

Legal Aid Saskatchewan 2024-2025 Annual Report



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Regional Legal Director: Deanna Harris
Estevan@legalaid.sk.ca

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Swift Current S9H 4G3
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SwiftCurrent@legalaid.sk.ca

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Saskatoon SK S7K 0B8
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Letters of Transmittal



Her Honour the Honourable Bernadette McIntyre, S.O.M.
Lieutenant Governor of Saskatchewan

May it please your Honour,

I have the pleasure of transmitting to your Honour the
Annual Report of the Saskatchewan Legal Aid Commission
for the year ending March 31, 2025.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tim McLeod".

Tim McLeod, K.C.
Minister of Justice and Attorney General



The Honorable Tim McLeod, K.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. McLeod,

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 2024-
2025 fiscal year.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Mitchell Holash".

Mitchell Holash, K.C.
Chairperson

Saskatchewan Legal Aid Commission

The Saskatchewan Legal Aid Commission (SLAC) is a governance board responsible for ensuring that the strategies, goals, priorities and directions of the organization are implemented through delegation from the board to Legal Aid Saskatchewan (LAS) management.

The Legal Aid Act provides for the appointment of 10 members:

- two members 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; and
- one member who is an employee of the Ministry of Social Service.

As of March 31, 2025 the Board of Commissioners are:



Mitchell Holash, K.C.
Chair
Prince Albert
Appointed by the
Lieutenant Governor
in Council



Kylie Head, K.C.
Vice Chair
Regina
Appointed by the
Ministry of Justice



Idowu Adetogun
Moose Jaw
Appointed by the
Law Society of
Saskatchewan



Rod Antonichuk
Saskatoon
Appointed by the
Lieutenant Governor
in Council



Victoria Elliott-Erickson
Prince Albert
Appointed by the
Law Society of
Saskatchewan



Ellen McGuire
Regina
Appointed by the
Ministry of Social
Services



Bev Poitras
Fort Qu'Appelle
Appointed by the
Lieutenant
Governor in Council



Collin Pullar
Regina
Appointed by the
Lieutenant
Governor in Council



Ron Ratte
La Ronge
Appointed by the
Lieutenant
Governor in Council



Iffat Ritter
Saskatoon
Appointed by the
Lieutenant
Governor in Council

Organizational Structure



As of March 31, 2025, the Legal Aid Saskatchewan management team consists of:

Head Office:

- Jayne Mallin, Chief Executive Officer
- Robert Grimsrud, General Counsel
- Sarah Mihailovich, Vice President, Operations and Administration
- Ali Ahmed Jawaid, Director of Finance
- Joanne Khan, Practice Management Counsel
- Olga Sadikova, Director of People & Culture
- Cameron Schmunk, Director of Private Bar Services
- Troy Aden, Director of IT

Area Offices:

- Chris Bennett, Director, Saskatoon City
- Jonathan Bodvarson, Legal Director, Battlefords
- R. Lee Douglas, Legal Director, Meadow Lake
- Kimberly Earing, K.C., Legal Director, Northern
- Tyne Hagey, Legal Director, Regina City
- Deanna Harris, Regional Legal Director, Melfort, Yorkton and South East
- Adrian McBride, Regional Legal Director, Swift Current and Moose Jaw
- Samantha Neill, Interim Legal Director, Saskatoon Rural
- Fatima Sarwar, Legal Director, Prince Albert
- James Struthers, K.C., Legal Director, Regina Rural

Organizational Profile

Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients if the matter falls within Legal Aid Saskatchewan's range of service and has a reasonable prospect of being resolved. Duty counsel services are provided to in-custody clients, regardless of financial status, at all 72 Provincial Courthouses and circuit points. Legal advice through the Brydges Line is available to those who are arrested or detained, regardless of financial status. Summary advice and information may be provided to anyone by a Legal Aid Saskatchewan lawyer about a wide range of matters if it involves no more than a brief interview or phone 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 2024-2025, staff lawyers handled 82% of full-services cases. Private bar lawyers handled the remainder, usually due to conflict of interest from past service or staff vacancies.

As of March 31, 2025, Legal Aid Saskatchewan had 186 staff positions located in 14 offices throughout the province. LAS has a unionized workplace, with 82.8% of staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 17.2%.

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

15.2% Self-Declared Indigenous People
27.7% Persons with Disabilities
47.5% Women in Underrepresented
Occupations
14.0% Members of a Visible Minority Group

LAS Employment Profile (2024-2025)

16.7% Self-Declared Indigenous People
9.7% Persons with Disabilities
60.7% Women Lawyers
59.1% Women in Management
17.7% Members of a Visible Minority Group

Who is served by LAS?

For the 2024-2025 fiscal year, Legal Aid Saskatchewan opened 17,976 new service files, including Therapeutic Courts, for 12,118 clients.

Gender & Self Identification

(12,118 clients)

36% FEMALE
23% Indigenous
13% Non-Indigenous



59% MALE
39% Indigenous
20% Non-Indigenous

5% OTHER
3% Indigenous
2% Non-Indigenous

Marital Status



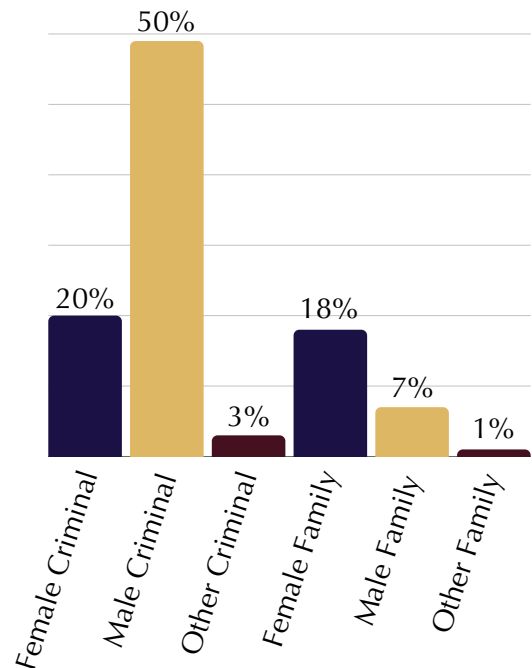
8%
married or
common
law



92%
single

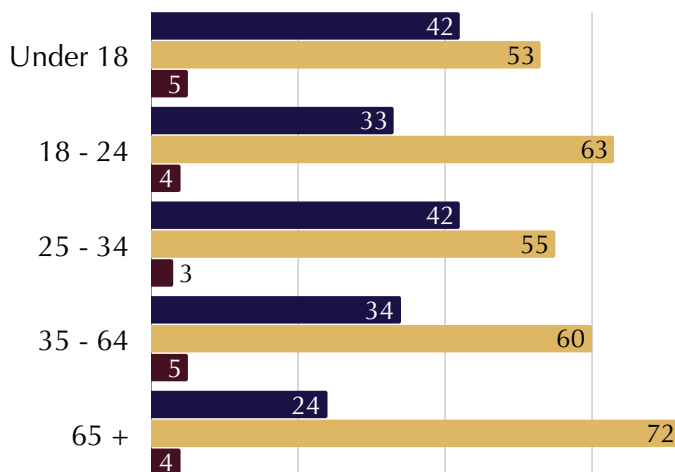
Gender & Type of Service*

(12,118 clients)



Gender & Age*

● Female ● Male ● Other



% by age group

Dependents*



*numbers rounded for presentation purposes

2022-2025 Strategic Priorities

Our Vision

Inclusive, responsive justice in Saskatchewan.

Our Mission

We are a publicly funded organization championing access to justice through professional legal services.

Our Values

Compassion – Our empathic approach respects every person’s world view in a culturally responsive way, embracing individual diversity and dignity.

Collaboration – We build trusted relationships that enable exceptional outcomes through aligned strengths and knowledge.

Courage – We are fearless advocates leading transformation through innovation, continuous improvement and the pursuit of excellence in legal services.

Commitment – We are responsible for ethical practice, integrity, transparency and accountability of the resources entrusted to us.

Our Priorities



Our clients (C)
experience inclusive
justice ...

Client-Centered Experience

C1 Improve the
client experience.

C2 Provide culturally
responsive service.

C3 Seamless, innovative
service delivery models.



through effective
processes and
partnerships (P) ...

Champions for Access to Justice

P1 Enhance LAS reputation
and visibility.

P2 Advance reconciliation
principles in justice reform.

P3 Sponsor partnerships for holistic
response & system change.



supported by
an engaged team
(T)...

Purpose-Driven Teams Producing Exceptional Outcomes

T1 Strengthened organizational
culture and staff engagement.

T2 Improve staff recruitment
and retention.



and effective
stewardship (S) of
our resources.

Accountable and Responsive Stewards

S1 Proactive and responsive
decision making.

S1 Optimize funding.

A Message from the CEO



Dear stakeholders,

It is with deep gratitude and pride that I present the 2024–2025 Annual Report for Legal Aid Saskatchewan (LAS).

This year marked both an opportunity to celebrate an incredible milestone and a moment for reflection as we celebrated 50 years of public legal service in our province. What an incredible sense of achievement as we honour our past, measure our progress, and reaffirm our commitment to a future where inclusive, responsive justice is accessible to all.

At LAS, we recognize that access to justice is not just a service, but a lifeline for individuals and communities who have historically been marginalized in our legal system. In the past year, our dedicated team provided full legal services in nearly 18,000 new files and responded to tens of thousands of inquiries and calls through our Application Centre and Duty Counsel programs. Our lawyers and staff continue to rise to meet growing demand, with care, professionalism, and resolve.

This year, we strengthened our client-centred approach by expanding supports for individuals involved in Therapeutic Courts. The success of our Therapeutic Court Navigator pilot has not only improved outcomes for clients with complex needs but has also reinforced the importance of partnerships across justice, health and community sectors.

Our commitment to reconciliation with rightsholders advanced meaningfully as we embarked on the development of a Reconciliation Action Plan in partnership with One Hoop, and the release of a fully revised Gladue Submission Guide. These initiatives reflect our responsibility to provide culturally responsive services and advocate for restorative approaches that reduce harm and foster healing.

Internally, we are proud to be named a Saskatchewan Top Employer for the second consecutive year. This recognition speaks to the strength and engagement of our people who are the heart of LAS. We have also invested in future generations of lawyers, through expanded student programming and articling opportunities, helping shape the next wave of legal professionals dedicated to public service.

At a time when the justice landscape continues to evolve, so too must we. Our information systems are being modernized, our data framework refined, and our operational decisions increasingly informed by analytics. These changes help ensure that we remain effective stewards of public resources while being transparent and accountable to those we serve.

The road ahead calls for continued courage, collaboration, and compassion. As we prepare to refresh our strategic plan in 2026, we remain guided by our mission, to champion access to justice through professional legal services and remain grounded in our values.

Thank you to our board, partners, staff, and community stakeholders who help make our work possible. I would also like to extend our appreciation to SLAC Chair Mitch Holash for his tireless contributions without compensation, generously donating to such initiatives as our 50th anniversary gala and team building experiences we don't have the budget for, thus supporting our purpose-driven teams producing exceptional outcomes.

Together, we honour the legacy of Legal Aid Saskatchewan while shaping a more just and equitable future for all.

With appreciation,
Jayne Mallin



Chief Executive Officer
Legal Aid Saskatchewan

Strategic Priorities Report



Client-Centered Experience

Developing and fostering a client-centered experience is a key strategy in supporting our vision of inclusive, responsive and equitable justice in Saskatchewan.

Therapeutic Court Navigator Supports Complex Needs of Clients

Legal Aid Saskatchewan's Therapeutic Court Navigator supports Mental Health Court (MHC) and Domestic Violence Court (DVC) clients in Saskatoon as they work through these time-intensive therapeutic court programs. This is a new pilot funded by the Law Foundation of Saskatchewan and established to support Legal Aid Saskatchewan (LAS) staff lawyers as they apply their expertise and focus on the legal work associated with therapeutic courts.

The volume of matters in Therapeutic Courts has increased 10% in the past fiscal year compared to the previous two. Having the Navigator role in place ensures good service delivery to clients in spite of the increased volume. LAS has received positive feedback from judges who oversee the Therapeutic Courts and from staff lawyers who see firsthand the impact on client comprehension of services. With this role now fully established, LAS will continue to monitor its impact, including program completion rates, recidivism and client satisfaction.

"The Therapeutic Court Navigator improves not only the client experience with Legal Aid Saskatchewan and the justice system more broadly, but also the outcomes of those clients, reducing recidivism and creating lasting solutions, with deep partnerships being built between Legal Aid and community, health, and justice partners." – Jayne Mallin, CEO

Reconciliation Action Plan Under Development

Legal Aid Saskatchewan is committed to reconciliation by building relationships with Indigenous communities and achieving our vision of inclusive justice for our clients. In support of our commitment to reconciliation, LAS entered into partnership with Indigenous consulting agency OneHoop to develop a reconciliation action plan that establishes concrete decision-making and service delivery strategies for the effective delivery of legal aid for First Nations, Inuit, and Métis persons. The recommendations from OneHoop will be presented and considered for adoption during the 2025-2026 fiscal year.

Revised Gladue Submission Guide

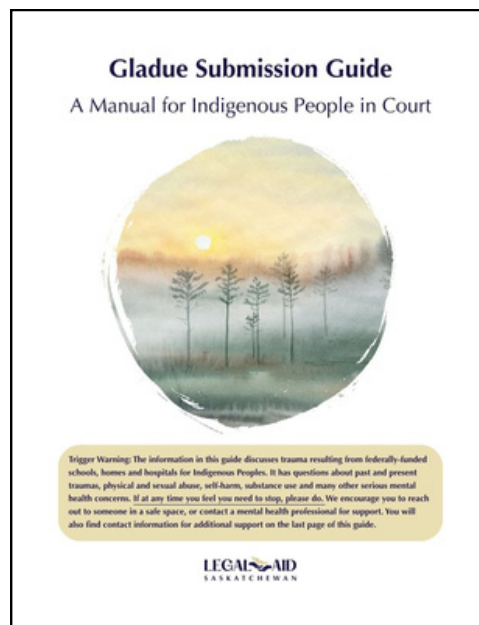
Legal Aid Saskatchewan has thoroughly revised the Gladue Submission Guide to enhance readability, accessibility, and relevance for our Indigenous clients. Recommendations were gathered from stakeholder consultations, client feedback, Elders, and courtroom use over the last year and half. The

revised Guide incorporates gentle imagery, respectful language and improved workspaces for clients to record their stories.

Legal Aid Saskatchewan's Gladue Services Coordinator has received positive feedback from staff lawyers, private bar counsel, and community justice groups on the guide's effectiveness in supporting Indigenous clients navigating the court system. Legal Aid Saskatchewan will continue to share the guide across its networks and promote it as a valuable healing resource for clients.

"The use of the Gladue Submission Guide enabled us to confirm to the sentencing [Justice] that a restorative sentence was appropriate, and as jointly recommended was in the best interest of our client and not against the public interest. It helped our client immensely. It also gave us insight into how to better help and reduce harm to a client."— Private bar counsel on the use of the Gladue Submission Guide

"The guide is very well brought together, way better than the last one. It's more relaxing and you can ease into it. The watercolor is a nice touch. When I get stuck or feel sad I look at the pictures and it washed all that away."—LAS client on using the Gladue Submission Guide



The following operational metrics support our commitment to cultivating a client-centered experience.

Application Centre intake calls

	2024-2025	2023-2024	2022-2023
Total calls received	37,132	37,433	29,564
Calls disconnected	5,360	6,567	2,189
Calls handled by Eligibility Officers	31,772	30,866	27,375
Average wait time per caller	2m 35s	2m 51s	1m 26s
Total calls answered within 2.5 min	59.98%	58.32%	78.7%

Number of clients applying for legal aid services

Historically, LAS has tracked applications based on the number of LSNs (files) assigned. While this method aligns well with the Crown's reporting, it does not accurately reflect the number of individuals applying. With the introduction of a new internal file management policy, a reduction in the number of LSNs is anticipated by the next fiscal year. However, this decline should not be interpreted as a decrease in workload. To provide better context, LAS is now reporting both the number of individuals applying and the number of LSNs, as a single applicant may have multiple LSNs. This data includes criminal, family and therapeutic court applications.

	2024-2025	2023-2024	2022-2023
Number of people who applied	16,899	16,409	15,195
Number of LSNs created	25,130	23,884	21,171

In the 2024-2025 fiscal year, 16,899 people applied for legal aid services. Of these, 12,119 qualified for full service criminal, family or therapeutic court matters. In total, 17,976 LSNs were assigned to lawyers as full service files.

Percentage of clients speaking to a lawyer within 21 days of application approval

A variety of factors can impact the time it takes for a client to speak to a lawyer, such as lawyers' case loads, staff vacancies, or missing or incomplete client paperwork. Family files are subject to the mandatory mediation process, which affects the number of days between a client's application and speaking with a lawyer. This metric does not include duty counsel service.

	2024-2025	2023-2024	2022-2023
All Clients	67%	69%	71.5%
Criminal	70%	67%	74%
Family	66%	75%	67%

Files resolved by mediation

	2024-2025	2023-2024	2022-2023
LAS mediation team	11 lawyers	8 lawyers	7 lawyers
Applications approved for mediation services	476	283	160
Mediation matters complete*	377	132	121
Certificates filed with the Early Family Dispute Resolution Office	104	56	62

New full service files opened

LAS has traditionally reported the number of LSNs (files) opened by staff lawyers and private bar lawyers. To provide a more accurate picture of the demand for our services, we are currently expanding our data framework. This includes incorporating additional dimensions, such as court information related to substantial charges, when analyzing new full-service criminal files. An "information" is a formal document that outlines criminal charges and initiates or advances a court proceeding. Since this does not apply to family law files, the number of LSNs will continue to be used as the primary metric in those cases. The number of clients is also presented alongside the number of family LSNs.

Criminal: LSNs and Court Info to LSN Ratio for Staff Lawyers and Private Bar (PB)

	2024-2025			2023-2024			2022-2023		
	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN
Criminal Adult	9,525	2,048	1.16	9,162	2,250	1.07	7,812	2,397	1.16
Criminal Youth	1,871	203	1.25	1,595	202	1.24	1,258	248	1.24
Criminal Subtotal	11,396	2,251	-	10,757	2,452	-	9,070	2,645	-
	Total Criminal LSNs = 13,647 Average Court Info to LSNs = 1.28			Total Criminal LSNs = 13,209 Average Court Info to LSNs = 1.23			Total Criminal LSNs = 11,715 Average Court Info to LSNs = 1.30		

Therapeutic Court: LSNs and Court Info to LSN Ratio for Staff Lawyers and Private Bar (PB)

	2024-2025			2023-2024			2022-2023		
	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN
Therapeutic Court	610	22	1.27	600	29	1.12	622	29	1.14
	Total Therapeutic LSNs = 632			Total Therapeutic LSNs = 629			Total Therapeutic LSNs = 651		

Family: LSNs and Client Count for Staff Lawyers and Private Bar (PB)

	2024-2025				2023-2024				2022-2023			
	Staff (LSNs)	Staff (clients)	PB (LSNs)	PB (clients)	Staff (LSNs)	Staff (clients)	PB (LSNs)	PB (clients)	Staff (LSNs)	Staff (clients)	PB (LSNs)	PB (clients)
Family Total	3,329	2,875	368	335	3,145	2,717	486	461	3,247	2,706	538	504
Child Apprehension*	714	611	148	137	580	473	182	170	672	562	132	130

*Child Apprehension files are family files that include at least one of the following legal issues: access (apprehension), variation of apprehension and child apprehension.

Criminal, Therapeutic and Family: LSNs for Staff Lawyers and Private Bar (PB)

	2024-2025		2023-2024		2022-2023	
	Staff (LSNs)	PB (LSNs)	Staff (LSNs)	PB (LSNs)	Staff (LSNs)	PB (LSNs)
Criminal	11,396	2,251	10,757	2,452	9,070	2,645
Therapeutic	610	22	600	29	622	29
Family	3,329	368	3,145	486	3,247	538
LSN Subtotal	15,335	2,641	14,502	2,967	12,939	3,212
LSN TOTAL	17,976		17,469		16,151	

Other services provided

Duty Counsel Advice refers to immediate legal advice — provided either by phone or in person — to individuals who have been arrested or detained. This service is offered by a staff lawyer or through the Brydges service and is available regardless of the individual's financial status.

Brydges, Duty Counsel Advice and Summary Advice: LSNs for Staff Lawyers and Private Bar (PB)

	2024-2025		2023-2024		2022-2023	
	Staff (LSNs)	Private Bar (LSNs)	Staff (LSNs)	Private Bar (LSNs)	Staff (LSNs)	Private Bar (LSNs)
Brydges, Duty Counsel Advice and Summary Advice	69	14,684	36	14,438	-	-

Duty Counsel Services for both adults and youth involve legal representation for individuals in custody who have not applied for legal aid. These services, also provided without consideration of financial status, typically include assistance with guilty pleas or bail (show cause) hearings.

Duty Counsel Service: LSNs and Court Info to LSN Ratio for Staff Lawyers and Private Bar (PB)

	2024-2025			2023-2024			2022-2023		
	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN	Staff (LSNs)	PB (LSNs)	Court Info : LSN
DC Service Adult	9,748	1,116	1.57	7,660	2,495	1.62	7,507	1,890	1.63
DC Service Youth	747	9	1.63	668	34	1.57	1,982	92	1.67
	<i>Total DC LSNs = 11,620</i>			<i>Total DC LSNs = 10,857</i>			<i>Total DC LSNs = 11,471</i>		
	<i>Average Court Info to LSNs = 1.58</i>			<i>Average Court Info to LSNs = 1.62</i>			<i>Average Court Info to LSNs = 1.64</i>		

Number of complaints

Legal Aid Saskatchewan investigates complaints about eligibility for legal aid and of legal services provided to clients by staff lawyers and private bar counsel.

	2024-2025	2023-2024	2022-2023
Complaints received	202	165	82
Complaints resolved	114	120	



Champions for Access to Justice

The work we do to support our clients and improve the justice system for everyone is unmatched. We are dedicated to sharing our successes and strengthening community relationships to further enhance our services.

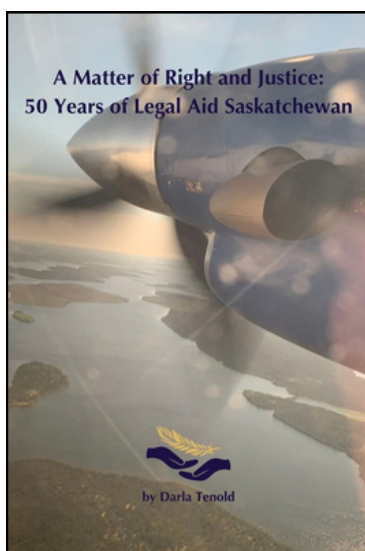
#LAS50

Since 1974, Legal Aid Saskatchewan (LAS) has been a strong and consistent advocate for access to justice. A Matter of Right and Justice: 50 Years of Legal Aid Saskatchewan is a commemorative history book that celebrates five decades of service to the people of Saskatchewan. From its beginnings with volunteer legal aid to becoming the province's largest law firm, LAS has made a lasting impact on the justice system and the lives of marginalized individuals. The book chronicles the journey from the early vision of a formal legal aid system to its realization, highlighting the challenges, milestones, and successes along the way.



In December 2024, LAS marked this milestone with a celebration gala and book launch, bringing together employees, Ministry of Justice representatives, community partners, and key figures from LAS's history. The event featured remarks from LAS CEO Jayne Mallin, SLAC Chair Mitch Holash, K.C., Saskatchewan Minister of Justice and Attorney General Tim McLeod, K.C., a video message from former federal Minister of Justice and Attorney General Arif Virani, and a special reading by author Darla Tenold.

We extend our sincere thanks to the Law Foundation of Saskatchewan for funding this project, to SLAC Chair Mitch Holash for his generous contribution to the gala, and to the many former and current employees whose stories helped bring this history to life.



Since the book's release, almost 300 copies have been distributed throughout the province and across the country. To learn more about the history of LAS and download a copy of A Matter of Right and Justice: 50 Years of Legal Aid Saskatchewan, visit www.legalaid.sk.ca/las-50.

"Canada is proud to partner with Legal Aid Saskatchewan. More than just providing legal assistance in the province, you help to remove the barriers and inequities that people experience in our justice system. Not all people have equal access to legal assistance and representation, especially those in remote or rural areas or who face financial, racial and other barriers. A strong legal aid system is one of the pillars that advances access to justice in our justice system." – The Honourable Arif Virani, former Minister of Justice and Attorney General of Canada

Community Partnerships

Engagement with other community stakeholders builds strong, trust-based relationships between organizations and the people seeking justice services. LAS took part in numerous community engagement opportunities, including:

- 2024 Access to Justice Week (October 28 to November 1): LAS partnered with PLEA to host a free screening *Us & Them*, a documentary that follows the lives of four people over the course of a decade as they struggle with homelessness and addictions. After the screening, a panel discussion took place with the film's director and one of the featured women.
- 2nd Annual Afrocentric Symposium: Hosted by the Truly Alive Youth and Family Foundation Inc. (TAYFFI), brought together community leaders eager to celebrate Black History Month, engage in stimulating discussions about social change and cohesion, strengthen race relations, and continue to build a community of connections. Collin Pullar, a member of the Saskatchewan Legal Aid Commission, was a plenary speaker who discussed the labour market challenges Black Canadians and other equity groups and minorities face in Saskatchewan. Practice Management Counsel, Joanne Khan, and Legal Aid Saskatchewan Staff Lawyer, Fola Adelugba, were panelists for a discussion about understanding the workings of intersectionality organizations within the spectrum of the justice system.
- 2025 Dean's Forum on Access to Justice and Dispute Resolution: The forum had a dual focus, one focusing on co-habitation, and the other around navigating separations. LAS enjoyed working with the law students and representatives from the College of Law, Ministry of Justice, PLEA, Pro Bono, CLASSIC and the Law Society of Saskatchewan.
- University of Saskatchewan's College of Law panel "Careers for the Public Benefit - Public Service and Advocacy Roles": Lawyers in the public sector, including Joanne Khan, Practice Management Counsel, discussed the work they do, and how it is meaningful and helpful for others.

Appellate Work

Legal Aid Saskatchewan staff lawyers and our private bar panelists often navigate complex matters in court. During the 2024-2025 fiscal year, Legal Aid Saskatchewan had 52 appeal files relating to our clients, including 8 approved for the Supreme Court of Canada.

The following operational metrics support our commitment to serving as champions for access to justice.

Number of Stories

	2024-2025	2023-2024	2022-2023
LinkedIn (promoting job openings and employee successes)	71	76	95
LAS in the media (provincial and national media mentions)	152	108	24

Gladue Submissions

During the 2024-2025 fiscal year, Legal Aid Saskatchewan welcomed a new Gladue Service Coordinator (GSC) to the team. One of the first tasks for the GSC was to meet with staff in each Area Office to collect feedback on Gladue reports the use of the Gladue Submission Guide.

The GSC has connected with numerous agencies around the province to share the guide as a healing tool for Indigenous people before the courts, including the Elizabeth Fry Society of Saskatchewan, STR8Up, Saskatoon Tribal Council, and the FASD Network of Saskatchewan.

The revised guide was made available in December 2024. With the continued efforts of Legal Aid Saskatchewan's Gladue Services Coordinator and an expanded educational outreach about the submission guide and Gladue rights, we anticipate an increase in this data in following years. Challenges include the limited number of Gladue writers, the cost per report, and the amount of time invested.

"The Gladue Submission Guide helps tell a story and how a client wants their story to be shared with the courts. We have seen an increase in Gladue Submission Guides being completed and clients are thankful for the opportunity to share, as hard as it is to complete." – Jody Oakes, LAS Gladue Services Coordinator, on the revised Gladue Submission Guide

Number of Gladue Submissions used by Legal Aid Saskatchewan staff lawyers for bail or sentencing hearings in the last quarter of the 2024-2025 fiscal year: 26

Number of Gladue Submissions used by external agencies: 18



Purpose-Driven Teams Producing Exceptional Outcomes

Legal Aid Saskatchewan commits to celebrating the successes of our employees and providing growth opportunities for our team. We support the wellbeing of our staff, knowing this has a positive effect on our clients.

Saskatchewan's Top Employer 2025

For the second year in a row, Legal Aid Saskatchewan was recognized as a Saskatchewan Top Employer for 2025! This special designation recognizes employers that lead their industries in offering exceptional places to work. It is an accolade that boosts the purpose-driven team at LAS as we achieve our vision of inclusive, responsive and equitable justice in Saskatchewan.



“Having Legal Aid Saskatchewan recognized as Saskatchewan’s Top Employer for two consecutive years is more than just an accolade – it’s a testament to the organization’s commitment to having the best practices and being the employer of choice.” – Olga Sadikova, Legal Aid Saskatchewan’s Director of People and Culture

Employees Recognized for Dedicated Service

Congratulations to the employees who were presented with service awards during Legal Aid Saskatchewan’s 2024 annual all staff conference in Saskatoon!

- 5 Years: Nathaniel Batiste, Tyne Hagey, Amanda Graham, Ryan Klain, Norway Esguerra, Lara Bonokoski, Tristan Campbell
- 10 Years: Jonathan Bodvarson, Joelle Graham, Ramona Brass
- 15 Years: Candace Bodnar, Chanda Tannis, Tammy Vallevand, Andrew Lyster, Susan Ryan, Shane Kozakavich
- 20 Years: Wendy Glubis
- 25 Years: Jacqueline Melin
- 30 Years: Valerie Lechner, James Struthers, Adrian McBride, Heather Gale



Student Programming

This was the first year for the Rural and Regional Legal Externship program offered by the University of Saskatchewan, in partnership with Legal Aid Saskatchewan and Public Prosecutions. The purpose of this program is to provide students with exposure to family law and criminal law practices in rural and remote communities. LAS was pleased to welcome four students through this program – in the Fall semester at Moose Jaw Area Office and Prince Albert Area Office; and in the Winter semester at the Battleford Area Office and Prince Albert Area Office.

Success indicator: We are pleased to see 75% of our rural externship students returning in 2025-2026 as summer and articling students!

The summer student program welcomed four students keen to enter the legal profession. These students worked with our Saskatoon City, Regina City, Regina Rural, and Prince Albert Area Offices.

Success indicator: 50% of our summer students are returning to LAS as a second year summer student and for our articling program!

Legal Aid Saskatchewan's articling student program, which provides broad hands-on experience for students-at-law who are interested in criminal and family law, had five dedicated students work with our Staff Lawyers, admins and clients throughout 2024-2025. These young professionals worked in our Saskatoon Rural, Regina City, Battlefords, Regina Rural, and Prince Albert Area Offices!

Success indicator: 40% of our articling students are staying aboard as full-time staff lawyers with Legal Aid Saskatchewan!

The following operational metrics support our commitment to fostering purpose-driven teams producing exceptional outcomes.

Staff Engagement

	2024-2025	2023-2024	2022-2023
Learn to Lead, Lead to Learn (all staff leadership discussion)	3	2	2
Lunch and Learns (by staff lawyers and guest presenters)	14	16	16
Town Halls (all-staff meetings led by CEO)	4	4	4

Number of self-identified Indigenous employees

	2024-2025	2023-2024	2022-2023
% of LAS employees self identifying as Indigenous	16.7%	15.52%	15.42%

Number of applicants for positions

The average number of external applications received for positions with Legal Aid Saskatchewan includes all positions that were vacant and advertised.

	2024-2025	2023-2024	2022-2023
Average number of applications received per position	66.9	83.4	35.3
Average number of applications per administration position	84.07	141.7	144
Average number of applications per staff lawyer position	8.54	6.4	3.84

Staff vacancies

A position is considered vacant beginning on the day a person leaves the employment of LAS and ends on the date a new person starts in that same position. This vacancy rate does not include new positions.

Focusing on staff lawyers, as at March 31, 2025, Legal Aid Saskatchewan had a vacancy rate of 5.81%.

- as at March 31, 2024, LAS had a staff lawyer vacancy rate of 12.79%
- as at March 31, 2023, LAS had a staff lawyer vacancy rate of 15.29%

	2024-2025	2023-2024	2022-2023
Total voluntary vacancies of staff lawyers	13	55	32
Total voluntary vacancies of non-lawyers	25	52	21
Total voluntary vacancies of out-of-scope positions	1	9	13
TOTAL VACANCIES	39	107	66

Time to fill an open position

The time to fill an open position begins when a role becomes vacant and ends on the new employee's first day in the office. This period can be influenced by several factors. For example, the increase in the days to hire a staff lawyer in the 2024-2025 fiscal year was impacted by the seniority of lawyers recruited to LAS. Senior lawyers who join Legal Aid Saskatchewan from private practice often require a longer notice period before leaving their firms. In addition, Legal Aid Saskatchewan's successful articling student program involves a delay of approximately five months between the signing of a full-time employment offer and the student's call to the bar, which marks their start date as a staff lawyer.

	2024-2025	2023-2024	2022-2023
Average number of days to fill with an external candidate	77.9	68.9	59.7
Average number of days to hire a staff lawyer	167.8	87.7	64.25
Average number of days to hire a non-lawyer	61.13	60.3	43.3
Average number of days to hire out-of-scope	201	44.8	67

New hire retention rate

	2024-2025	2023-2024	2022-2023
New hires who remained with LAS through the fiscal year	81.08%	81.8%	76.6%



Accountable and Responsive Stewards

LAS continuously evaluates operations, embraces innovation, and makes data-informed decisions to improve outcomes for our clients and ensure effective resource management.

IT Department Prioritizes Security & Modernization

IT security, the protection of data and business improvements remain at the forefront of Legal Aid Saskatchewan's IT transformation. There are no remaining servers to move to the Cloud at this time. Multifactor authentication was successfully deployed using Microsoft Authenticator and YubiKey options for users. SharePoint is being leveraged as can be, with two pilots underway – one involving the migration of disclosure to SharePoint, which allows for more efficient connectivity and reduced overhead, and the other a joint pilot between the Crown and Saskatoon City Area Office.

At the user level, the focus has been on cyber security training, including advanced phishing education, as part of Legal Aid Saskatchewan's ongoing efforts to ensure IT infrastructure, data and confidential information remain safe and secure. Phishing remains the number one security threat to LAS, and all employees are responsible for combatting these risks. To date there have been no major security threats reported.

Expanding the Data Framework

LAS is expanding its data framework to refine short- and long-term budgeting, capacity planning and transparency for stakeholders. Operational metrics provide the data-driven foundation essential for optimizing performance, fostering accountability, and ensuring the organization is on track to achieve its goals. Reliable and useful data builds trust with our funders, as governments require data-driven decisions at all levels. Throughout this report there are notes and explanations for new perspectives for analyzing our data. These refinements will be reflected in the strategic plan refresh for 2026.

The following operational metric supports our commitment to the role of accountable and responsive stewards.

Number of risks ranked medium or high without mitigation strategy

A risk registry of all internal and external threats to financial, operational, legal and reputational health of the organization is presented quarterly to the Saskatchewan Legal Aid Commission. During the 2024-2025 fiscal year, LAS documented 16 risks in the risk registry. Of these 16 risks, all include a current and future mitigation strategy.

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 controls, 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 representatives of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2025.

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.



Jayne Mallin
Chief Executive Officer



Ali Ahmed Jawaid
Director of Finance

THE SASKATCHEWAN LEGAL AID COMMISSION

FINANCIAL STATEMENTS

For the Year Ended March 31, 2025



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2025, 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 notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Saskatchewan Legal Aid Commission as at March 31, 2025, and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Saskatchewan Legal Aid Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the Saskatchewan Legal Aid Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Saskatchewan Legal Aid Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Saskatchewan Legal Aid Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Saskatchewan Legal Aid Commission's internal control.



PROVINCIAL AUDITOR
of Saskatchewan

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Saskatchewan Legal Aid Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Saskatchewan Legal Aid Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Regina, Saskatchewan
June 27, 2025

A handwritten signature in black ink, reading 'T. Clemett'.

Tara Clemett, CPA, CA, CISA
Provincial Auditor
Office of the Provincial Auditor

Statement 1

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

	2025	2024
	<u> </u>	<u> </u>
Financial Assets		
Cash	\$ 8,940,811	\$ 9,590,182
Accounts receivable (note 2)	<u>47,307</u>	<u>59,916</u>
Total financial assets	<u>8,988,118</u>	<u>9,650,098</u>
Liabilities		
Accounts payable and accrued liabilities		
General (note 2)	180,720	269,808
Private Solicitors' Fees	7,323,506	7,988,352
Employee Salaries and Benefits (note 11)	1,345,946	1,347,210
Deferred Contributions (note 6)	<u>236,340</u>	<u>---</u>
Total liabilities	<u>9,086,512</u>	<u>9,605,370</u>
Net (Debt)/Financial assets, (statement 3)	<u>(98,394)</u>	<u>44,728</u>
Non-financial assets		
Tangible capital assets (note 5)	39,597	49,494
Prepaid expenses	<u>370,727</u>	<u>293,408</u>
Total Non-financial assets	<u>410,324</u>	<u>342,902</u>
Accumulated surplus, (statement 2)	<u>\$ 311,930</u>	<u>\$ 387,630</u>

Contractual Obligations (note 7)
Subsequent Events (note 11)
(See accompanying notes)

Statement 2

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
For the Year Ended March 31

	<u>2025</u>		<u>2024</u>
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
	<u>(note 10)</u>		
Revenue			
Ministry of Justice and Attorney General	\$ 35,325,000	\$ 36,873,000	\$ 32,433,000
Grants	241,000	146,000	145,240
Other	<u>554,500</u>	<u>487,064</u>	<u>638,805</u>
Total revenue	<u>36,120,500</u>	<u>37,506,064</u>	<u>33,217,045</u>
Expense			
Salaries and employee benefits	24,486,463	24,543,973	20,358,079
Head Office administrative (schedule 1)	1,608,769	1,238,987	1,660,326
Area Office administrative and operating expenses (schedule 1)	2,375,637	2,125,404	2,112,232
Provision of legal services	7,723,374	8,488,841	9,127,229
Other legal expenses	161,249	125,558	140,647
Travel	1,050,000	1,049,104	1,035,682
Amortization of tangible capital assets	38,375	9,897	38,375
Loss on disposal of tangible capital assets	<u>---</u>	<u>---</u>	<u>---</u>
Total expense	<u>37,443,867</u>	<u>37,581,764</u>	<u>34,472,570</u>
(Deficit) surplus	(1,323,367)	(75,700)	(1,255,525)
Accumulated surplus, beginning of year	<u>387,630</u>	<u>387,630</u>	<u>1,643,155</u>
Accumulated surplus (deficit) end of year (statement 1)	<u><u>\$ (935,737)</u></u>	<u><u>\$ 311,930</u></u>	<u><u>\$ 387,630</u></u>

(See accompanying notes)

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CHANGES IN NET DEBT
For the Year Ended March 31

	2025	2024
	Budget	Actual
	(note 10)	Actual
Operating deficit (Statement 2)	\$ (1,323,367)	\$ (75,700)
Acquisition of tangible capital assets	(25,000)	---
Amortization of tangible capital assets	38,375	9,897
Loss on disposal of tangible capital assets	---	---
	<u>13,375</u>	<u>9,897</u>
Acquisition of prepaid expenses	(225,555)	(370,727)
Use of prepaid expenses	<u>225,555</u>	<u>293,408</u>
	---	<u>(77,319)</u>
(Decrease) in net financial assets	(1,309,992)	(143,122)
Net financial assets, beginning of year	<u>44,728</u>	<u>44,728</u>
Net (debt) / financial assets, end of year (statement 1)	<u>\$ (1,265,264)</u>	<u>\$ (98,394)</u>
		<u>\$ 44,728</u>

(See accompanying notes)

Statement 4

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

	<u>2025</u>	<u>2024</u>
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	\$ 36,873,000	\$ 32,433,000
Cash received from grants	367,000	95,522
Cash received from interest	411,998	495,632
Cash received from other revenue	77,831	147,561
Cash payments for salaries and benefits	(24,597,372)	(19,885,088)
Cash payments for other suppliers	(4,628,141)	(4,928,128)
Cash payments for legal services	<u>(9,153,687)</u>	<u>(7,518,512)</u>
Net cash (used in) provided by operating activities	(649,371)	839,987
CAPITAL ACTIVITIES		
Purchase of capital assets	<u>---</u>	<u>---</u>
Net (decrease) increase in cash	(649,371)	839,987
Cash, beginning of year	<u>9,590,182</u>	<u>8,750,195</u>
Cash, end of year	<u>\$ 8,940,811</u>	<u>\$ 9,590,182</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2025

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 write-downs (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 standards not yet in effect

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

The following standards will become effective as follows:

- The Conceptual Framework for Financial Reporting in the Public Sector (effective fiscal years beginning on or after April 1, 2026).
- PS 1202 – Financial Statement Presentation (effective fiscal years beginning on or after April 1, 2026).

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.

The aging of accounts receivable is detailed as follows:

	2025	2024
Current	\$ 47,307	\$ 59,916
30 – 60 days	---	---
61 – 90 days	---	---
Greater than 90 days	---	---
Accounts receivable	<u>\$ 47,307</u>	<u>\$ 59,916</u>

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 and Attorney General.

The aging of accounts payable is detailed as follows:

	2025	2024
Current	\$ 180,720	\$ 269,758
30 – 60 days	---	---
61 – 90 days	---	---
Greater than 90 days	---	50
Accounts payable	<u>\$ 180,720</u>	<u>\$ 269,808</u>

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 and Attorney General. 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 and Attorney General.

4. Pension Contribution

The Commission participates in a defined contribution pension plan with Public Employees Pension Plan (PEPP) for the benefit of its employees. The Commission's financial obligation 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 2025 amounted to \$1,238,488 (2024 - \$999,303).

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2025 Total	2024 Total
Opening cost	\$ 281,543	\$ 717,771	\$ 999,314	\$ 999,314
Additions during the year	---	---	---	---
Disposals during the year	---	---	---	---
Closing Cost	<u>281,543</u>	<u>717,771</u>	<u>999,314</u>	<u>999,314</u>
Opening Accumulated Amortization	232,049	717,771	949,820	911,445
Amortization during the year	9,897	---	9,897	38,375
Disposal during the year	---	---	---	---
Closing Accumulated Amortization	<u>241,946</u>	<u>717,771</u>	<u>959,717</u>	<u>949,820</u>
Net book value of Tangible capital assets	\$ <u>39,597</u>	\$ <u>---</u>	\$ <u>39,597</u>	\$ <u>49,494</u>

The Commission did not have any write downs of tangible capital assets during the year.

6. Deferred Contributions and Grants

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

	2025	2024
Balance, beginning of year	\$ ---	\$ 20,125
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	281,886	64,244
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	90,454	60,871
Law Society of Saskatchewan	10,000	
Less: Amounts recognized as revenue in the year	<u>(146,000)</u>	<u>(145,240)</u>
Balance, end of year	<u>\$ 236,340</u>	<u>\$ ---</u>

The Law Foundation of Saskatchewan approved one grant during the year to Legal Aid Commission totalling \$825,000 (2024 - \$286,000). The Commission recognized \$44,933 (2024 - \$29,047) as a receivable from the Foundation for expenses incurred for the \$270,000 Therapeutic Court Navigator grant approved in 2023/24.

The Law Foundation of Saskatchewan Endowment Fund Trust approved grants totalling \$92,700 (2024 - \$85,000). During the year, the Trust made a payment of \$91,000 (2024 - \$60,325) to the Commission for these grants. The Commission recognized \$nil (2024 - \$546) as receivable from The Law Foundation of Saskatchewan Endowment Fund Trust.

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 and non-vesting sick leave benefits.

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, 2025, the Commission estimates \$837,886 (2024 - \$898,930) will be incurred on approximately 3,361 (2024 - 3,559) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

The Commission carries leases for office equipment. Minimum lease payments for the next fiscal periods, not including taxes, are as follows:

2026 \$ 74,138

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:

	2025	2024
Expenses	\$ 2,471,332	\$ 2,469,353
Accounts payable	38,753	59,150
Accounts receivable	---	---

Each year, the Commission receives 98% (2024 - 98%) of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice and Attorney General recorded as appropriations, and 2% (2024 - 2%) 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 \$36,873,000 from the Ministry of Justice and

Attorney General (2024 - \$32,433,000).

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 and Attorney General.

During the year, the Commission made payments of \$127,242 (2024 - \$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 \$254,023 (2024 - \$158,474) for the increased premium costs. The Fund had a balance of \$374,526 (2024 - \$501,307) which 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 (2024 - \$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:

	2025	2024
Grants	\$ 64,114	\$ 80,996
Deferred contributions	26,340	---

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. Budget

These amounts represent the operating budget approved June 2024 by members of the Saskatchewan Legal Aid Commission.

11. Subsequent Events

The Memorandum of Agreement (MOA) signed between CUPE Local 1949 and Saskatchewan Legal Aid Commission in April 2024, had a wage reopener clause to reopen discussions within the term of the signed Collective Agreement to address the 7% wage gap between Staff Lawyers and the Crown Prosecutors as a result of ratification with PSC/SGEU negotiations. Any adjustments shall be retroactive to date of ratification of the CUPE 1949/SLAC Collective Agreement – April 25, 2024. Crown Prosecutors new salaries became effective January 1, 2025, retroactive to October 1, 2023. SLAC plans to implement new Staff Lawyer salaries on June 1, 2025, with a retroactive pay from April 25, 2024, to May 31, 2025. The estimated amount of retroactive salary of Staff Lawyers for the period April 25, 2024, to March 31, 2025, is \$758,653 and has been accrued at March 31, 2025.

Schedule 1

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

		2025	2024
	Budget (note 10)	Actual	Actual
Head Office Administrative and Operating Expenses			
Leased accommodation	\$ 226,469	\$ 221,237	\$ 234,662
Computer leases, maintenance, and support	202,173	112,143	302,525
Telephone	28,850	19,966	34,822
Postage	8,116	17,393	17,405
Stationery and office supplies	46,500	10,629	31,046
Periodicals	1,125	2,201	1,845
Photocopying	4,150	2,654	2,798
Expenses related to Endowment Fund Grant	85,000	64,114	80,996
Expenses related to Law Foundation Grant	156,000	81,886	64,244
Pandemic Expenses	---	---	42
Professional fees and legal costs	158,000	170,005	214,783
Other operating expenses	<u>692,386</u>	<u>536,759</u>	<u>675,158</u>
Total Head Office Administrative and Operating expenses (statement 2)	<u>\$ 1,608,769</u>	<u>\$ 1,238,987</u>	<u>\$ 1,660,326</u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 1,274,070	\$ 1,154,081	\$ 1,108,688
Computer leases, maintenance, and support	271,127	199,396	164,297
Telephone	121,150	134,124	113,743
Postage	57,884	47,018	53,871
Stationery and office supplies	166,500	162,941	234,017
Periodicals	22,875	21,816	19,752
Photocopying	57,850	56,478	62,549
Other operating expenses	<u>404,181</u>	<u>349,550</u>	<u>355,315</u>
Total Area Office Administrative and Operating Expenses (statement 2)	<u>\$ 2,375,637</u>	<u>\$ 2,125,404</u>	<u>\$ 2,112,232</u>

Glossary

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.

Bridges 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.

Court Info: A formal document outlining criminal charges that initiates or continues a court proceeding.

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 Bridges 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.

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.

LSN (Legal Services Number): Each legal aid file is assigned a unique legal services number (LSN).

Mediation: Effective July 1, 2022, family law matters that come to court in Saskatchewan are required to attempt a family dispute resolution process by the close of pleadings before they may continue with any further court proceedings. Family dispute resolution includes mediation, collaborative law processes, family arbitration, or the use of a parenting coordinator where there is an existing order or agreement.

Opened Files: These are applications that have been approved on or after April 1, 2024 and as of March 31, 2025 and have been worked on by a lawyer during this time frame. As of March 31, 2025, these files may be active, completed or abandoned by the client.

Therapeutic Courts: Saskatchewan's Provincial Court has different Therapeutic Courts to address social and personal issues underlying or causing a person's criminal behaviour, such as addictions and mental illness. This includes Domestic Violence Court, Drug Treatment Court and Mental Health Court.

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Inclusive, responsive and equitable justice in Saskatchewan.

