only administrative services from LAS (i.e. application forms, appointments made with lawyers) and did not meet with and receive legal services of a lawyer before losing contact with the office. As of March 31, 2018, an administrative decision has been made to close the file as a discontinued application.

**Duty Counsel Advice**

Immediate advice, by telephone or in person, to arrested or detained persons, irrespective of financial status, provided by a LAS staff lawyer or most likely through the Brydges Service.

**Duty Counsel Service**

Legal services provided by a lawyer to in-custody individuals where the person has not applied in writing requesting legal aid representation. Duty Counsel Service is provided irrespective of financial status and consists of either the entry of a guilty plea or a show cause hearing. If the client's case is not resolved, they are encouraged to apply for full-service representation.

**Family Matters**

Refers to proceedings related to divorce, separation, support, custody/access and other matters of a family law nature. These matters also include child protection proceedings.

**Federal Criminal Matters (Adults)**

Refers to matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act* or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

**Federal Criminal Matters (Youth)**

Refers to matters under the *Youth Criminal Justice Act*.

**Financial Eligibility**

Refers to the process and decision made regarding an application based on the applicant's financial information about income, and dependents in assets; the decision can be in favour of or against eligibility.

**Full Service Application**

Refers to an application for the full legal services of LAS in criminal and family matters.

**Full Time Equivalent (FTE)**

Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

### **Incoming Reciprocal**

These are applications received from another province's Legal Aid Plan that were opened with a service date on or after April 1, 2017 and were transferred to LAS before March 31, 2018. This occurs solely in family matters and is contingent upon the location of litigation and children. Full legal services are provided by LAS pursuant to the Interprovincial Reciprocity Agreement.

### **Opened Files**

These are applications that have been approved on or after April 1, 2017 and as of March 31, 2018 and have been worked on by a lawyer during this time frame. As of March 31, 2018, these files may be active, completed or abandoned by the client.

### **Outgoing Reciprocals**

These are applications sent to another province's Legal Aid Plan that were opened with a service date on or after April 1, 2017 and were transferred as of March 31, 2018. This occurs solely in family matters and is contingent upon the location of litigation and children. Minimal legal service may have been provided by LAS in these situations but mostly the process is administrative.

### **Summary Advice**

Refers to the provision of legal advice, information or any other type of minimal legal service by a lawyer to an individual involving no more than a brief interview or telephone call.

**The Battlefords Area Office**

Provincial Building  
 #L103 -1192 102nd Street  
 North Battleford, SK S9A 1E9  
 Phone: 306-446-7700  
 Fax: 306-446-7598  
 Toll Free: 1-877-441-4418  
 Legal Director:  
 Janice Lawrence, Q.C.

**Meadow Lake Area Office**

P.O. Box 1495  
 Unit #3, 101 Railway Place  
 Meadow Lake, SK S9X 1X6  
 Phone: 306-236-7636  
 Fax: 306-236-7634  
 Toll Free: 1-800-461-8188  
 Legal Director:  
 Rosanne Newman, Q.C.

**Melfort Area Office**

P.O. Box 1748  
 3rd Floor,  
 107 Crawford Avenue East  
 Melfort, SK S0E 1A0  
 Phone: 306-752-6220  
 Fax: 306-752-6127  
 Toll Free: 1-877-424-1901  
 Legal Director:  
 Loree Richardson

**Moose Jaw Area Office**

#113 – 110 Ominica Street West  
 Moose Jaw, SK S6H 6V2  
 Phone: 306-694-3700  
 Fax: 306-694-3738  
 Toll Free: 1-877-424-1902  
 Legal Director:  
 Mervyn Shaw, Q.C.

**Northern Area Office**

Box 5000  
 Mistasinik Place,  
 1328 La Ronge Avenue  
 La Ronge, SK S0J 1L0  
 Phone: 306-425-4455  
 Fax: 306-425-4472  
 Toll Free: 1-800-667-4095  
 Legal Director:  
 Kimberly Earing, Q.C.

**Prince Albert Area Office**

Box 3003, Room 1138, 11th Floor  
 L.F. McIntosh Building  
 800 Central Avenue  
 Prince Albert, SK S6V 6G1  
 Phone: 306-953-2850  
 Fax: 306-953-2866  
 Toll Free: 1-877-424-1900  
 Legal Director:  
 Robert Rooney

**Regina City Area Office**

#200 - 1871 Smith Street  
 Regina, SK S4P 4W5  
 Phone: 306-787-8760  
 Fax: 306-787-8827  
 Toll Free: 1-877-424-1897  
 Legal Director:  
 James Struthers, Q.C.

**Regina Rural Area Office**

#102 – 2400 College Avenue  
 Regina, SK S4P 1C8  
 Phone: 306-787-1141  
 Fax: 306-787-2316  
 Toll Free: 1-877-424-1906  
 Legal Director:  
 David Andrews, Q.C.

**Saskatoon City Criminal Area Office**

#1053 – Sturdy Stone Centre  
 122 Third Avenue North  
 Saskatoon, SK S7K 2H6  
 Phone: 306-933-7820  
 Fax: 306-933-7827  
 Toll Free: 1-877-424-1898  
 Legal Director:  
 Joanne Khan

**Saskatoon City Family Office**

#155 – Sturdy Stone Centre  
 122 Third Avenue North  
 Saskatoon, SK S7K 2H6  
 Phone: 306-964-2200  
 Fax: 306-964-2222  
 Toll Free: 1-877-324-2200  
 Legal Director:  
 Kelly Shaw

**Saskatoon Rural Area Office**

#941 – Sturdy Stone Centre  
 122 Third Avenue North  
 Saskatoon, SK S7K 2H6  
 Phone: 306-933-7855  
 Fax: 306-933-7854  
 Toll Free: 1-877-424-1899  
 Legal Director:  
 Murray Pelletier

**South East Area Office**

#101 - 1302 3rd Street  
 Estevan, SK S4A 20S2  
 Phone: 306-637-4620  
 Fax: 306-637-4625  
 Toll Free: 1-877-424-1903  
 Legal Director:  
 Robert Grimsrud

**Swift Current Area Office**

3rd Floor, 350 Cheadle Street West  
 Swift Current, SK S9H 4G3  
 Phone: 306-778-8272  
 Fax: 306-778-8307  
 Toll Free: 1-877-424-1905  
 Legal Director:  
 Adrian McBride

**Yorkton Area Office**

#301 – 120 Smith Street East  
 Yorkton, SK S3N 3V3  
 Phone: 306-786-1440  
 Fax: 306-786-1405  
 Toll Free: 1-877-424-1904  
 Legal Director:  
 Deanna Harris

**Head Office**

#502 – 201 21st Street East  
 Saskatoon, SK S7K 0B8  
 Phone: 306-933-5300  
 Fax: 306-933-6764  
 Toll Free: 1-800-667-3764  
 Chief Executive Officer:  
 Craig W.J. Goebel  
 Director of Finance and IT:  
 Jerome Boyko  
 Director of Human Resources:  
 Dona Jones  
 Director of Planning and  
 Administration:  
 Kyla Shea

**LegalAid**  
EST.1974 SASKATCHEWAN