

## 2013 - 2014 Annual Report

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## Mission

We promote access to justice for eligible persons through the provision of quality legal assistance.

## Vision

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

## Legislative Mandate

The *Legal Aid Act* and The *Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Existing since 1974, The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

## Service

Legal services are provided to financially eligible applicants if the criminal charge or family problem falls within the range of matters for which Legal Aid Saskatchewan (LAS) offers representation and the matter has a reasonable prospect of being resolved. Services are provided in adult and youth criminal matters and family law.

LAS provides duty counsel services for in-custody clients, regardless of financial status, at the 80 provincial court points at which our lawyers attend. There are duty counsel service programs operating in provincial courts in Regina, Saskatoon and Prince Albert.

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

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

## Financial Eligibility

According to Section 3 of the *Legal Aid Regulations*, applicants are financially eligible for services if:

- they are receiving income from Social Assistance or Band Assistance or Saskatchewan Assured Income for Disability; 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.

## Client Demographics

### General

- 24% of all of our clients are female – 76% male
- 18% of criminal clients are female – 82% male
- 30% of our clients received duty counsel services
- 68% of family clients are female – 32% male
- 72% of all of our clients have no dependents, while 23% have between 1 and 3 dependents

### Aboriginal

- 73% of our clients have self-identified as Aboriginal – 27% are of various other origins
- of those who identified as Aboriginal, 61% applied for criminal matters, 11% for family matters and 28% received duty counsel services
- 35% of our Aboriginal clients are female

### Residence

- At the time of application, 22% of our clients lived in Saskatoon, 19% in Regina and 7.5% in Prince Albert
- of the remaining 51.5% of clients, 9.7% were from other cities such as Moose Jaw, Swift Current, Battlefords, Lloydminster, Meadow Lake, Melfort, Yorkton, and Estevan, with the remaining 41.8% being from towns and other rural and remote locations
- our highest client remote locations were La Ronge and La Loche with 234 and 333 of our clients from those northern towns, respectively

## Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer delivery model for providing legal services to most of its applicants (91% of its cases in 2013-14, with the remainder handled by the private bar, generally due to conflicts of interest preventing Legal Aid’s lawyers from taking the files). At March 31, 2014 LAS had 163 staff positions located in 15 offices throughout the province; (the list of offices is at the end of the Report).

LAS has a unionized workplace with 85.3% of the staff represented by CUPE Local 1949. Managerial and exempt staff comprise the remaining 14.7%.

LAS has many long service employees, with 30 staff members (approximately 18%) employed by the organization for over 25 years.

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	Saskatchewan Legal Aid Employment Profile
13.1% of staff self-declared as Aboriginal	14.0% of staff have self-declared as Aboriginal
9.7% are persons with disabilities	8.1% are persons with disabilities
47% of all lawyers and management are women	50% of all lawyers and management are women
3.8% are visible minorities	2.5% are visible minority



Her Honour  
The Honourable Vaughn Solomon Schofield  
Lieutenant Governor of the  
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2014.

Respectfully submitted,

A large, stylized handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Gordon Wyant, Q.C.,  
Minister of Justice and Attorney General



THE HONOURABLE GORDON WYANT, Q.C.  
MINISTER OF JUSTICE AND ATTORNEY GENERAL  
PROVINCE OF SASKATCHEWAN

Dear Mr. Wyant:

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 2013-2014 fiscal year.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'W. Brent Gough' with a stylized flourish at the end.

W. Brent Gough, Q.C.  
Chairperson

**MEMBERS FROM APRIL 1, 2013 to MARCH 31, 2014**

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

In the past year, there were three vacancies on the Commission.



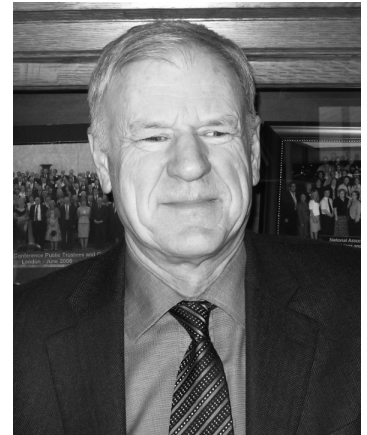
**W. BRENT GOUGH, Q.C.**  
Chair - Saskatoon  
*Appointed by the Lieutenant Governor in Council*



**IRWIN HENNIE**  
La Ronge  
*Appointed by the Lieutenant Governor in Council*



**ALMA WIEBE, Q.C.**  
Saskatoon  
*Appointed by the Lieutenant Governor in Council*



**RONALD KRUZENSKI, Q.C.**  
Regina  
*Appointed by the Law Society of Saskatchewan*



**JAY WATSON**  
Vice-Chair - Saskatoon  
*Appointed by the Law Society of Saskatchewan*



**ROD CROOK**  
Regina  
*Appointed by the Minister of Justice and Attorney General*

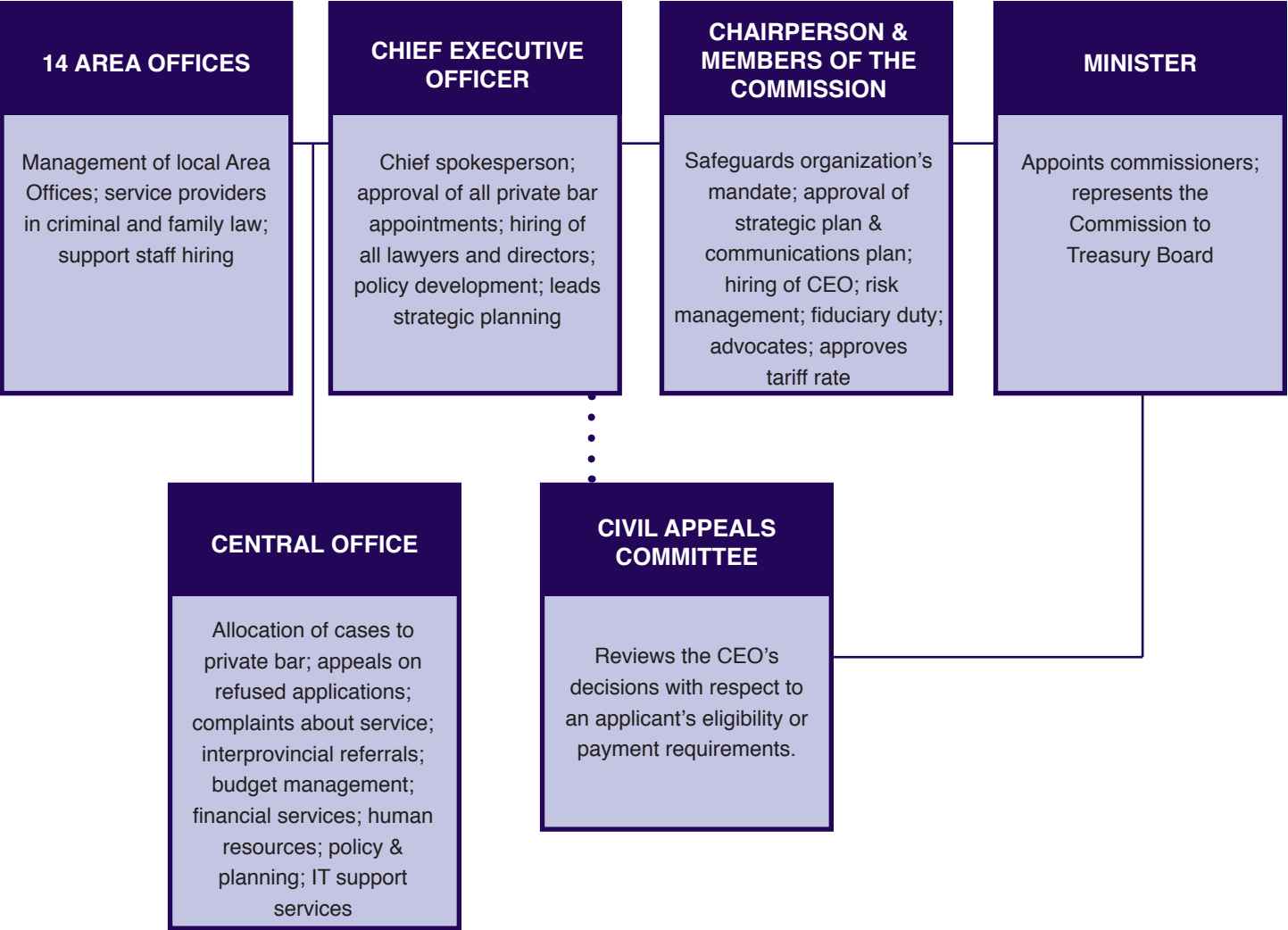


**KEN ACTON**  
Regina  
*Appointed by the Minister of Social Services (until November, 2013)*



**GARRY PREDIGER**  
Saskatoon  
*Appointed by the Minister of Social Services (beginning November, 2013)*

ORGANIZATIONAL STRUCTURE







**CRAIG W.J. GOEBEL, CEO**

Again during the 2013-14 year, criminal and family law services were provided to clients around the province by Legal Aid Saskatchewan's legal staff and over ninety private lawyers. Criminal defence lawyers represented clients at 80 Provincial Court locations, flying-in or driving to many rural and remote court points, at Queen's Bench Court and the Court of Appeal. Family lawyers and legal assistants helped several thousand parents (mostly mothers and their children) at Queen's Bench Court. Exceptional operational, administrative, financial and human resources support for

our field managers and staff was provided by the three Directors and four senior staff at head office.

In my first annual message, I lauded Legal Aid Saskatchewan's commitment to providing high-quality legal services to its clients, exemplified, for instance, by its long-serving, experienced staff and its presence throughout the province. In my second, I mentioned we would be adding new Commissioners; undertaking strategic planning; introducing practice and performance programs; developing better operations and methods for serving clients; looking for ways "to go green" and strengthening relations within our communities and with our legal system partners. We started and are proceeding apace with these and other programs and initiatives.

For instance, we reviewed and updated our financial eligibility guidelines for the first time since they were last changed 17 years ago, thereby (again) meeting our legislative mandate. This will permit us to serve more people, such as single mothers seeking custody of and support for their children, (without requiring more funds from government). We will implement a notional coupling between Legal Aid's financial eligibility program and relevant elements of social assistance offered by the Ministry of Social Services. This means our fiscal eligibility levels can keep up with increases in welfare rates, avoiding the stasis of the past.

We continued to administer the organization's finances with probity, while effectively addressing unbudgeted needs, for example, structural improvements, additional equipment and resourcing; collective bargaining was completed by management and union representatives negotiating in good faith to address interests and needs, producing a 4-year contract.

During the initial phases of strategic planning this year, employee engagement survey responses were used to help inform operational and resource decisions. We continued to take information from the "lost" client survey to improve client management, such as offering online applications and planning to speed-up intake processes and scheduling meetings with lawyers. Reports on a wide variety of data are also helping us work on issues such as fairness in work allotment.

We are participating with other legal system stakeholders in programs to improve accessibility to the legal system on behalf of people in Saskatchewan. To enhance the effectiveness of our legal representation and improve our problem-solving skills, our latest steps were to:

- train staff criminal lawyers from each office in Gladue reporting and set up a pilot project to provide enhanced sentencing submissions for young Aboriginal women and men and
- train staff family lawyers in collaborative law and set up a pilot project to first provide this service when clients are both represented by Legal Aid lawyers

We gratefully acknowledge that the Law Foundation has provided funding for these endeavours.

There have been more employee goings-and-comings this year. With a large proportion of our employees being at very senior levels, we will be expecting and planning to deal with many departures in the next while; as for replacing these experienced veterans, we are hiring many fine young people, eager to start their careers in public service. (See the respective lists below.)

Another important facet of change is renewal of the governance component of the organization. During the year Commissioner Mr. Ken Acton resigned; we thank him for his service and good counsel; Mr. Garry Prediger was added as his replacement. Happily, there are many community-minded people with similar notions of public service and recruitment for membership on the Board continues.

Others due our appreciation include Mr. Gordon Wyant, Q.C., Minister of Justice, for his support and the staff of the Ministry of Justice for their help and forbearance, especially Mr. Kevin Fenwick, Q.C., Deputy Minister and Ms. Betty Ann Pottruff, Q.C. and our Commissioners, especially Chairman, Mr. Brent Gough, Q.C.

The small group of private defence lawyers on our panel deserve thanks and we commend the efforts of the few and stalwart Brydges Line lawyers who offer duty counsel advice to thousands of people "24-7-52".

Of course, Legal Aid Saskatchewan would not work as well as it does without the skillful and dedicated effort of all the staff members, to whom I offer my gratitude and that of the Commissioners.

This next year will be Legal Aid Saskatchewan's fortieth year supporting low income people in the resolution of their problems. Now, while acknowledging where Legal Aid has been, we should strive to take it to where it should be. Change is upon us, we must accept that, take ownership of its consequences with good will and embrace renewal with future-oriented ideas and actions. So, along with commemorating the achievements of the organization and its people during those 40 years, this is our time to really "lean in to it".

During the past year we bade farewell to the following retiring employees:

- |                       |                       |
|-----------------------|-----------------------|
| • Grant Crookshanks   | • Margaret Martin     |
| • Gail Douglas        | • Richard Mayer, Q.C. |
| • Graham Dove         | • Allan McGuire       |
| • Valerie Harvey      | • Jill McMahon        |
| • Kearney Healy, Q.C. | • Patrick Reis, Q.C.  |

Over the year, we welcomed the following new employees to Legal Aid Saskatchewan:

- |                     |                      |
|---------------------|----------------------|
| • Norine Danis      | • Doug Ottenbreit    |
| • Jill Drennan      | • Wanda Phillips     |
| • Lauren Ellis      | • Fatima Sarwar      |
| • Belinda Halisky   | • Kyla Shea          |
| • Estelle Hjertaas  | • Ruby Sinclair      |
| • Adam Masiowski    | • Janene Umpherville |
| • Greg McNeil       | • Christa Weber      |
| • Christine Muldoon | • Jennifer Wolkosky  |

*These elements allow and require us to reflect on whether we are fulfilling our mandate:*

- *A client's ability to access our services*
- *The quality and perceived quality of our services*
- *The organizational health of Legal Aid*

These elements provide a roadmap to achieving our mandate of providing legal services to those who cannot otherwise afford them. Each element has different measures that tell us if we are closer to or further away from meeting our definitions of success. These measures are articulated and reported on in the past few Annual Reports.

#### A CLIENT'S ABILITY TO ACCESS OUR SERVICES

*We know Legal Aid is successful when those who need us the most can access our services consistently, regardless of their circumstances.*

##### MEASURE OF SUCCESS

- Number and relative proximity of physical access points for clients
- Wait times for clients to first meet with a lawyer
- Number of formal denials of service
- Appropriate proportion of family law and criminal cases

As in previous years, approximately 85% of Saskatchewan residents live within an hour driving time of an LAS office or frequently-visited court point. We have expanded access over the past number of years by having clients apply for legal aid services over the phone. This year, we launched an online application program designed to provide potential applicants with the ability to complete and submit a form with basic personal, problem and financial information to determine if they are eligible for legal aid services. Those who are deemed eligible are notified of that immediately by the program, and then contacted by the closest office to complete the intake process and to arrange a meeting with a lawyer. The wait-time for a client to see a lawyer for the first time continues to vary depending on the type of case (criminal or family), the time of year and the area office (Table 1). Too-long wait times have been identified by clients as an impediment to them really starting their efforts to deal with their problem, as a result of which they often discontinue or abandon their cases. Reducing the wait times has been identified as a key client service goal in our strategic planning, which began in the fourth quarter.

**Table 1:  
Average wait times for first meeting with a lawyer**

	At May 2014	At May 2013	At May 2012
<b>Criminal Adult</b>	3 weeks	2.6 weeks	2.6 weeks
<b>Criminal Youth</b>	2.4 weeks	2.4 weeks	3 weeks
<b>Family Matters</b>	3.2 weeks	3.9 weeks	2.9 weeks

The number of applicants who were denied based on their financial eligibility, range of service or merits of the case decreased slightly from the previous year to 2,388 or ~13% of all applications, compared to 2,812 denials in 2012/13. The proportion of one family case for every four criminal law cases has remained constant over the past three years. (More information on these two topics can be found on the following pages.)

##### FINANCIAL ELIGIBILITY GUIDELINES REVISED

In July 2012, LAS raised the financial eligibility guidelines through the suspension of the contribution policy. As part of this action, the contribution guidelines became the measure for fully-eligible applicants; this essentially raised the limits by 10%.

This prompted a further review of the guidelines, which have remained unchanged since May 1997. The goal of the review was to assess their consistency with Social Assistance levels, to ensure LAS was fulfilling its mandate.

The review determined, surprisingly, that the financial eligibility guidelines, for the most part, had remained close to welfare rates. However, the financial eligibility levels for families with one, two and three children had slipped behind. These levels were to be increased and a new category of single senior will be introduced, in July 2014.

The contribution policy, which is a requirement of *The Legal Aid Regulations*, will have to be reintroduced. Its guidelines will be set at 10% above the fully-eligible guidelines. This time the collection process will be less-cumbersome, while remaining consistent with its rationale. Applicants who are eligible under the contribution guidelines will be required to pay a minimal flat fee in order to access legal aid services.



**QUALITY OF SERVICE**

*We know legal aid is successful when we consistently provide, to each of our clients, high quality service that is in line with our organizational values.*

**MEASURE OF SUCCESS**

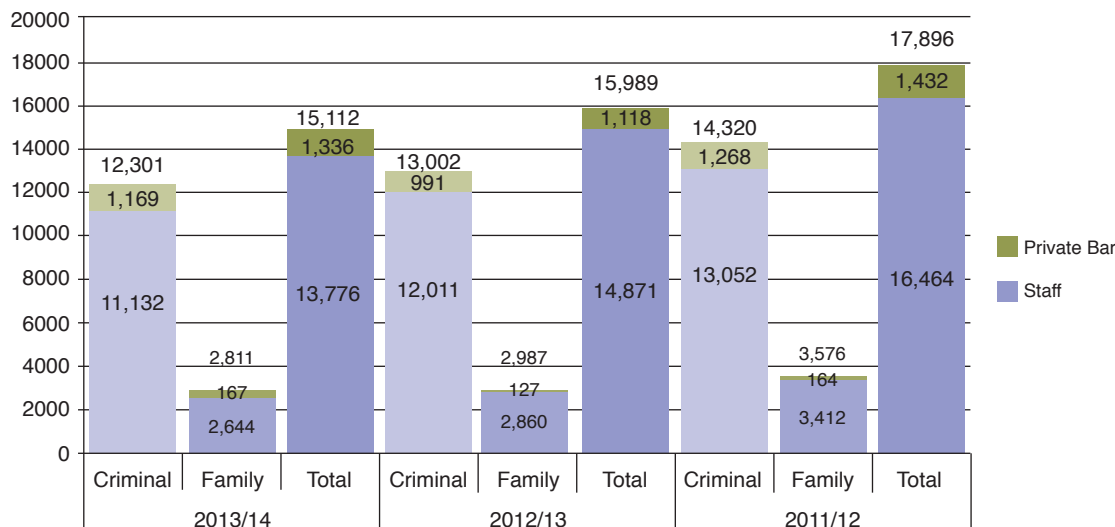
- Appropriate number of cases per office
- Appropriate level of professional development for staff
- Number of complaints received
- Average years of service of staff

Measuring quality is one of the most difficult challenges for a service organization, but also one of the most critical. What we have chosen to do is focus on those measures that are indicative of professionalism, albeit they are indirect indicators of our ability to provide quality service: caseloads, staff training, feedback and the experience of the staff providing services.

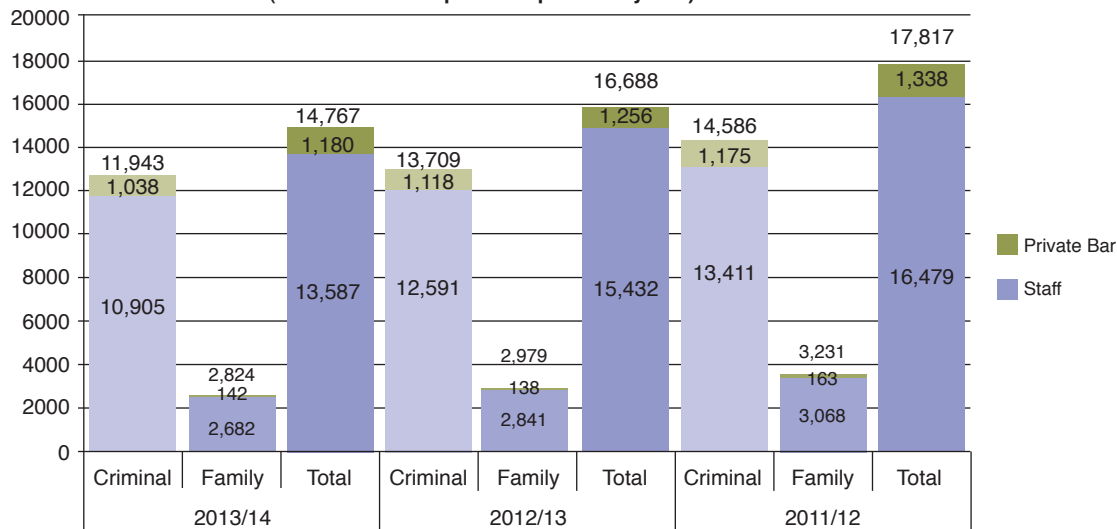
**Table 2:  
New Applications in Fiscal Year**

		2013/14	2012/13	2011/12
<b>Received</b>	<b>Criminal</b>	14,360	15,370	16,878
	<b>Family</b>	3,676	4,068	4,872
	<b>TOTAL</b>	<b>18,036</b>	<b>19,438</b>	<b>21,750</b>
<b>Denied</b>	<b>Criminal</b>	1,725	2,043	2,135
	<b>Family</b>	657	760	818
	<b>TOTAL</b>	<b>2,382</b>	<b>2,803</b>	<b>2,953</b>
<b>Reviewed by CEO/Civil Appeal Committee</b>	<b>Criminal</b>	611	Breakdown not performed in previous years	
	<b>Family</b>	201		
	<b>TOTAL</b>	<b>812</b>	<b>794</b>	<b>811</b>
<b>Accepted</b>	<b>Criminal</b>	94	Breakdown not performed in previous years	
	<b>Family</b>	62		
	<b>TOTAL</b>	<b>156</b>	<b>163</b>	<b>134</b>
<b>Discontinued</b>	<b>Criminal</b>	334	325	423
	<b>Family</b>	208	321	478
	<b>TOTAL</b>	<b>542</b>	<b>646</b>	<b>901</b>
<b>Total Applications Received for Referral</b>	<b>Criminal</b>	12,301	13,002	14,320
	<b>Family</b>	2,811	2,987	3,576
	<b>TOTAL</b>	<b>15,112</b>	<b>15,989</b>	<b>17,896</b>

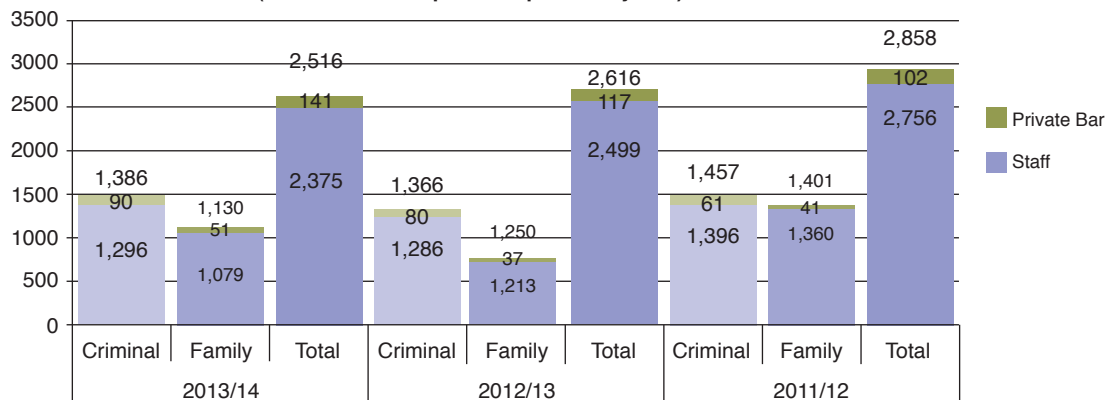
**Figure 1:  
New Full Service Cases Opened in the Fiscal Year**



**Figure 2:**  
**Full Service Cases Closed in the Fiscal Year**  
(includes those opened in previous years)



**Figure 3:**  
**Full Service Cases Abandoned in the Fiscal Year**  
(includes those opened in previous years)



**Table 4:**  
**Full-Service Files Opened and Closed by Area Office in Fiscal Year**

	2013/14						2012/13					
	Criminal		Family		Total		Criminal		Family		Total	
	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
Area Office												
Battlefords	1,386	1,412	95	119	1,481	1,531	1,361	1,441	126	122	1,487	1,563
Meadow Lake	874	794	70	108	944	902	1,191	1,094	159	184	1,350	1,278
Melfort	491	491	71	73	562	564	522	716	111	150	633	866
Moose Jaw	264	285	110	118	374	403	314	300	165	143	479	443
Northern	1,298	1,453	208	231	1,506	1,684	1,341	1,342	153	149	1,494	1,491
Prince Albert	1,300	1,318	227	259	1,527	1,577	1,352	1,340	230	166	1,582	1,506
Regina City	1,728	1,584	424	407	2,152	1,991	1,785	1,777	531	499	2,316	2,276
Regina Rural	834	828	346	336	1,180	1,164	802	894	333	355	1,135	1,248
Saskatoon City Criminal	1,259	1,299			1,259	1,299	1,671	1,767			1,671	1,767
Saskatoon City Family			544	555	544	555			582	549	582	549
Saskatoon Rural	441	405	141	129	582	534	396	400	124	120	520	520
South East	253	289	102	100	355	389	246	374	93	128	339	502
Swift Current	192	179	107	65	299	244	168	144	60	70	228	214
Yorkton	812	568	199	182	1,011	750	862	1,002	193	206	1,055	1,208
Private Bar Office	1,169	1,038	167	142	1,336	1,180	991	1,118	127	138	1,118	1,256
Grand Total	12,301	11,943	2,811	2,824	15,112	14,767	13,002	13,709	2,987	2,979	15,989	16,688

**Table 5:**  
**Other Services Provided by Area Offices in the Fiscal Year**

AREA OFFICE	DUTY COUNSEL ADVICE	DUTY COUNSEL SERVICE	SUMMARY ADVICE
Battlefords		3	41
Meadow Lake		13	1
Melfort	3	19	
Moose Jaw	25	7	94
Northern	2	174	13
Prince Albert	2	1,271	2
Regina City	1	1,516	11
Regina Rural	51	7	71
Saskatoon City Criminal	2	2,742	1
Saskatoon Rural		70	61
South East	3	18	176
Swift Current	2	16	40
Yorkton	5	41	4
Brydges Line	14,125		
<b>Total</b>	<b>14,221</b>	<b>5,897</b>	<b>515</b>

**Table 6:**  
**Other Measures of Quality Services**

	2013/14	2012/13	2011/12
<b>Avg. Prof. Dev. Cost/Full Time Equivalent(FTE)</b>	\$1,206	\$656	\$753
<b>Avg. Prof. Dev. Hours/Lawyer FTE</b>	32.9	29.5	30.8
<b>Formal Complaints from Clients</b>	44	43	67
<b>Avg. Years of Service</b>	14.95	14.9	14.57
<b>Lawyers</b>	14.23	This breakdown was not done in previous years.	
<b>Legal Assistants</b>	30.12		
<b>Admin &amp; Support Staff</b>	11.35		

## HEALTHY ORGANIZATION

*We know that Legal Aid is successful when we are a healthy organization characterized by strong fiscal and resource management, robust employee wellness and leadership with vision for the future.*

## MEASURE OF SUCCESS

- Variance between the budget and actual expenditures
- Budgetary value compared to other Legal Aid plans
- Appropriate staff retention rates
- Employee absences/engagement rates

LAS, like many other service organizations, often focuses on service outputs when measuring success. It is sometimes easy to overlook the fact that quality services are only delivered by strong, healthy organizations. These types of organizations have proactive financial management and people managers that are aware, active, accountable and adept.

The Commission believes that strong management combined with purposeful vision will deliver the best quality service for our clients, in appropriate amounts given demands and resources.

**Table 7:  
Variance between budgeted &  
actual revenue & expenditures**

	2013-14 Planned	2013-14 Actual
<b>Operating Fund Revenue:</b>		
Appropriation	\$22,779,000	\$22,779,000
Other	\$147,000	\$170,769
<b>Total</b>	<b>\$22,926,010</b>	<b>\$22,949,769</b>
<b>Operating Fund Expenses:</b>		
Direct Legal Service	\$20,994,393	\$20,104,747
Administration	\$2,461,617	\$2,682,563
<b>Sub-total</b>	<b>\$23,456,010</b>	<b>\$22,787,310</b>
Amortization and writedown of tangible capital assets	\$7,000	\$22,046
<b>Total</b>	<b>\$23,463,010</b>	<b>\$22,809,356</b>
Excess (Deficiency) of Revenue	-\$537,000	\$140,413

LAS utilizes a staff-delivery model for providing legal aid services, with over 90% of cases being handled by staff lawyers. This differs from other provincial legal aid plans, such as Manitoba, whose staff lawyers handle ~50% of cases and British Columbia where private bar lawyers are almost exclusively used.

In comparison to other provinces, at \$1,314 per case cost, LAS ranks below the national average for direct legal expenditures per approved application (Table 8). The median cost nationally is \$1,420. If Nunavut and Quebec are removed as outliers, the median cost nationally is \$1,801.

When comparing the data in Table 8, it is important to remember that the legal aid plans do not all provide the same range of service in family law and some other provinces also provide service in areas such as immigration law and poverty law.

**Table 8:  
Cost per approved application (CCJS) (2013)**

<b>Nunavut</b>	\$11,504
<b>North West Territories</b>	\$2,677
<b>British Columbia</b>	\$2,594
<b>Ontario</b>	\$2,590
<b>Newfoundland and Labrador</b>	\$2,465
<b>New Brunswick</b>	\$2,254
<b>Alberta</b>	\$1,951
<b>MEDIAN COST</b>	\$1,420
<b>Saskatchewan</b>	\$1,314
<b>Prince Edward Island</b>	\$1,275
<b>Nova Scotia</b>	\$1,107
<b>Yukon</b>	\$1,068
<b>Manitoba</b>	\$898
<b>Quebec</b>	\$652

In October 2012, TalentMap, an employment consulting firm, provided an online employee engagement survey. The results of this survey highlighted that employees felt a sense of accomplishment, were proud to tell others that they worked for LAS and found the work here to be challenging. However, the overall engagement score was lower than the benchmark for similar sized organizations, not unexpected for first-time polling of staff. What was also determined was that in the areas identified as “drivers of engagement” for our staff, namely professional growth, organizational vision, teamwork and innovation, we could achieve improvement of those scores and the overall number, by incremental changes. As a result, those data were also part of the strategic planning review started this year. This survey will be repeated to assess whether undertaking new endeavours, changing present activities or stopping something(s) will improve engagement.

### SOURCE FUNDING

In 2013-2014, Legal Aid Saskatchewan received funding from three sources:

- funds appropriated by the Provincial Government through the Ministry of Justice
- grants from The Law Foundation of Saskatchewan for special projects and The Legal Aid Endowment Fund Trust for training
- costs awarded by the Court on behalf of clients, interest earned on monies invested and miscellaneous receipts

The Government of Canada reimbursed the Province for some of the Legal Aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed in 2012-2013 for five years in the amount of \$4.2 million.

**Table 9:  
Employee Wellness**

	2013/14	2012/13	2011/12
<b>Employee Sick Time (Days/Employee)</b>	9.27	8.4	8.64
<b>Staff Retention: Lawyers who left</b>	3 of 87	3 of 89	1 of 88
<b>Staff Retention: Admin Staff who left</b>	4 of 76	4 of 77	3 of 77
<b>Retirements: Lawyers</b>	3 of 87	3 of 89	2 of 88
<b>Retirements: Admin Staff</b>	1 of 76	1 of 77	2 of 77

**Table 10:  
Distribution of Funding**

	2013/14	2012/13	2011/12
<b>Revenue</b>	\$22,949,769	\$22,512,912	\$22,189,179
<b>Expenditures</b>	\$22,809,356	\$22,477,038	\$22,411,278
<b>Excess (Deficiency) of Revenue over Expenditures</b>	\$140,413	\$35,874	(\$222,099)
<b>Accumulated Surplus, end of year</b>	\$1,102,573	\$926,161	\$926,287
<b>Contribution of Federal Government - Adult Criminal and Young Offenders<sup>1</sup></b>	\$4,202,560	\$4,202,560	\$4,202,560
<b>Per Capita Expenditures on Legal Aid</b>	\$20.39	\$20.34	\$20.88
<b>Number of members of the private bar actively involved in providing services</b>	91	107	111

[1]The contribution from the Federal Government is received by the Province's General Revenue Fund.

### MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

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

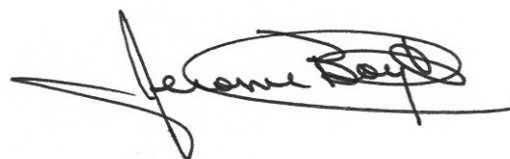
To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representatives of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2014.

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



Craig W.J. Goebel  
Chief Executive Officer



Jerome Boyko, CA  
Director, Finance and Information Technology





## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2014 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 a summary of significant accounting policies and other explanatory information.

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

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

### *Auditor's Responsibility*

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

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

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

### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2014, 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.

Judy Ferguson, FCA  
Acting Provincial Auditor

Regina, Saskatchewan  
July 2, 2014

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

	2014	2013
	<u>                    </u>	<u>                    </u>
<b>Financial Assets</b>		
Cash	\$ 3,120,810	\$ 2,869,224
Accounts receivable		
Saskatchewan Ministry of Justice	---	100,000
Other	<u>19,418</u>	<u>23,128</u>
<b>Total financial assets</b>	<u>3,140,228</u>	<u>2,992,352</u>
 <b>Liabilities</b>		
Accounts payable and accrued liabilities		
General	163,447	137,889
Private Solicitors' Fees	1,723,409	1,471,610
Employee Salaries and Benefits	352,493	549,889
Deferred Revenue (note 6)	<u>38,054</u>	<u>82,230</u>
<b>Total liabilities</b>	<u>2,277,403</u>	<u>2,241,618</u>
 <b>Net financial assets</b>	<u>862,825</u>	<u>750,734</u>
 <b>Non-financial assets</b>		
Tangible capital assets (note 5)	75,258	53,818
Prepaid expenses	<u>164,490</u>	<u>157,609</u>
<b>Total Non-financial assets</b>	<u>239,748</u>	<u>211,427</u>
 <b>Accumulated surplus</b>	<u>\$ 1,102,573</u>	<u>\$ 962,161</u>

Commitments (note 7)  
(See accompanying notes)

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

	<u>2014</u>		<u>2013</u>
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
	<u>(note 10)</u>		
<b>Revenue</b>			
Ministry of Justice Appropriation	\$ 22,779,000	\$ 22,779,000	\$ 22,369,000
Grants	85,750	85,004	70,956
Other	<u>61,260</u>	<u>85,765</u>	<u>72,956</u>
<b>Total revenue</b>	<u>22,926,010</u>	<u>22,949,769</u>	<u>22,512,912</u>
<b>Expenditures</b>			
Salaries and employee benefits	17,027,293	16,493,119	16,444,795
Central Office administrative (schedule 1)	716,587	696,152	565,117
Area Office administrative and operating expenses (schedule 1)	1,745,030	1,986,411	1,737,313
Provision of legal services	2,946,500	2,630,590	2,400,101
Other legal expenses	211,600	171,199	195,063
Travel	809,000	809,840	828,710
Amortization of tangible capital assets	7,000	22,046	122,978
Loss on disposal of tangible capital assets	<u>---</u>	<u>---</u>	<u>182,961</u>
<b>Total expenditures</b>	<u>23,463,010</u>	<u>22,809,357</u>	<u>22,477,038</u>
<b>Excess (deficiency) of revenue over expenditures</b>	(537,000)	140,412	35,874
<b>Accumulated surplus, beginning of year</b>	<u>962,161</u>	<u>962,161</u>	<u>926,287</u>
<b>Accumulated surplus, end of year</b>	<u>\$ 425,161</u>	<u>\$ 1,102,573</u>	<u>\$ 962,161</u>

(See accompanying notes)

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

	<u>2014</u>	<u>2013</u>
Excess (deficiency) of revenue over expenditures	\$ 140,412	\$ 35,874
Acquisition of tangible capital assets	(43,486)	---
Amortization of tangible capital assets	22,046	122,978
Loss on disposal of tangible capital assets	---	182,961
	<u>(21,440)</u>	<u>305,939</u>
Acquisition of prepaid expenses	(164,490)	(157,609)
Use of prepaid expenses	157,609	148,068
	<u>(6,881)</u>	<u>(9,541)</u>
Increase (decrease) in net financial assets	112,091	332,272
Net financial assets at beginning of year	<u>750,734</u>	<u>418,462</u>
Net financial assets at end of year	<u>\$ 862,825</u>	<u>\$ 750,734</u>

*(See accompanying notes)*

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

	<u>2014</u>	<u>2013</u>
Cash provided by (used in)		
<b>OPERATING ACTIVITIES</b>		
Appropriation funds received	\$ 22,879,000	\$ 22,269,000
Cash received from grants	40,828	120,940
Cash received from other revenue	84,375	61,950
Cash payments for salaries and benefits	(16,697,396)	(16,336,885)
Cash payments for other suppliers	(3,632,944)	(3,615,080)
Cash payments for legal services	<u>(2,378,791)</u>	<u>(2,379,433)</u>
Net cash provided by operating activities	295,072	120,492
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	<u>(43,486)</u>	<u>---</u>
Net increase in cash	251,586	120,492
Cash, beginning of year	<u>2,869,224</u>	<u>2,748,732</u>
Cash, end of year	<u>\$ 3,120,810</u>	<u>\$ 2,869,224</u>

*(See accompanying notes)*

**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2014**

*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 Chartered Professional Accountants Canada (CPA Canada). 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. 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 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 Expenditures

Provision of legal services expenditures 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

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 capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Computer Hardware	14 2/7% per annum
Computer Software	14 2/7% per annum
Office Equipment and Furniture	14 2/7% per annum
Legal Aid Information Network (LAIN)	
Development Costs	33 1/3% per annum



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 expenses 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.

**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 paid from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

**Liquidity Risk:**

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

**Market Risk:**

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

**3. Capital Management**

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

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

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

**4. Pension Plan**

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension

expense included in salaries and benefits for 2014 amounted to \$836,239 (2013 - \$785,677).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the commission and are subsequently refunded by the Plan. As at March 31, 2014, the Plan owed the Commission \$nil (2013 – \$5,100).

## 5. Tangible Capital Assets

Last year several tangible capital assets were written down as several assets were obsolete or the value of any future economic benefit associated with the assets were less than its net book values. The values of these writedowns are recorded in the statement of operations as a loss on disposal of tangible capital assets. There were no writedowns in the current year.

Tangible capital assets are comprised of the following amounts:

	2014			2013		
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>
Office equipment and furniture	\$ 154,331	\$ 79,073	\$ 75,258	\$ 110,845	\$ 57,027	\$ 53,818
LAJN Development Costs	<u>321,432</u>	<u>321,432</u>	<u>---</u>	<u>321,432</u>	<u>321,432</u>	<u>---</u>
	<u>\$ 475,763</u>	<u>\$ 400,505</u>	<u>\$ 75,258</u>	<u>\$ 432,277</u>	<u>\$ 378,459</u>	<u>\$ 53,818</u>

## 6. Deferred Contributions and Grants

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

	<u>2014</u>	<u>2013</u>
Balance, beginning of year	\$ 82,230	\$ 32,246
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	2,365	88,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	38,463	32,940
Less: Amounts recognized as revenue in the year	<u>(85,004)</u>	<u>(70,956)</u>
Balance, end of year	<u>\$ 38,054</u>	<u>\$ 82,230</u>

## 7. Measurement Uncertainty and Commitments

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 its related provision of legal service expenditures, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

The area where estimates are significant to the financial statements is with the variability in the tariff accrual for private solicitors' fees. 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.

Management recognizes that there is a commitment for approved private solicitor appointments. In addition to the liability for services provided to March 31, 2014, the Commission estimates \$374,456 (2013 - \$197,644) will be incurred on approximately 1,063 (2013 - 905) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

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.

## 8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as “related parties”).

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2014	2013
Expenses	\$ 1,447,172	\$ 1,402,901
Accounts payable	14,197	16,983

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:

	2014	2013
Expenses	\$ 413,520	\$ 384,377
Expense reimbursements	22,456	6,212
Accounts receivable	12,744	---
Accounts payable	25,386	11,764

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. As at March 31, 2014, there is no receivable from the Ministry (2013 – \$100,000).

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

During the year, the Commission made payments of \$127,242 (2013 - \$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 \$118,154 (2013 - \$130,200) for the increased premium costs. The balance of this fund is \$275,074 (2013 - \$235,607) and these amounts are not included on 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 has been 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 (2013 - \$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 related to activities of the Trust at year end are as follows:

	<u>2014</u>	<u>2013</u>
Grants	\$ 37,653	\$ 32,940
Deferred contributions	26,600	25,790

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 unaudited amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

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

	<u>2014</u>		<u>2013</u>
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
Central Office Administrative and Operating Expenses			
Leased accommodation	\$ 116,424	\$ 91,264	\$ 96,446
Computer leases, maintenance, and support	156,945	126,745	88,629
Stationery and office supplies	25,100	13,732	24,991
Telephone	17,460	16,634	16,060
Postage	17,217	13,617	11,706
Periodicals	3,517	2,262	1,730
Photocopying	3,126	3,312	3,122
Expenses related to Trust Grant revenue	25,000	37,653	25,705
Expenses related to Law Foundation			
Grant revenue	60,750	47,350	45,250
Other operating expenses	<u>291,048</u>	<u>343,583</u>	<u>251,478</u>
Total Central Office Administrative and Operating expenses	<u>\$ 716,587</u>	<u>\$ 696,152</u>	<u>\$ 565,117</u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 1,131,905	1,138,886	\$ 1,066,948
Computer leases, maintenance, and support	124,203	214,603	123,482
Stationery and office supplies	124,900	176,622	134,043
Telephone	112,540	103,678	110,904
Postage	30,783	43,533	43,830
Periodicals	31,483	43,347	49,941
Photocopying	43,474	44,945	43,478
Other operating expenses	<u>145,742</u>	<u>220,797</u>	<u>164,687</u>
Total Area Office Administrative and Operating Expenses	<u>\$ 1,745,030</u>	<u>\$ 1,986,411</u>	<u>\$ 1,737,313</u>

## ABANDONED

These are applications that were opened and approved on or after April 1, 2013 and a lawyer has provided some level of legal service to the client. Before March 31, 2014 the client was responsible for ending the relationship with LAS either through dismissing the lawyer, losing contact or another miscellaneous reason.

## APPLICATION

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

## AWAITING TRANSFER

Those files that were being sent to other Area Offices or the private bar but had not been approved to do so, as of March 31, 2014.

## BRYDGES SERVICE

Refers to Duty Counsel Advice provided over the telephone 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.

## COMPLETED

These are applications that were opened with a service date on or after April 1, 2013 and were listed as Matter Complete as of March 31, 2014. This presumes that the client received the legal services they requested and the matter is now concluded.

## DENIED

These are applications that were opened as of April 1, 2013 but have been denied as of March 31, 2014. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

## DISCONTINUED

These are applications that were opened with a service date on or after April 1, 2013 and the client only received administrative service from Legal Aid, i.e., application forms, appointments made with lawyers and never received the legal services of a lawyer before losing contact with the office. As of March 31, 2014 an administrative decision has been made to close the file as a discontinued application.

## DUTY COUNSEL ADVICE

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

## DUTY COUNSEL SERVICE

Refers to legal services provided by a lawyer to individuals in custody where the person assisted had not applied in writing requesting legal aid service and results in representation of the individuals in court, regardless of range of service or their eligibility for the full service of LAS. If the client's case is not resolved, but he or she is released, then it is the client's decision to apply for full service or not.

## FAMILY MATTERS

Refers to proceedings related to divorce, separation, maintenance, 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 decision made regarding an application based on the applicant's financial information about income, assets and liabilities; the decision can be in favour of or against eligibility.

## FULL SERVICE APPLICATION

Refers to an application for the full legal services of LAS.

## FULL TIME EQUIVALENT (FTE)

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

## INCOMING RECIPROCAL

These are applications received from another province that were opened up with a service date on or after April 1, 2013 and to be dealt with as of March 31, 2014. This occurs solely in family matters and is contingent upon the location of other parties involved in the case. Full legal services are provided by Legal Aid Saskatchewan in these cases pursuant to the Interprovincial Reciprocity Agreement.

## ONGOING FILES

These are applications that are approved on or after April 1, 2013 and a lawyer has provided some level of legal service to the client. The file is still ongoing as of March 31, 2014 and could end up completed, abandoned or denied in the future.

## OUTGOING RECIPROCAL

These are applications that were opened up with a service date on or after April 1, 2013 and were sent to another province to be dealt with as of March 31, 2014. This occurs solely in family matters and is contingent upon the location of other parties involved in the case. Minimal legal service may have been provided by Legal Aid Saskatchewan in these situations but often the process is primarily administrative.

## PENDING

These are applications that have been taken on or after April 1, 2013 but the client has yet to have interacted with a Lawyer or Legal Assistant and may not have received any legal services from LAS as of March 31, 2014. These files could end up completed, ongoing, abandoned, denied, outgoing reciprocal or discontinued.

## PROVINCIAL OFFENCE MATTERS

Refers to applications for matters under provincial statutes, such as *Alcohol Control Act*, *Wildlife and Parks Act*, or *Highway Traffic Act*.

## REFUSED APPLICATION

Refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

## SUMMARY ADVICE

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



**The Battlefords Area Office**

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

**Meadow Lake Area Office**

Unit #3, 101 Railway Place  
 Meadow Lake, SK S9X 1X6  
 Phone: 306-236-7636  
 Fax: 306-236-7634  
 Toll Free: 1-800-461-8188  
 Legal Director: Karen Srodulski

**Melfort Area Office**

Box 6500  
 3rd Floor, 105 Crawford Avenue East  
 Melfort, SK S0E 1A0  
 Phone: 306-752-6220  
 Fax: 306-752-6127  
 Toll Free: 1-877-424-1901  
 Legal Director: Rosanne Newman, Q.C.

**Moose Jaw Area Office**

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

**Northern Area Office**

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

**Prince Albert Area Office**

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

**Regina City Area Office**

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

**Regina Rural Area Office**

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

**Saskatoon City Criminal Area Office**

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

**Saskatoon City Family Area Office**

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

**Saskatoon Rural Area Office**

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

**South East Area Office**

Box 5000-170  
 Main Floor, 1302 3rd Street  
 Estevan, SK S4A 2V6  
 Phone: 306-637-4620  
 Fax: 306-637-4625  
 Toll Free: 1-877-424-1903  
 Legal Director: Robert Grimsrud

**Swift Current Area Office**

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

**Yorkton Area Office**

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

**Central Office**

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



Central Office

#502 – 201 21st Street East, Saskatoon, SK, S7K 0B8

Phone: 306-933-5300

Fax: 306-933-6764

Toll Free: 1-800-667-3764

Email: [central@legalaid.sk.ca](mailto:central@legalaid.sk.ca)

[www.legalaid.sk.ca](http://www.legalaid.sk.ca)