LEGAL AID
SASKATCHEWAN

2025-2026 Annual Report

Inclusive, responsive and equitable justice in Saskatchewan.

www.legalaid.sk.ca

Legal Aid Saskatchewan Offices

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Legal Director: Jonathan Bodvarson
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Acting Legal Director: Fatima Sarwar
MeadowLake@legalaid.sk.ca

Melfort Area Office
PO Box 1748, 3rd floor, 107 Crawford Avenue East
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Northern Area Office
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Legal Director: Kimberly Earing, K.C.
Northern@legalaid.sk.ca

Prince Albert Area Office
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Prince Albert S6V 6Z2
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Legal Director: Fatima Sarwar
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Interim Director of Family Law Services: Matt Llewellyn
ReginaCity@legalaid.sk.ca

Regina Rural Area Office
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Legal Director: James Struthers, K.C.
ReginaRural@legalaid.sk.ca

Saskatoon City Area Office
#1053 - 122 Third Avenue North, Sturdy Stone Centre
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Director of Criminal Law Services: Erin Little
SaskatoonCity@legalaid.sk.ca

Saskatoon Rural Area Office
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Saskatoon S7K 2H6
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Interim Legal Director: Samantha Neill
SaskatoonRural@legalaid.sk.ca

South East Area Office
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p: 306.637.4620 | f: 306.637.4625 | 1.877.424.1903
Regional Legal Director: Deanna Harris
Estevan@legalaid.sk.ca

Swift Current Area Office
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Swift Current S9H 4G3
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Regional Legal Director: Adrian McBride
SwiftCurrent@legalaid.sk.ca

Yorkton Area Office
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Yorkton S3N 3V3
p: 306.786.1440 | f: 306.786.1405 | 1.877.424.1904
Regional Legal Director: Deanna Harris
Yorkton@legalaid.sk.ca

Head Office - Saskatoon
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Saskatoon SK S7K 0B8
p: 306.933.5300
f: 306.933.6764
headoffice@legalaid.sk.ca

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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, 2026.

Respectfully submitted,

Tim McLeod
Minister of Justice and Attorney General

The Honourable Tim McLeod
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 2025-2026 fiscal year.

Respectfully submitted,

Mitchell Holash, K.C.
Chair

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, 2026 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

Jim Lemaigre
La Ronge
Appointed by the Lieutenant Governor in Council

Patricia (Trish) Martynook
Moose Jaw
Appointed by the Lieutenant Governor in Council

Ellen McGuire
Regina
Appointed by the Ministry of Social Services

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

Betty Ann Potruff, K.C.
Regina
Appointed by the Law Society of Saskatchewan

Iffat Ritter
Saskatoon
Appointed by the Lieutenant Governor in Council

A Message from the CEO

Meaningful Progress: Completing Legal Aid Saskatchewan's 2022–2025 Strategic Plan

As we conclude our 2022–2025 strategic plan, I am proud to reflect on a period of significant growth, innovation and transformation at Legal Aid Saskatchewan. Guided by four strategic priorities: *Client-Centered Experience*; *Champions for Access to Justice*; *Purpose-Driven Teams Producing Exceptional Outcomes*; and *Accountable and Responsive Stewards*, we have strengthened our ability to meet the evolving legal needs of Saskatchewan residents while building a more resilient and responsive organization.

Client-Centered Experience

Over the past five years, we have transformed the way our clients access and experience our services. A comprehensive review of our intake processes saw improvements for those seeking assistance. Enhancements to the Brydges line strengthened the support available to individuals at critical moments within the justice system.

We expanded services to address unmet legal needs through initiatives such as Family Law Mediation, Child Protection Court Duty Counsel, and the Rapid Resolution Remand program. Our Family Law Early Intervention Pilot Project demonstrates the value of providing timely assistance before legal issues escalate.

A cornerstone of our work has been advancing reconciliation and culturally responsive service delivery. We successfully completed Phase I of our Reconciliation Action Plan and launched Phase II, while expanding Gladue services and providing trauma-informed, cultural competency, and Gladue training to staff throughout the organization. We also contributed to the advancement of Saskatchewan's Indigenous Provincial Court and strengthened partnerships supporting innovative justice initiatives, including Domestic Violence Court and Drug Treatment Court in North Battleford, Onion Lake First Nation justice initiatives, and a Memorandum of Understanding with the Federal Crown and Pasqua First Nation.

Champions for Access to Justice

Throughout the strategic plan period, Legal Aid Saskatchewan strengthened its role as a leading advocate for access to justice. We launched a new brand identity and logo that better reflects our purpose and commitment to serving Saskatchewan communities.

In 2024, we celebrated our 50th anniversary with a province-wide recognition campaign, gala event, and commemorative book launch, highlighting five decades of service and impact. We expanded alternative dispute resolution capacity through mediation training and enhanced our Gladue services to better support Indigenous clients navigating the justice system.

Through our One Hoop review and Reconciliation Action Plan initiatives, we deepened relationships with Indigenous rights holders and community-based organizations serving Indigenous, racialized and mental health populations. These partnerships continue to inform our work and strengthen access to culturally appropriate legal services.

Purpose-Driven Teams Producing Exceptional Outcomes

Our people remain our greatest strength. During this strategic plan cycle, we focused on creating an engaged, purpose-driven and inclusive workplace. These efforts were recognized externally through our designation as a Best Place to Work in Canada in 2023 and Saskatchewan's Top Employer for 2024, 2025 and 2026.

We made substantial progress in addressing lawyer recruitment and retention through salary modernization, achieving compensation levels that were better aligned with market comparators. Staff engagement survey results continued to improve throughout the plan period, reflecting investments in leadership development, communication and employee engagement initiatives such as Learn to Lead, Town Halls and Lunch and Learn sessions.

I am so incredibly proud of the successes this organization has achieved through our shared commitment, and incredible teamwork over the past five years of my tenure and I look forward to seeing what we achieve together over the next five years, with our refined strategic plan.

In closing, I would like to extend my sincere gratitude to everyone who contributes to the success of our organization. I am especially thankful to the Commission for its ongoing guidance, support and commitment to our mission. My appreciation also goes to the Senior Leadership Team for their strategic vision, dedication and unwavering leadership, and to our management team for their commitment to supporting our people and fostering a positive and collaborative workplace culture.

I would also like to recognize our staff lawyers, administrative professionals and all employees across the organization. Their expertise, professionalism and dedication to serving our clients are the foundation of everything we accomplish. The achievements highlighted throughout this report are a direct result of their hard work and commitment.

Together, we continue to strengthen access to justice and make a meaningful difference in the lives of those we serve. I am proud of what we have accomplished this year and look forward to the opportunities and challenges ahead.

With appreciation,

Jayne Mallin
Chief Executive Officer
Legal Aid Saskatchewan

Organizational Structure

As of March 31, 2026, the Legal Aid Saskatchewan management team consisted of:

Head Office:

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

Area Offices:

- Jonathan Bodvarson, Legal Director, Battlefords Area Office
- Kimberly Earing, K.C., Legal Director, Northern Area Office
- Erin Little, Director of Criminal Law Services, Saskatoon City Area Office
- Matt Llewellyn, Interim Director of Family Law Services, Regina City Area Office
- Deanna Harris, Regional Legal Director, Melfort, Yorkton and South East Area Offices
- Adrian McBride, Regional Legal Director, Swift Current and Moose Jaw Area Offices
- Samantha Neill, Interim Legal Director of Family Law Services, Saskatoon Rural Area Office
- Fatima Sarwar, Legal Director, Prince Albert Area Office; Acting Director, Meadow Lake Area Office
- James Struthers, K.C., Legal Director, Regina Rural Area Office

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 74 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 2025-2026, staff lawyers handled 83% 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, 2026, Legal Aid Saskatchewan had 188 staff positions located in 14 offices throughout the province. LAS has a unionized workplace, with 85.6% of staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 14.4%.

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:

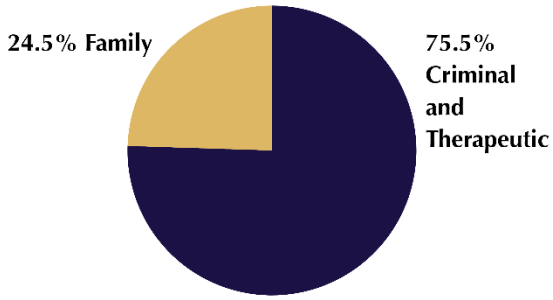
SHRC Desired Employment Profile	LAS Employment Profile (2025-2026)
15.2% Self-declared Indigenous People	14.9% Self-declared Indigenous People
27.7% Persons with Disabilities	10.6% Persons with Disabilities
47.5% Women in Underrepresented Occupations	57.3% Women Lawyers
14.0% Members of a Visible Minority Group	21.8% Members of a Visible Minority Group

Who is served by Legal Aid Saskatchewan?

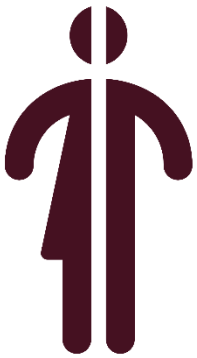
For the 2025-2026 fiscal year, LAS opened 14,753 new full service files for 11,928 clients. The following is a breakdown of client demographics.

All Clients Overall

Type of Full Service File



Gender & Self-Identification

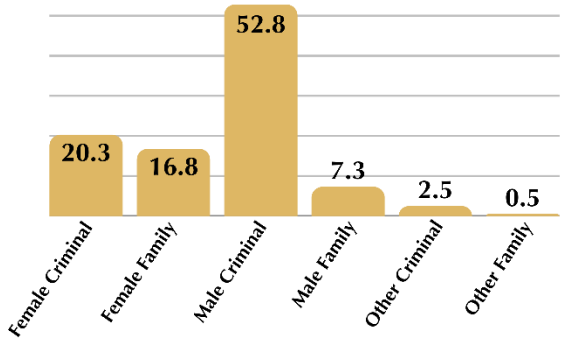


37% FEMALE
- 23% Indigenous
- 14% Non-Indigenous

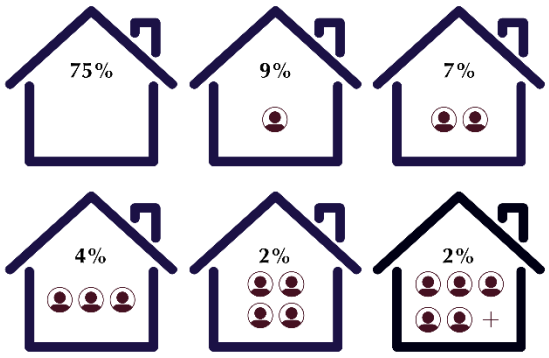
60% MALE
- 38% Indigenous
- 22% Non-Indigenous

3% OTHER
- 2% Indigenous
- 1% Non-Indigenous

Gender & Type of Service



Dependents



Age and Gender

Age	Total	Female	Male	Other
<18	7%	2%	5%	0%
18-24	16%	6%	10%	0.5%
25-34	33%	14%	18%	1%
35-64	42%	14%	27%	1%
65<	1%	0.3%	0.6%	0.1%

Criminal & Therapeutic Clients

Gender & Self-Identification

27% FEMALE
- 18% Indigenous
- 8% Non-Indigenous

70% MALE
- 45% Indigenous
- 25% Non-Indigenous

3% OTHER
- 2% Indigenous
- 1% Non-Indigenous

Marital Status

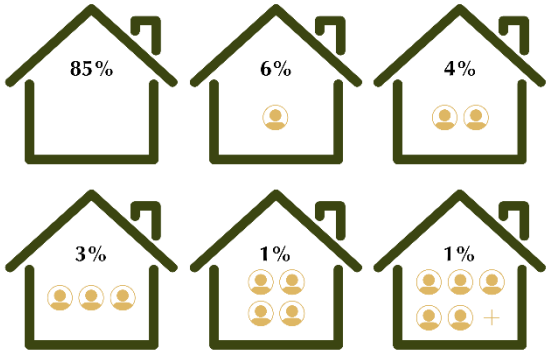
7% Married or Common Law

93% Single

Age & Gender

Age	Total	Female	Male	Other
<18	10%	32%	64%	4%
18-24	19%	29%	68%	3%
25-34	31%	30%	67%	3%
35-64	40%	22%	74%	4%
65<	1%	10%	87%	3%

Dependents



Family Clients

Gender & Self-Identification

69% FEMALE
- 37% Indigenous
- 31% Non-Indigenous

29% MALE
- 14% Indigenous
- 15% Non-Indigenous

2% OTHER
- 1% Indigenous
- 1% Non-Indigenous

Marital Status

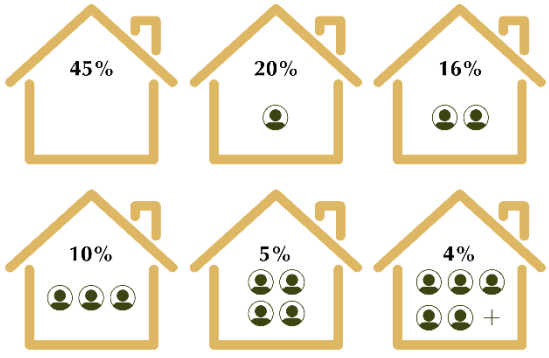
6% Married or Common Law

94% Single

Age & Gender

Age	Total	Female	Male	Other
<18	0.5%	57%	36%	7%
18-24	9%	77%	19%	4%
25-34	38%	76%	23%	1%
35-64	51%	62%	36%	2%
65<	1%	61%	34%	5%

Dependents



2022-2025 Strategic Priorities

Our Vision

Inclusive, responsive and equitable justice in Saskatchewan.

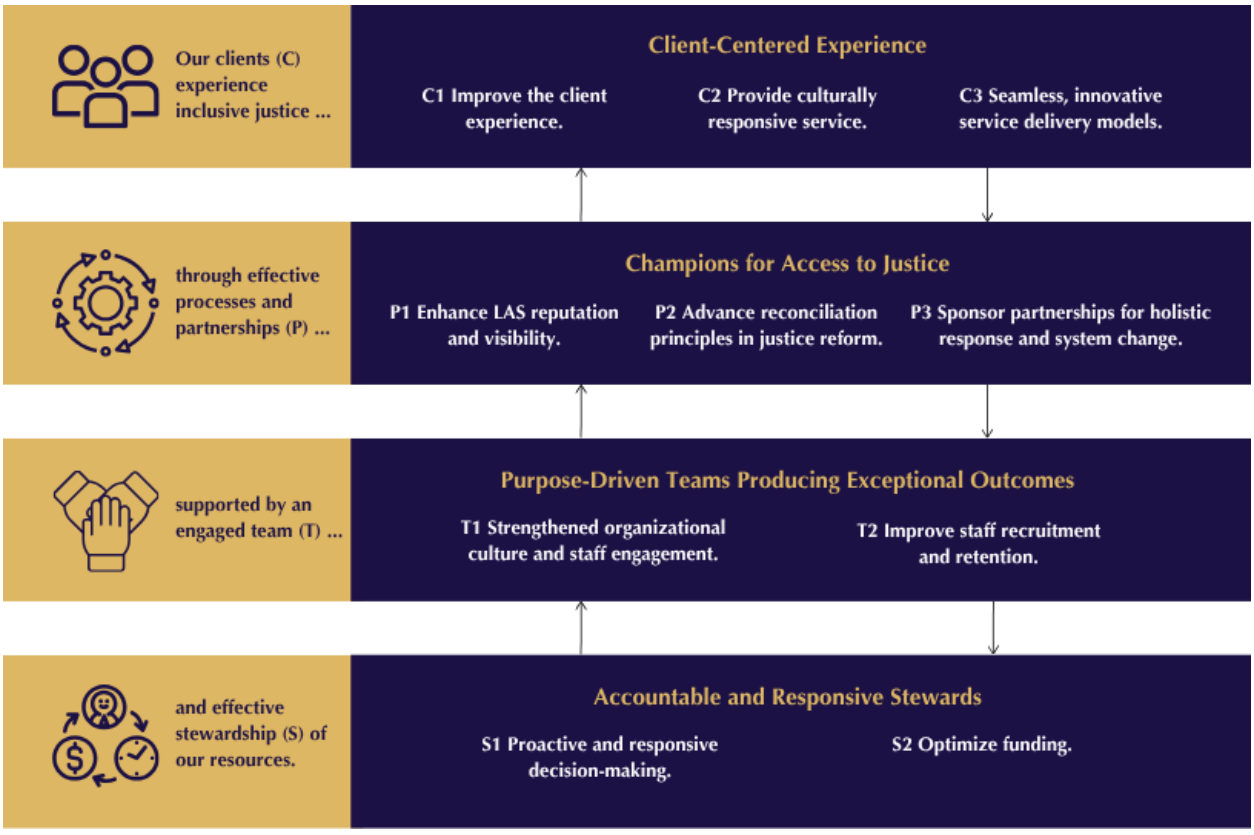
Our Mission

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.

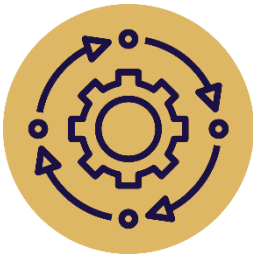
Our Priorities



Our Strategic Accomplishments from 2021-2025

Client-Centered Experience

- ✓ Client intake review
- ✓ Brydges line enhancements
- ✓ Client service expansion: video court, family law mediation, child protection Court duty counsel, Rapid Resolution Remand (RRR)
- ✓ Family law early intervention pilot project
- ✓ Reconciliation Action Plan (RAP) Phase I completion and Phase II launch
- ✓ Gladue, trauma-informed and cultural training for staff
- ✓ Contribution to the advancement of the Saskatoon Indigenous Provincial Court
- ✓ Partnership on Domestic Violence Court ad Drug Treatment Court in North Battleford, Onion Lake First Nation justice initiatives and Pasqua First Nation MOU



Champions for Access to Justice

- ✓ Rebranding and new logo launch
- ✓ 50th celebration, gala and book launch
- ✓ ADR mediation training
- ✓ Enhanced Gladue services
- ✓ One Hoop / Reconciliation Action Plan review and recommendations (plus building strategic partnerships with Indigenous rightsholders and community-based organizations that support Indigenous, racialized and mental health demographic)

Purpose-Driven Teams Producing Exceptional Outcomes

- ✓ HRDC Best Place to Work 2023 and Saskatchewan's Top Employer 2024, 2025 and 2026
- ✓ Achieved competitive staff salaries
- ✓ Continued improvement in overall staff engagement scores
- ✓ Expanded staff engagement (Learn to Lead, Town Halls, Lunch and Learns)
- ✓ IT enhancements: cyber protection enhancements, intranet launch, remote court Wi-Fi, MS 365 upgrade, eTicket system launch, BYOD policy and launch, hardware upgrade, LAIN enhancement
- ✓ Enhanced student program and rural externship program with the University of Saskatchewan's College of Law, including recruitment pipeline and Indigenous Child Protection externship with the Family Law and Mediation Services pilot
- ✓ Onboarding, cross-training and hybrid work development

Accountable and Responsive Stewards

- ✓ Private bar enhancements to modernization and reporting
- ✓ Accountability-based lines of business approach and Senior Management Team renewal
- ✓ Forecasting process refinement
- ✓ Federal funding secured for enhanced advocacy initiatives

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

The Therapeutic Court Navigator role is part of a three-year pilot project funded by the Law Foundation of Saskatchewan. Through this initiative, Legal Aid Saskatchewan has expanded its service model by integrating social work support alongside lawyers and other staff to better serve clients involved in Mental Health Strategy, Domestic Violence Court and other therapeutic court settings as capacity allows.

During the 2025–26 fiscal year, the Therapeutic Court Navigator played a critical role in supporting clients and enhancing access to therapeutic court services. Between April and December 2025, the Navigator served clients in 109 eligible matters and communicated eligibility decisions in more than 70 cases where individuals did not meet service criteria or where solicitor-client relationships had broken down.

A key responsibility of the role involved documenting and monitoring community support and treatment plans for clients participating in Mental Health Strategy (MHS) and Domestic Violence Court (DVC) matters. This included regular communication with housing providers, probation services, treatment programs and other community partners. Client progress was tracked and incorporated into reports provided to the court.

The Navigator also supported clients in identifying and documenting Gladue factors, often working through the Gladue submission guide in a less time-pressured environment than legal consultations allow. This client-centred approach enabled deeper exploration of personal histories and experiences, with summaries provided to counsel for presentation to the court.

As the primary point of contact for many clients, the Navigator managed appointments, conducted preliminary reviews of disclosure materials, identified key issues and prepared notes for lawyers. The role provided consistent, accessible support, helping clients navigate both the court process and connections to community resources.

As the pilot enters its final year, evaluation efforts will focus on both quantitative and qualitative measures of success. Quantitative indicators will include the Navigator's impact on therapeutic court capacity, the ability to support a greater number of matters, reductions in lawyer time spent on non-legal client support and rates of successful program completion. Qualitative evaluation will continue through client, partner and stakeholder feedback.

Reconciliation Action Plan Under Development

Legal Aid Saskatchewan (LAS) remains committed to advancing reconciliation by strengthening relationships with Indigenous communities and promoting inclusive access to justice for First Nations, Inuit, and Métis peoples across the province. To support this commitment, LAS has partnered with One Hoop, an Indigenous consulting agency, to develop a comprehensive Reconciliation Action Plan (RAP) that will guide organizational decision-making and service delivery.

During the reporting period, LAS continued the Rightsholder Engagement phase of the project, including outreach to community partners, consultations with legal service leaders, a provincial scan to identify key Indigenous rights holders and stakeholders, and the establishment of an internal staff advisory committee. LAS is currently reviewing and refining One Hoop's recommendations and developing concrete actions, timelines, performance measures and accountability frameworks for implementation.

To support the final stages of the RAP and its long-term success, LAS has recruited a Director of Indigenous Services and Relations. This new leadership role will help advance reconciliation efforts, strengthen partnerships with Indigenous communities, and improve access to culturally responsive legal services throughout Saskatchewan.

Family Law and Mediation Services Pilot

Legal Aid Saskatchewan launched a year-long Family Law and Mediation Services pilot in Saskatoon that focuses on enhancing service delivery through an early intervention model that supports client-centred, culturally responsive and efficient legal services.

The initiative recognizes that family law services require dedicated attention to ensure they continue to evolve in response to client needs. By establishing a single point of accountability for family law services in Saskatoon and providing oversight of mediation services across the province, the pilot creates opportunities for strategic service improvements and consistent practice standards.

A significant component of the project is the evaluation of Legal Aid Saskatchewan's in-house mediation program. Since mediation became mandatory in Saskatchewan in 2022, demand for services has increased alongside the growth of the organization's mediator roster. The pilot will collect and analyze data to assess program effectiveness, support a value-for-money review, and inform future decisions regarding mediation service delivery. This work will also contribute to the development of standardized triage procedures and practice directives.

Early results from a preliminary pilot demonstrated that lawyer-led triage can improve efficiency by identifying non-meritorious matters at the application stage and directing clients to the most appropriate resolution pathway.

Drug Treatment Court

Legal Aid Saskatchewan has been an integral partner in the advocacy for and the implementation of a Drug Treatment Court for the Battlefords area. In June 2025, the first sitting of drug treatment court was held in North Battleford Provincial Court. By the end of the 2025-2026 fiscal year, the program was operating at maximum capacity. The program, an expansion of the existing drug treatment courts in Regina and Moose Jaw, serves the Battlefords and west central Saskatchewan. The first round of graduates is expected in 2026.

Supporting Indigenous Clients with the Gladue Submission Guide

With recommendations from stakeholder consultations, client feedback, Elders and courtroom use the Legal Aid Saskatchewan Gladue Submission Guide has been enhanced to improved readability, accessibility and relevance for Indigenous clients. Positive feedback has been gathered from staff lawyers, private bar counsel, and community justice groups on the guide's effectiveness in supporting Indigenous clients navigating the court system.

"I have been a Staff Lawyer in Moose Jaw for 18 years, and in that time, I cannot name an innovation that has improved my ability to advocate for clients more than the Gladue Submission Guide. The Guide has become a tool that I turn to for all my Indigenous clients. Of course, the client's experience with the Guide is more important than the lawyer's experience. However, from my perspective it has enabled me to be a better advocate for at least three reasons.

Firstly, the Guide aids my ability to get Gladue submissions before the Court and therefore to advocate more effectively for the client. Anecdotally, I have found that using the Guide both reduces my workload and provides a better result than interviewing clients about their Gladue experiences and then reciting those for the Court.

Secondly, the Guide is always well received by our Judges and Justices. Time and time again, the Court expresses gratitude to the client for the time and effort taken to complete the Guide and thereby provides the Court with information needed to thoughtfully consider Gladue factors in that person's life. Judges often comment on the fact that the Guide tells the client's story in their own words, which is far more meaningful and authentic than a lawyer talking about another person's experience.

Lastly, the Guide serves as a healing tool that the client can use after court is over to continue their healing journey. It can also be shared with an elder or counsellor to begin a conversation about past traumas and the impact of the trauma in one's life. Many clients have told me that completing the Guide was the first time they had told their story and started to make connections between their trauma and their offending. This benefits both offenders and their communities and has the potential to reduce recidivism. In this way, the Guide has the potential to connect clients with supports and bring healing to their families and communities even after the Court matter is concluded." – Legal Aid Saskatchewan Staff Lawyer, Suzanne Lalonde

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Legal Aid Saskatchewan will continue to share the guide across its networks and promote it as a valuable healing resource for clients.

Immigration and Refugee Services

Legal Aid Saskatchewan is expanding its scope of services to include Immigration and Refugee Law, marking a significant step forward in our commitment to inclusive, responsive and equitable justice. In 2025–2026, federal funding enabled LAS to complete a province-wide situational assessment of immigration and refugee

legal needs in Saskatchewan. The assessment confirmed a clear access-to-justice gap: Saskatchewan was one of only two provinces not receiving dedicated federal funding for immigration and refugee legal aid; demand for services was growing and unmet; and existing community providers, including settlement agencies and legal clinics, were operating without dedicated funding and beyond available capacity. The report also identified increasing refugee claims, humanitarian and compassionate applications, removals and related legal needs, while noting that many individuals could not access qualified legal assistance because of cost, limited service availability or lack of specialized capacity.

Building on this evidence, LAS submitted a business case to the federal government and was successful in securing funding to develop and deliver immigration and refugee services through March 2028. This investment will support the creation of a dedicated Immigration and Refugee Services team, including a director, staff lawyer and two support positions such as regulated immigration consultants or legal assistants, supplemented where needed by private bar and community partners.

As LAS prepares to launch these services in 2026, we are working with service providers, settlement agencies and justice partners to build a collaborative, high-quality and cost-effective model that responds to Saskatchewan's changing demographics and strengthens access to justice for immigrants and refugees across the province. This initiative is a major achievement under our strategic priority of ensuring that clients experience inclusive justice.

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

Application Centre intake calls

First impressions matter, and considerable effort has been directed toward enhancing the initial experience of prospective clients. Improvements at the intake stage have been substantial and are clearly reflected in the following performance data. Call volumes increased during the year, with Eligibility Officers successfully handling a greater number of calls. At the same time, fewer callers experienced disconnections, and wait times decreased. These results demonstrate meaningful gains in both service accessibility and operational efficiency, ensuring more clients receive timely support when they first reach out to Legal Aid Saskatchewan.

	2025-2026	2024-2025	2023-2024
Total call received	43,464	37,132	37,433
Calls disconnected	4,862	5,380	6,567
Calls handled by Eligibility Officers	38,602	31,772	30,866
Average wait time per caller	1m 55s	2m 35s	2m 51s
Total calls answered within 2.5 min	72.46%	59.98%	58.32%

Number of clients qualifying for legal aid services

To qualify for Legal Aid Saskatchewan services, an individual must be financially eligible, have a legal problem that is covered by LAS guidelines, and the legal problem must have professional merit in the opinion of LAS.

LAS reports both the number of individuals applying and the number of LSNs (files) assigned, as a single applicant may have multiple LSNs. The number of individuals applying for services has remained stable over the past three years, as has the number of applicants who qualify for assistance. While LSN totals have

declined, this change reflects adjustments to client file configuration practices rather than a reduction in service demand. Overall, workload levels have remained consistent, demonstrating continued demand for services and sustained organizational capacity. This data includes criminal, family and therapeutic court applications.

	2025-2026	2024-2025	2023-2024
Number of people who applied for full service	16,499	16,847	16,092
Number of LSNs created	21,069	24,389	23,793
Number of people qualified for full service	11,928	12,220	11,573

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' caseloads, 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.

	2025-2026	2024-2025	2023-2024
All Clients	69%	67%	69%
Criminal & Therapeutic Clients	68%	70%	67%
Family Clients	69%	66%	75%

Files resolved by mediation

	2025-2026	2024-2025	2023-2024
LAS mediation team	9 lawyers	11 lawyers	8 lawyers
Applications approved for mediation services	248	246	205
Mediation matters complete*	159	206	159
Certificates filed with Early Family Resolution Office	126	104	56

** Mediation matters closed in the fiscal year may have been opened in previous years.*

Number of complaints

LAS investigates complaints about eligibility and of legal services provided to clients.

	2025-2026	2024-2025	2023-2024
Complaints received	166	202	165
Complaints resolved	135	114	120

** resolution numbers differ from complaints received for multiple reasons i.e. timing of complaints received or lost contact with complainant.*

New full service files opened

LAS reports the number of LSNs (files) opened by staff lawyers and private bar lawyers, as well as court informations 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 & Private Bar

	2025-2026			2024-2025			2023-2024		
	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs
Criminal Adult	7,229	2,074	1.51	9,151	2,251	1.31	9,161	2,245	1.23
Criminal Youth	1,227	191	1.47	1,784	224	1.28	1,559	202	1.22
Criminal Subtotal	8,456	2,265		10,935	2,475		10,720	2,447	
	Total Criminal LSNs = 10,721 *Average Court Info to LSNs = 1.50*			*Total Criminal LSNs = 13,410* *Average Court Info to LSNs = 1.30*			*Total Criminal LSNs = 13,167* *Average Court Info to LSNs = 1.23*		

Therapeutic Court: LSNs and Court Info to LSN Ratio for Staff Lawyers & Private Bar

	2025-2026			2024-2025			2023-2024		
	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSNs
Therapeutic Court	500	26	1.21	562	23	1.33	571	29	1.17
	Total Therapeutic LSNs = 526			*Total Therapeutic LSNs = 585*			*Total Therapeutic LSNs = 600*		

Family: LSNs and Client Count for Staff Lawyers & Private Bar

	2025-2026				2024-2025				2023-2024			
	Staff (LSN)	Staff (Clients)	Private Bar (LSN)	Private Bar (Clients)	Staff (LSN)	Staff (Clients)	Private Bar (LSN)	Private Bar (Clients)	Staff (LSN)	Staff (Clients)	Private Bar (LSN)	Private Bar (Clients)
Family Total	2,490	2,185	177	167	2,502	2,214	241	227	2,537	2,264	308	301
Child App*	758	655	81	80	684	590	160	147	573	467	179	167

**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 & Private Bar

	2025-2026		2024-2025		2023-2024	
	Staff (LSN)	Private Bar (LSN)	Staff (LSN)	Private Bar (LSN)	Staff (LSN)	Private Bar (LSN)
Criminal	8,456	2,265	10,935	2,475	10,720	2,447
Therapeutic	500	2,549	562	23	571	29
Family	3,248	258	3,186	401	3,110	487
LSN Subtotal	12,204	5,072	14,683	2,899	14,401	2,963
LSN TOTAL	**17,276**		**17,582**		**17,364**	

Brydges, Duty Counsel Advice and Summary Advice: LSNs for Staff Lawyers & Private Bar

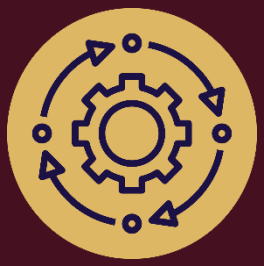
Duty Counsel Advice refers to immediate legal advice — provided either by phone or in person — to individuals who have been arrested or detained. This service is offered by a staff lawyer or through the Brydges service and is available regardless of the individual's financial status. The 2025-2026 fiscal year saw an increase in the number of LSNs opened by staff and private bar. This may be attributed to operational and efficiency improvements with LAS's Brydges service.

	2025-2026		2024-2025		2023-2024	
	Staff (LSN)	Private Bar (LSN)	Staff (LSN)	Private Bar (LSN)	Staff (LSN)	Private Bar (LSN)
Brydges, Duty Counsel Advice and Summary Advice	62	20,753	45	16,231	58	14,438

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

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.

	2025-2026			2024-2025			2023-2024		
	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSN	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSN	Staff (LSN)	Private Bar (LSN)	Ratio of Court Info to LSN
DC Adult	8,876	1,589	1.59	9,044	1,037	1.63	6,959	2,306	1.69
DC Youth	547	41	1.73	693	7	1.70	597	33	1.68
	Total Duty Counsel LSNs = 11,053 *Average Court Info to LSNs = 1.59*			*Total Duty Counsel LSNs = 10,781* *Average Court Info to LSNs = 1.63*			*Total Duty Counsel LSNs = 9,895* *Average Court Info to LSNs = 1.69*		



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.

Community Partnerships

Engagement with other community stakeholders builds strong, trust-based relationships between organizations and the people seeking justice services. LAS takes pride in these community engagement opportunities.

- **2025 All Staff Conference:** During LAS' annual CPD staff conference, our valued private bar partners were invited to join the educational sessions. This was first time in five decades this learning and networking opportunity was made available.

- **2025 Access to Justice Week (October 27 to November 2):** For the 10th anniversary of #SKA2J, LAS hosted a free film screening at the Roxy theatre in Saskatoon. Two short films created by the First Nations University were featured: *Waniska – an Awakening of Indigenous Knowledge* and *Economic Reconciliation*. These films centered their themes around a deep understanding of reconciliation and meaningful access to justice.

- **Battlefords Area Office and Onion Lake First Nation:** Legal Aid Saskatchewan and Onion Lake First Nation have strengthened their collaborative partnership to support community-based justice and reintegration initiatives. Through ongoing coordination with the Onion Lake Justice Committee and Court Worker Program, Legal Aid Staff Lawyers are connected to culturally relevant release and reintegration options, including access to transitional housing trailers and the community's detoxification centre. Court workers proactively engage with LAS counsel to discuss sentencing alternatives and reintegration plans, helping to ensure that clients' circumstances and community supports are fully considered. The partnership also facilitates referrals to LAS for individuals facing serious criminal consequences, while providing direct access to the Justice Committee for consideration of sentencing circles and support with court applications. In addition, court workers assist community members with applications and navigation of the justice system, enhancing access to legal services and community-based supports.

- **FASD and Gladue Report Training:** LAS partnered with the FASD Network of Saskatchewan to provide specialized training for justice advocates assisting Indigenous clients. This training examined how FASD impacts brain functioning and behaviour and why traditional justice responses may not work for individuals with FASD. After reviewing strategies to reduce justice involvement, the training focused on the role of Gladue reports and restorative justice approaches, and how legal professionals can apply FASD- and Gladue-informed practices in their work.

- **3rd Annual Afrocentric Symposium:** LAS was pleased to participate in the 3rd Annual Saskatchewan Afrocentric Symposium hosted by Truly Alive Youth and Family Foundation Inc. (TAYFFI) during Black History Month. The Afrocentric Symposium is a professional development and heritage education opportunity bringing together hundreds of community leaders, academics and Government officials from across the country to share insights and learn about the rich legacy and achievements of Black people throughout Canadian and Saskatchewan history. Staff Lawyers Chimezie Azuwike and Jola Fagbemi were panelists for the "Building Trust with Communities Towards Public Safety and Social Harmony" discussion. It was an in-depth conversation with fellow participants Saskatoon Police Chief Cameron McBride, Amy Agar and Amy Wood from the Parole Board of Canada, and entrepreneur and business owner Petrice Dyer.

- **4th Annual Black History Month Gala & Awards Night:** Black History Month wrapped up with a celebratory gala hosted by TAYFFI on February 27th. LAS employees again gathered to celebrate with other community groups and colleagues. The evening finished with a surprise award being presented to Legal Aid Saskatchewan for Outstanding Intersectoral Partnership!

- **University of Saskatchewan's College of Law panel "Careers for the Public Benefit - Public Service and Advocacy Roles":** LAS's Practice Management Counsel Joanne Khan joined a panel of lawyers working in public service, while Articling Student Amy Bjarnason connected with students interested in LAS's articling program. The event provided an opportunity to highlight career pathways in public service and the important role legal aid plays in improving access to justice. Joanne shared her experience working with criminal and family law clients and discussed key organizational initiatives, including the expansion of immigration and refugee legal services and Legal Aid Saskatchewan's ongoing commitment to reconciliation and advancing the Truth and Reconciliation Commission's Calls to Action.

Saskatoon Indigenous Provincial Court

The Provincial Court continues to lead the development of the Saskatoon Indigenous Provincial Court (SIPC) through an Elder-guided, collaborative design process involving Indigenous communities, service providers, victim supports and justice partners. Legal Aid Saskatchewan is pleased to be part of these essential discussions and the foundations of this initiative.

SIPC aims to address the overrepresentation of Indigenous peoples in the justice system by providing a culturally grounded, restorative and holistic approach to justice. Throughout the year, engagement activities focused on gathering input to inform the court's structure, processes and services. This collaborative work will support the launch of a pilot Indigenous Court in Saskatoon, currently anticipated for the summer of 2026.

Appellate Work

Legal Aid Saskatchewan Staff Lawyers and private bar partners advocate for clients by navigating complex matters before the Courts. During the 2025-2026 fiscal year, LAS had 24 appeal files approved.

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

Number of stories

	2025-2026	2024-2025	2023-2024
LinkedIn (advertising job opportunities, promoting LAS work and achievements, and highlighting leadership and employees)	42	71	76
LAS in the media (mentions or highlights in news publications or media announcements (provincial and national))	162	152	108

Gladue Submissions

Legal Aid Saskatchewan's Gladue Services Coordinator continues the educational outreach about the submission guide and Gladue rights. While the use of the Guide has increased, we must acknowledge challenges, including the limited number of Gladue writers, the cost per report, and the amount of time invested.

Number of Gladue Submissions used by LAS Staff Lawyers: 76
Number of Gladue Reports: 11

"I can say that the Guide has been very well received by our Provincial Court Judges, and that in several cases the Guide made a measurable difference in the outcome the client received. By way of example, the Guide was the reason I was able to obtain non-custodial sentences for two cases, and in another case the Guide was the reason the client was released at his show cause hearing." – LAS Staff Lawyer on the impact of the Gladue Submission Guide

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"I entered Gladue submissions for eight Indigenous clients. I argued for an absolute discharge and not probation for one of my youth clients. The Guide really helped bring forward the client's circumstances." – LAS Staff Lawyer on the impact of the Gladue Submission Guide

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"The guides have been very helpful. I have had multiple show cause hearings that were close and the Guide may have been the deciding factor in their release, including one for an Indigenous youth. Our Crowns seem to take the guides into consideration when giving their sentencing positions." – LAS Staff Lawyer on the impact of the Gladue Submission Guide

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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 well-being of our staff, knowing this has a positive effect on our clients.

Saskatchewan's Top Employer

For the third year in a row, Legal Aid Saskatchewan was recognized as a Saskatchewan Top Employer for 2026! Saskatchewan's Top Employers is a special designation bestowed upon Saskatchewan employers that lead their industries in offering exceptional places to work. Employers are reviewed on several criteria, including workplace culture and atmosphere, benefits and time off, training and skills development and community involvement

"This remarkable achievement highlights the dedication, talent and hard work of our entire team. Their unwavering commitment and contributions have made this recognition possible, and I am incredibly proud of what we have accomplished together."– Jayne Mallin, CEO

"This recognition reflects our commitment to being a workplace that values its people, offers strong benefits, and fosters a positive work culture. Being consistently recognized as a Saskatchewan Top Employer helps strengthen employee pride and loyalty to the organization and promote a culture of excellence." – Olga Sadikova, Director of People and Culture

Congratulations to Employees' Dedicated Service!

Congratulations to the employees who were presented with service awards during Legal Aid Saskatchewan's 2025 annual all staff conference in Saskatoon!

- **5 Years:** Sara Castillo Hernandez, Connie Hottinger, Taylor-Anne Yee, Nicole Katona
- **10 Years:** Deanna Harris
- **15 Years:** Ian Goldberg
- **20 Years:** Sheri Bayda, Cameron Schmunk
- **25 Years:** Michelle Mazuren, Wanda Towstego, Audrey Robinson, Robert Grimsrud

Long Serving Employee Appointed King's Counsel

Robert Grimsrud, LAS VP of Legal Services and General Counsel, was appointed King Counsel in December 2025. As a 25-year employee of LAS, Robert has served in many capacities, including Legal Director and Staff Lawyer.

"As a staff lawyer and Legal Director, I experienced many different outcomes for clients, from winning cases to losing cases, to working hard to resolve a case to the benefit of the client. Often the highlights I recall and am proud of centre around the clients and their continued trust in my advice even when hard choices had to be made. In my current role as Vice President of Legal Services and General Counsel, I am proud to be part of a team that has started to move the organization in the direction needed for the future." – Robert Grimsrud, K.C. on his accomplished career

Student Programming

This was the second 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 two students through this program in the Winter semester, one at Battlefords Area Office and one at Prince Albert Area Office.

The 2025-2026 fiscal year is the first for the Advanced Child Protection Externship (ACPE), an experiential opportunity made possible by partnership between FSIN and the College of Law's 2023 Memorandum of Understanding (MOU) for dedicated research and education surrounding child protection. Legal Aid Saskatchewan was pleased to welcome two students through this externship, one in the fall semester and one in the winter, both working with the family Law and Mediation Services team at the Saskatoon Rural Area Office.

The summer student program welcomed three students keen to enter the legal profession. These students worked with our Prince Albert, Regina Rural and Head Office teams during the summer of 2025.

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, brought in eight dedicated students work with our Staff Lawyers, admins and clients throughout 2025-2026. These young professionals joined our Head Office, Regina Rural, Saskatoon City, Moose Jaw, Saskatoon Rural, Prince Albert, and Yorkton Area Offices.

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

Staff Engagement

	2025-2026	2024-2025	2023-2024
Learn to Lead, Lead to Learn (all-staff discussion focusing on leadership topics)	3	3	2
Lunch and Learns (learning sessions facilitated by staff lawyers and guest presenters)	15	14	16
Town Halls (all-staff general meetings led by CEO and senior management)	3 regular 1 special	3 regular 1 special	4

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.

	2025-2026	2024-2025	2023-2024
Average number of applications per position	20.5	66.9	35.5
Average number of applications per admin position	58.3	84.07	141.7
Average number of applications per lawyer position	5.9	8.54	6.4

Staff vacancies

A position is considered vacant from the day a person leaves the employment of LAS until the date a new person starts in that same position.

	2025-2026	2024-2025	2023-2024
Staff Lawyers	23	13	55
Non-Lawyers	36	25	52
Out-of-scope	9	1	9

**excludes new positions*

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 office. This period can be influenced by many factors, including the transition from private practice to staff lawyer or the retainment of articling students from LAS' articling program.

	2025-2026	2024-2025	2023-2024
Average number of days to fill an open position with an external candidate	106	77.9	68.9
Average number of days to hire a staff lawyer	133	167.8	87.7
Average number of days to hire a non-lawyer	48.8	61.13	60.3
Average number of days to hire out-of-scope	198	201	44.8

New hire retention rate

	2025-2026	2024-2025	2023-2024
New hires who remained employed with LAS over the course of the fiscal year*	100%	81.08%	81.8%

**Excludes term employees and involuntary leavers*

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 Security & Modernization Remains Top of Mind

Legal Aid Saskatchewan continued to enhance staff connectivity, mobility and secure remote access through several key technology initiatives during the year. Four major projects were implemented: TitanFile, a cloud-based file sharing and collaboration platform; Pre-Login VPN, enabling fully remote, zero-touch deployment of computer systems; Windows Hello for Business, supporting secure passwordless authentication through biometric login; and a Web Application Proxy for LAIN, providing secure access through conditional access controls. These investments support a flexible and secure work environment for staff across the province. Mobile technology adoption remains strong, with 207 LAS-issued laptops in use, 113 staff utilizing personal devices to access LAS Microsoft 365 applications, and 24 LAS-managed smartphones supporting mobile and remote work capabilities.

Information technology security, data protection, and business improvement remained key priorities for Legal Aid Saskatchewan throughout the year, with the successful implementation of multifactor authentication and the continued expansion of cloud-based solutions, including innovative SharePoint pilot projects aimed at improving collaboration and efficiency. Ongoing staff cyber security training, with a particular focus on phishing awareness and prevention, has helped strengthen organizational resilience, and no major security incidents were reported during the reporting period.

Expanding the Data Framework

LAS continues to strengthen its data framework to support more effective short- and long-term budgeting, capacity planning and organizational transparency. Robust operational metrics provide the foundation for data-informed decision-making, helping optimize performance, enhance accountability and ensure progress toward strategic objectives. Reliable data also strengthens confidence among funders and stakeholders, reflecting the growing expectation that government-funded organizations demonstrate evidence-based decision-making at all levels.

A significant milestone in 2025–2026 was the hiring of a Data/Business Analyst, which accelerated efforts to improve data collection and analysis. Through this work, LAS identified throughput levels across individual Area Offices, tracked common workflow patterns and inter-office workload distribution, and pinpointed high-priority locations for future hiring. Enhanced data collection has also improved the transparency and traceability of organizational decisions.

These insights have provided a deeper understanding of internal processes, variations in office-level operations, and workload distribution across both offices and individual lawyers. Moving forward, LAS expects improved data capabilities to drive ongoing process refinement, support the development of expanded services, and enable more efficient and balanced allocation of resources across the organization.

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 2025-2026 fiscal year, LAS documented 12 risks in the risk registry and reported these to the Saskatchewan Legal Aid Commission during each Commission meeting. Of these 12 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, 2026.

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, 2026

PROVINCIAL AUDITOR
of Saskatchewan

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, 2026, and the statement of operations and changes in accumulated surplus, statement of changes in net financial assets, 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, 2026, and the results of its operations, changes in net financial assets, 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.

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- 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.

- 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 26, 2026

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

	2026	2025
Financial Assets		
Cash	$ 9,942,056	$ 8,940,811
Accounts receivable (note 2)	152,251	47,307
Total financial assets	10,094,307	8,988,118
Liabilities		
Accounts payable and accrued liabilities		
General (note 2)	228,199	180,720
Private Solicitors' Fees	6,755,123	7,323,506
Employee Salaries and Benefits	627,390	1,345,946
Deferred Contributions (note 6)	221,554	236,340
Total liabilities	7,832,266	9,086,512
Net Financial assets/(debt), (statement 3)	2,262,041	(98,394)
Non-financial assets		
Tangible capital assets (note 5)	29,700	39,597
Prepaid expenses	356,758	370,727
Total Non-financial assets	386,458	410,324
Accumulated surplus, (statement 2)	$ 2,648,499	$ 311,930

Contractual Rights (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

	2026		2025
	Budget (note 10)	Actual	Actual
Revenue			
Ministry of Justice and Attorney General	$ 41,604,000	$ 41,604,000	$ 36,873,000
Federal Funding – Immigration & Refugee Program (Note 11)	---	98,114	---
Grants	372,700	180,574	146,000
Other	361,322	379,246	487,064
Total revenue	42,338,022	42,261,934	37,506,064
Expense			
Salaries and employee benefits	28,030,583	26,293,498	24,543,973
Head Office administrative and operating expenses (schedule 1)	1,667,198	1,475,500	1,238,987
Area Office administrative and operating expenses (schedule 1)	2,364,783	2,192,385	2,125,404
Provision of legal services	7,682,489	8,497,044	8,488,841
Other legal expenses	171,750	190,516	125,558
Travel	1,111,279	1,168,411	1,049,104
Immigration & Refugee Program	---	98,114	---
Amortization of tangible capital assets	78,897	9,897	9,897
Federal and Strategic Priorities (Note 12)	1,000,000	---	---
Total expense	42,106,979	39,925,365	37,581,764
Surplus (deficit)	231,043	2,336,569	(75,700)
Accumulated surplus, beginning of year	311,930	311,930	387,630
Accumulated surplus end of year (statement 1)	$ 542,973	$ 2,648,499	$ 311,930

(See accompanying notes)

Statement 3

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

	2026		2025
	Budget	Actual	Actual
	(note 10)		
Operating surplus (deficit) (Statement 2)	$ 231,043	$ 2,336,569	$ (75,700)
Acquisition of tangible capital assets	(320,000)	---	---
Amortization of tangible capital assets	78,897	9,897	9,897
Loss on disposal of tangible capital assets	---	---	---
	(241,103)	9,897	9,897
Acquisition of prepaid expenses	(293,408)	(356,758)	(370,727)
Use of prepaid expenses	293,408	370,727	293,408
	---	13,969	(77,319)
Increase (decrease) in net financial assets	**(10,060)**	**2,360,435**	**(143,122)**
Net financial assets / (debt), beginning of year	**(98,394)**	**(98,394)**	**44,728**
Net financial assets / (debt), end of year (statement 1)	**$ (108,454)**	**$ 2,262,041**	**$ (98,394)**

(See accompanying notes)

Statement 4

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

	2026	2025
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	$ 41,604,000	$ 36,873,000
Cash received from Federal Immigration & Refugee funds	69,264	---
Cash received from grants	110,814	367,000
Cash received from interest	285,383	411,998
Cash received from other revenue	72,744	77,831
Cash payments for salaries and benefits	(26,998,084)	(24,597,372)
Cash payments for other suppliers	(5,077,448)	(4,628,141)
Cash payments for legal services	(9,065,428)	(9,153,687)
Net cash (used in) provided by operating activities	1,001,245	(649,371)
CAPITAL ACTIVITIES		
Purchase of capital assets	---	---
Net (decrease) increase in cash	1,001,245	(649,371)
Cash, beginning of year	**8,940,811**	**9,590,182**
Cash, end of year	**$ 9,942,056**	**$ 8,940,811**

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2026

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.

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

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

Ministry of Justice and Attorney General of Canada is funding for immigration and refugee expenses.

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. These include recurring contributions from Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust and Law Foundation of Saskatchewan.

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 and accrued liabilities 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:

	2026	2025
Current	$ 152,251	$ 47,307
30 – 60 days	---	---
61 – 90 days	---	---

Greater than 90 days	---	---
Accounts receivable	$ 152,251	$ 47,307

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 by managing expenses to operate within the annual appropriation amount it receives from the Saskatchewan Ministry of Justice and Attorney General.

Accounts Payable Maturity Analysis is detailed as follows:

	2026	2025
Current	$ 228,199	$ 180,720
30 – 60 days	---	---
61 – 90 days	---	---
Greater than 90 days	---	---
Accounts payable	$ 228,199	$ 180,720

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 2026 amounted to $1,373,736 (2025 - $1,238,488).

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2026 Total	2025 Total
Opening cost	$ 281,543	$ 717,771	$ 999,314	$ 999,314
Additions during the year	---	---	---	---
Disposals during the year	---	---	---	---
Closing Cost	281,543	717,771	999,314	999,314
Opening Accumulated Amortization	241,946	717,771	959,717	949,820
Amortization during the year	9,897	---	9,897	9,897
Disposal during the year	---	---	---	----
Closing Accumulated Amortization	251,843	717,771	969,614	959,717
Net book value of Tangible capital assets	$ 29,700	$ ---	$ 29,700	$ 39,597

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 has not been incurred.

	2026	2025
Balance, beginning of year	$ 236,340	$ ---
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	79,940	281,886
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	85,848	90,454
Law Society of Saskatchewan	---	10,000
Less: Amounts recognized as revenue in the year	(180,574)	(146,000)
Balance, end of year	$ 221,554	$ 236,340

The Law Foundation of Saskatchewan approved grants during the year to Legal Aid Commission were $nil (2025 - $825,000). The Commission recognized $72,997 (2025 - $44,933) 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 $88,000 (2025 - $92,700). During the year, the Trust made a payment of $32,700 (2025 - $91,000) to the Commission for these grants. The Commission recognized $53,148 (2025 - $nil) as receivable from The Law Foundation of Saskatchewan Endowment Fund Trust.

7. Measurement Uncertainty

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, 2026, the Commission estimates $881,115 (2025 - $837,886) will be incurred on approximately 2,892 (2025 – 3,361) 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:

	2026	2025
Expenses	$ 2,571,155	$ 2,471,332
Accounts payable	59,593	38,753
Accounts receivable	---	---

Each year, the Commission receives 98% (2025 – 98%) of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice and Attorney General recorded as appropriations, and 2% (2025 – 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 $41,604,000 from the Ministry of Justice and Attorney General (2025 - $36,873,000).

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 (2025 - $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 $259,005 (2025 - $254,023) for the increased premium costs. The Fund had a balance of $416,608 (2025 - $374,526) 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 (2025 - $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:

	2026	2025
Grants	$ 47,485	$ 64,114
Deferred contributions	11,555	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 2025 by members of the Saskatchewan Legal Aid Commission.

11. Contractual Rights

The Commission has entered into an agreement with the Federal Government (Canada) under which Canada grants a contribution to the Commission for the eligible expenditures directly related to or reasonably attributable to providing legal aid in immigration and refugee matters, through Canada's Legal Aid Program. The agreement took effect on November 17, 2025, and terminates on March 31, 2028, and Canada's contributions will be based on the Commission's performance of its obligations under this agreement. Canada's contribution for immigration and refugee legal aid for the payment of the eligible expenses incurred will be up to the following amounts:

2027: $1,310,000
2028: $1,200,000

12. Federal and Strategic Priorities

The Commission has allocated budget to meet the objectives of federal funding for criminal legal aid expenditures by providing increased legal representation, advice, and information to the Saskatchewan communities regarding the justice system. This allocation will also support the implementation of the Commission's strategic priorities set out in the Strategic Plan.

Schedule 1

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

	2026		2025
	Budget (note 10)	Actual	Actual
Head Office Administrative and Operating Expenses			
Leased accommodation	$ 293,997	$ 227,509	$ 221,237
Computer leases, maintenance, and support	125,736	135,679	112,143
Telephone	29,950	20,340	19,966
Postage	8,116	11,078	17,393
Stationery and office supplies	14,000	11,614	10,629
Periodicals	2,125	11,107	2,201
Photocopying	4,150	2,471	2,654
Expenses related to Endowment Fund Grant	92,700	100,633	64,114
Expenses related to Law Foundation Grant	80,000	79,940	81,886
Professional fees and legal costs	158,000	91,939	170,005
Other operating expenses	858,424	783,190	536,759
Total Head Office Administrative and Operating expenses (statement 2)	$ 1,667,198	$ 1,475,500	$ 1,238,987
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,294,463	$ 1,151,329	$ 1,154,081
Computer leases, maintenance, and support	221,980	201,491	199,396
Telephone	130,050	130,125	134,124
Postage	57,884	44,369	47,018
Stationery and office supplies	166,000	200,244	162,941
Periodicals	22,875	19,110	21,816
Photocopying	57,850	53,943	56,478
Other operating expenses	413,681	391,774	349,550
Total Area Office Administrative and Operating Expenses (statement 2)	$ 2,364,783	$ 2,192,385	$ 2,125,404

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.

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.

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 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, dependents; and 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, 2025 and as of March 31, 2026 and have been worked on by a lawyer during this time frame. As of March 31, 2026, 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.

Legal Aid Saskatchewan's Strategic Priorities