

**Manitoba Justice**

**Justice Manitoba**

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**Annual Report**  
**Rapport Annuel**

21|22

# Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk peoples.

We acknowledge Manitoba is located on the Homeland of the Red River Métis.

We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

# Reconnaissance du territoire

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les terres ancestrales des peuples anishinaabeg, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe sur le territoire des Métis de la rivière Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

## **Manitoba Justice**

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ATTORNEY GENERAL  
MINISTER OF JUSTICE

Room 104  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

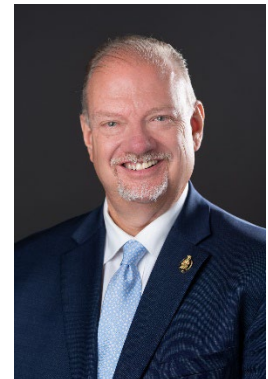
Her Honour, the Honourable Janice C. Filmon, C.M., O.M.  
Lieutenant-Governor of Manitoba  
Room 235 Legislative Building  
Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Justice, for the fiscal year ending March 31, 2022.

Respectfully submitted,

Original signed by:  
Honourable Kelvin Goertzen  
Minister of Justice  
Attorney General





PROUREUR GÉNÉRAL  
MINISTRE DE LA JUSTICE

Palais législatif,  
bureau 104  
Winnipeg (Manitoba) CANADA  
R3C 0V8

Son Honneur l'honorable Janice Filmon, C.M., O.M.  
Lieutenant-gouverneure du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

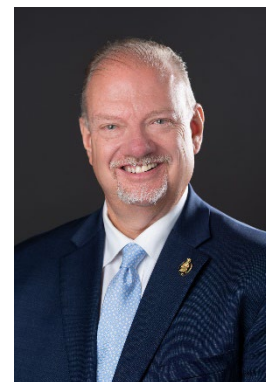
J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère de la Justice du Manitoba pour l'exercice qui s'est terminé le 31 mars 2022.

Je vous prie d'agréer, Madame la Lieutenant-Gouverneure, l'expression de mon profond respect.

Le tout respectueusement soumis,

Document original signé par :

Monsieur Kelvin Goertzen  
Ministre de la Justice  
et procureur général



## Justice

Deputy Minister of Justice and Deputy Attorney General

Room 110 Legislative Building, Winnipeg, Manitoba, Canada R3C 0V8

Honourable Kelvin Goertzen  
Minister of Justice  
Attorney General  
Room 104 Legislative Building  
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present the 2021/22 Annual Report of the Department of Justice.

In 2021/22, Manitoba Justice continued to respond to the challenges and opportunities for innovation presented by the ongoing pandemic. We continued to make necessary and beneficial changes to operations while maintaining service delivery as we began the gradual transition to normal activities and operations.

The department supported the modernization of our justice system through enhancements to courtroom technology across the province and through other initiatives such as the expansion of electronic payment options. These initiatives improved access to justice for Manitobans and allowed for services to be provided in different ways.

A number of major public safety initiatives were taken during the last year. The department supported the development and implementation of legislative changes addressing key public safety priorities and are participating in the Police Services Act review. These changes will enhance public safety and support greater accountability and responsiveness in policing services across the province. Significant investments were made in sobering centres, healing lodges and the Health IM Risk Assessment Tool.

The department continues to advance reconciliation in all areas by, among other things, investing in Restorative Justice Initiatives and First Nation Safety Officer programs and by increasing access to culturally appropriate supports. Manitoba Justice has deepened its engagement with Indigenous leadership, elders, and communities concerning the plans and activities of the department and in relation to the justice system and public safety.

Members of Manitoba Justice continue to demonstrate exemplary commitment to public service. We can remain proud of our perseverance through challenging times and our ongoing dedication to public service, learning and improvement.

I have no doubt that the department will continue to build on this year's successes towards enhancing public safety, advancing reconciliation and supporting an ever more accessible, transparent and effective justice system for all Manitobans.

Respectfully submitted,

Original signed by:  
Dave Wright  
Deputy Minister of Justice  
Deputy Attorney General





Justice

Sous-ministre de la Justice et sous-procureur général

Palais législatif, bureau 110, Winnipeg (Manitoba) Canada R3C 0V8

Monsieur Kelvin Goertzen  
Ministre de la Justice  
et procureur général  
Palais législatif, bureau 104  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2021-2022 du ministère de la Justice.

En 2021-2022, Justice Manitoba a continué à relever les défis et à saisir les occasions d'innovation qui se sont présentées dans la foulée de la pandémie en cours. Nous avons apporté sans relâche des changements nécessaires et bénéfiques tout en maintenant notre offre de services et en amorçant une transition graduelle vers la normalité de nos activités et de nos opérations.

Le ministère a soutenu la modernisation de notre système de justice en apportant des améliorations à la technologie utilisée dans les salles d'audience de la province et en mettant en œuvre d'autres initiatives telles que l'élargissement des options de paiement électronique. Ces initiatives nous ont permis d'améliorer l'accès à la justice pour les Manitobains et de diversifier nos modes de prestation de services.

Un certain nombre d'initiatives importantes en matière de sécurité publique ont été mises en œuvre au cours de la dernière année. Le Ministère a appuyé l'adoption et la mise en œuvre de modifications législatives visant à faire progresser de grands dossiers prioritaires en matière de sécurité publique, et il a participé à l'examen de la Loi sur les services de police du Manitoba. Les modifications apportées amélioreront la sécurité publique et favoriseront une meilleure reddition de comptes et réceptivité des services de police dans toute la province. Enfin, le Ministère a investi des sommes importantes dans les centres de désintoxication, les pavillons de ressourcement et l'outil d'évaluation des risques HealthIM.

Le Ministère continue de faire progresser la réconciliation dans différents domaines. Il a notamment investi dans des initiatives de justice réparatrice et des programmes d'agents de sécurité des Premières nations, tout en améliorant l'accès aux services de soutien adaptés à la culture. Justice Manitoba a accru son engagement auprès des dirigeants, des aînés et des collectivités autochtones en ce qui a trait aux plans et activités du Ministère, au système de justice et à la sécurité publique.

Les membres du personnel de Justice Manitoba continuent de faire preuve d'un engagement exemplaire à l'égard du service public. Nous pouvons être fiers de notre persévérance dans les moments difficiles et de notre inlassable dévouement à l'égard du service public, de l'apprentissage et de l'amélioration.

Je n'ai aucun doute que le Ministère continuera de mettre à profit les réussites de cette année pour améliorer la sécurité publique, faire progresser la réconciliation et soutenir un système de justice toujours plus accessible, transparent et efficace pour tous les Manitobains.

Je vous prie de recevoir, Monsieur le Ministre, l'expression de mes sentiments les plus distingués

Document original signé par :  
Dave Wright  
Sous-ministre de la Justice  
et sous-procureur général



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# Introduction

## Overview to the Annual Report

This Annual Report is organized in accordance with department's appropriation structure as at March 31, 2022, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report has been enhanced to include Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As the balanced scorecards continue to be developed, reporting is included where available.

The Annual Report also for the first time reports on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, the new annual report is intended to provide a more comprehensive picture of the department's financial performance.

## Aperçu du rapport annuel

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2022, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel a été étoffé et comprend maintenant des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Alors que l'établissement des tableaux de bord équilibrés se poursuit, les renseignements sont fournis quand ils sont disponibles et des rapports antérieurs sur le rendement continuent d'être inclus en annexe pour assurer la transparence des résultats.

Par ailleurs, pour la première fois, le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. On continue à fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global du rendement financier du ministère.



# Justice at a Glance – 2021/22 Results

<b>Justice Description</b>	Manitoba Justice is responsible for the administration of civil and criminal justice in Manitoba. Key responsibilities flow from provincial legislation such as The Department of Justice Act, The Correctional Services Act, The Legal Aid Manitoba Act and The Victims’ Bill of Rights. In addition, the department has significant delegated responsibility under federal legislation, the Constitution Act, 1867, which includes most notably the Criminal Code and the Youth Criminal Justice Act. Manitoba Justice has legal responsibility for the administration and enforcement of over 100 other provincial statutes relating to civil law, court administration, correctional services, regulatory provisions and other matters. The Minister of Justice is also responsible for the Regulatory Accountability Secretariat.
<b>Minister</b>	Kelvin Goertzen
<b>Deputy Minister</b>	Dave Wright

<b>Other Reporting Entities</b>	<b>4</b>	<ul style="list-style-type: none"> <li>• Legal Aid Manitoba</li> <li>• Liquor, Gaming and Cannabis Authority</li> <li>• Manitoba Law Reform Commission</li> <li>• Manitoba Public Insurance Corporation</li> </ul>
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Summary Expenditure (\$M)	
<b>736,147</b>	<b>760,363</b>
<b>Restated Budget</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing	
<b>698,991</b>	<b>719,364</b>	<b>3210.9</b>	<b>3210.9</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>	<b>Actual</b>

## Le Ministère en un coup d'œil – Résultats pour 2021-2022

<b>Description</b>	Le ministère de la Justice est responsable de l'administration de la justice civile et pénale au Manitoba. Ses principales responsabilités lui sont conférées par des lois provinciales comme la Loi sur le ministère de la Justice, la Loi sur les services correctionnels, la Loi sur la Société d'aide juridique du Manitoba et la Déclaration des droits des victimes. Le Ministère assume aussi d'importantes responsabilités qui lui sont déléguées par des lois fédérales en vertu de la Loi constitutionnelle de 1867, notamment le Code criminel et la Loi sur le système de justice pénale pour les adolescents. Le Ministère est également responsable de l'application et de l'exécution de plus d'une centaine d'autres lois provinciales relatives au droit civil, à l'administration des tribunaux, aux services correctionnels, aux dispositions réglementaires et à des questions connexes. Le Ministère est enfin responsable du Secrétariat pour la responsabilisation en matière de réglementation.
<b>Ministre</b>	Kelvin Goertzen
<b>Sous-ministre</b>	Dave Wright

<b>Autres entités responsables</b>	<b>4</b>	Société d'aide juridique du Manitoba Régie des alcools, des jeux et du cannabis du Manitoba Commission de réforme du droit du Manitoba Société d'assurance publique du Manitoba
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Sommaire des dépenses (M\$)	
<b>736 147</b>	<b>760 363</b>
<b>Budget redressé</b>	<b>Budget réel</b>

Dépenses de base (M\$)		Personnel de base	
<b>698 991</b>	<b>719 364</b>	<b>3210,9</b>	<b>3210,9</b>
<b>Dépenses autorisées</b>	<b>Dépenses réelles</b>	<b>Dépenses autorisées</b>	<b>Dépenses réelles</b>

# Departmental Responsibilities

The activities of Manitoba Justice support the primary objectives of enhancing public safety, improving access to justice, and advancing reconciliation.

The overall responsibilities of the Minister and Manitoba Justice include:

- **Corporate and Strategic Services** - providing executive policy direction and coordination for departmental programs as well as financial, technology and administrative services, investigating unexpected, unexplained and violent deaths (Chief Medical Examiner), advising the government and government agencies about regulatory accountability (Regulatory Accountability Secretariat), and delivering legal advice and representation services for criminal, child protection, family, poverty law, immigration and refugee matters and providing legal services to community groups through the Public Interest Law Centre (Legal Aid Manitoba)
- **Crown Law** - providing prosecution services for the administration of criminal justice, providing legal services to the government on civil, family and constitutional law matters, providing legal analysis and policy development on civil and criminal law issues, and supporting the Manitoba Human Rights Commission
- **Legislative Counsel** - providing legislative drafting and translation services, providing parliamentary translation services and publishing print and web-based official versions of the Laws of Manitoba
- **Community Safety** - providing protection for the community by delivering correctional services and programs, including for adult and young offenders in custody and in the community, and delivering Indigenous and community justice programming and implementing crime prevention policies and programs, managing, monitoring and coordinating policing services in Manitoba, investigating police complaints and incidents, providing security and intelligence services and managing criminal property forfeiture.
- **Courts** - providing administrative services to the Court of Appeal, the Court of Queen's Bench and the Provincial Court (including judicial and sheriff services), providing court-related support services (including maintenance enforcement, fine collection, restitution, the Indigenous Court Workers Program, and the vehicle impoundment registry), supporting victims, and improving access to justice

## The Minister is also responsible for:

- Legal Aid Manitoba
- Liquor, Gaming and Cannabis Authority
- Manitoba Law Reform Commission
- Manitoba Public Insurance Corporation

# Responsabilités ministérielles

Les activités de Justice Manitoba soutiennent les principaux objectifs de rehaussement de la sécurité de la sécurité publique, d'amélioration de l'accès à la justice et d'avancement de la réconciliation.

Les responsabilités générales du ministre et du ministère de la Justice sont les suivantes :

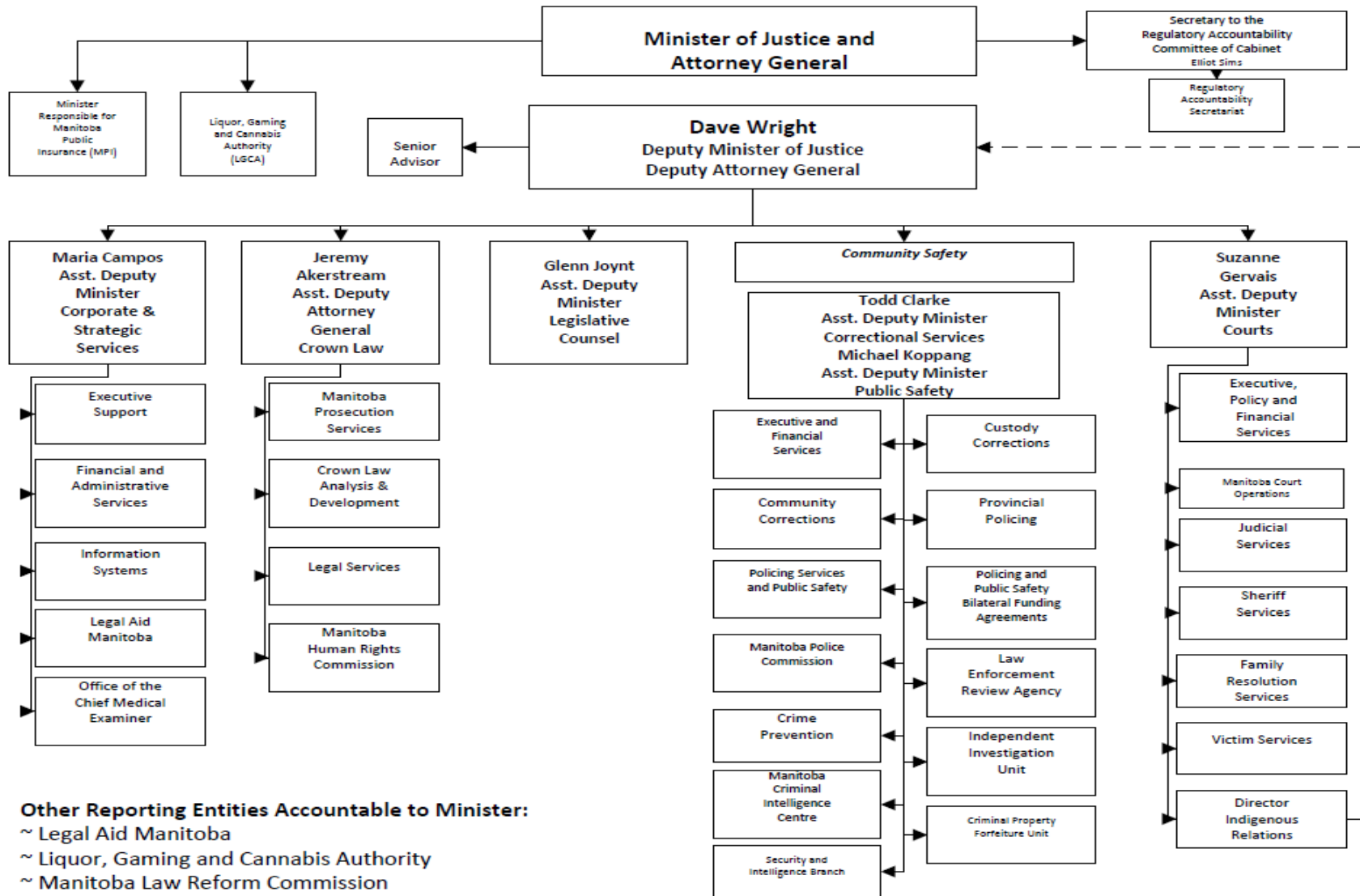
- **Services stratégiques et ministériels** – Assurer l'orientation et la coordination des politiques relatives aux programmes ministériels ainsi que la prestation de services financiers, technologiques et administratifs; enquêter sur les décès inattendus, inexplicables et violents (médecin légiste en chef), conseiller le gouvernement et les organismes gouvernementaux en matière de responsabilité réglementaire (Secrétariat pour la responsabilisation en matière de réglementation); fournir des services de consultation et de représentation juridiques dans des affaires liées à criminalité, à la protection de l'enfance, à la famille, au droit des pauvres, à l'immigration et aux réfugiés; fournir des services juridiques aux groupes communautaires par l'entremise du Centre juridique de l'intérêt public (Société d'aide juridique du Manitoba).
- **Droit de la Couronne** – Fournir des services en matière de poursuites aux fins de l'administration de la justice criminelle; fournir des services juridiques au gouvernement relativement à des questions de droit civil, de droit de la famille et de droit constitutionnel; fournir des analyses juridiques et élaborer des politiques sur des questions de droit civil et de droit pénal; soutenir la Commission des droits de la personne du Manitoba.
- **Conseiller législatif** – Assurer la prestation de services de rédaction et de traduction des lois; fournir des services de traduction parlementaire; publier les versions officielles imprimées et en ligne des lois du Manitoba.
- **Sécurité communautaire** – Offrir des services et des programmes correctionnels, notamment aux adultes et aux jeunes contrevenants qui sont détenus ou en probation; exécuter des programmes de justice autochtone et communautaire et mettre en œuvre des politiques et des programmes de prévention du crime; assurer la gestion, la surveillance et la coordination des services de police au Manitoba; faire enquête sur les plaintes et les incidents concernant la police; offrir des services de sécurité et de renseignements; gérer la confiscation de biens criminels.
- **Tribunaux** – Fournir des services administratifs à la Cour d'appel, à la Cour du Banc de la Reine et à la Cour provinciale (incluant les services judiciaires et du bureau du shérif); offrir des services de soutien relatifs aux tribunaux (exécution des ordonnances alimentaires, recouvrement des amendes, dédommagement, Programme des travailleurs autochtones auprès des tribunaux, registre de mise en fourrière des véhicules, etc.); soutenir les victimes; améliorer l'accès à la justice.

## Autres responsabilités du ministre

- Société d'aide juridique du Manitoba
- Régie des alcools, des jeux et du cannabis du Manitoba
- Commission de réforme du droit du Manitoba
- Société d'assurance publique du Manitoba

# Organizational Structure

## Manitoba Justice as at March 31, 2022



# 2021/22 Key Achievement Highlights

In 2021/22, the department activities and achievements included:

## The COVID-19 Pandemic

Divisions across Manitoba Justice adapted their daily practices to comply with the changing COVID-19 global pandemic restrictions and to ensure continued access to justice. Manitoba Justice continued to navigate through the COVID 19 pandemic, while providing services, meeting standards and adjusting to the various health orders. Manitoba Justice staff were engaged in developing public information, hearing from concerned public, dispatching resources, doing inspections, giving warnings, issuing tickets, supporting colleagues in front line roles, giving legal advice, compiling data, leading and coordinating, and contributing in many other roles.

- Enforcement efforts wrapped up March 15, 2022, when public health orders and associated restrictions were lifted in Manitoba.

## Truth and Reconciliation

Manitoba Justice continued its work in establishing ongoing, meaningful, reciprocal relationships with Indigenous leaders and Indigenous communities. The department continued to invest in initiatives that will address the overrepresentation of Indigenous persons in our provincial justice system, and support those involved at present. Throughout the year, the department continued its efforts in support of reconciliation, including the following initiatives:

- On November 29, 2021, the Manitoba government announced the introduction of amendments to The Police Services Act that would strengthen the Independent Investigations Unit (IIU) and support greater responsiveness and accountability in policing across the province. The department established an implementation team that worked directly with Indigenous organizations including the Assembly of Manitoba Chiefs (AMC), Manitoba Keewatinowi Okimakanak (MKO), Southern Chiefs Organization (SCO), the Manitoba Metis Federation (MMF) and other targeted stakeholders to inform amendments to the legislation.
- As part of its ongoing commitment towards Restorative Justice initiatives and in collaboration with the Island Lake Tribal Council, the department announced an investment of \$145K to support a new Restorative Justice initiative in northern First Nations communities.
- In March 2022, the Manitoba government announced \$2M in funding to MKO to lead the implementation and operation of a youth healing lodge in Thompson. The Thompson healing lodge is a first in Manitoba and will help ensure that supports are closer to home and community connected.
- The department established a Prosecution Indigenous Advisory Council (IAC) to advance reconciliation by obtaining broader perspectives on how the department operates. The IAC, comprised of Indigenous Crown Attorneys and Administrative staff, will provide culturally appropriate advice and practical considerations to all Manitoba Prosecution Services personnel and management with respect to implementing the Calls to Action, and when working with Indigenous peoples and communities.
- The department continued to work towards the devolution of the Indigenous Court Worker Program, in close consultation with Manitoba Keewatinowi Okimakanak, Southern Chiefs Organization, Manitoba Metis Federation and Island Lake Tribal Council.

## Community Safety

Community Safety greatly contributes to the protection of society, and a number of major initiatives were undertaken this year, including:

- The Manitoba government invested \$2 million to establish and operate a sobering centre in the city of Brandon. The Brandon Sobering Centre will provide a 24-7 safe and secure environment for non-violent, publicly intoxicated individuals to stay while the effects of drugs and/or alcohol wear off.

- Additionally, \$2.8 million has been invested to establish and operate a sobering centre in the city of Thompson.
- The HealthIM Risk Assessment tool alleviates extraneous demands on police resources across the province so they may focus on apprehending and investigating serious, violent offenders. The Mental Health and Addictions Interdepartmental Policy Committee approved a proposal from Manitoba Justice for \$306K from the bilateral agreement in the 2021/22 Fiscal Year to fund HealthIM for the 2022 calendar year.
- The Police Services Amendment Act was introduced to enhance the operations of the Independent Investigation Unit Operations. The Bill makes a number of amendments to The Police Services Act that deal with the operation of the Independent Investigation Unit (IIU), which is responsible for investigating all serious incidents involving police officers in Manitoba.
- The Police Services Amendment and Law Enforcement Review Act, Bill 30, was introduced on March 17, 2022. This Bill lays the foundation for the creation of policing standards and a uniform code of conduct for police officers.
- First Nation Safety Officer (FNSO) Programs have been or are in process of being established in First Nation communities. Funding was allocated to 31 First Nation communities for FNSO Programs. FNSOs assist the local policing authority, deliver crime prevention programs, connect persons in need with appropriate social services, provide information to the local policing authority, and enforce and maintain a public presence in the community.

## Court Operations

The department continued to provide effective, equitable and efficient resolution of disputes, criminal offences and other matters requiring judicial adjudication:

- The Provincial Offences Court began to accept e-transfers for payment of Provincial Offence tickets in January 2021, which has increased efficiency and provided greater access to justice.
- The addition of virtual courtrooms expanded video conferencing capabilities to 32 courtrooms across the province allowing external parties to participate in court hearings using MS Teams, GoTo Meeting and StarLeaf video applications.
- The Courts announced they will not sit on National Day for Truth and Reconciliation beginning September 30, 2022.
- In August 2021, amendments were made to modernize The Jury Act including an increase in juror pay, providing reasonable accommodation for persons with disabilities and allowing those with criminal records involving only summary convictions to serve on a jury. These amendments enhance access to justice through improved jury representativeness.

## Victim Services

The department continues to support victims of crime by providing a wide range of services to clients throughout Manitoba, including domestic violence and child victims and victims of the most serious crimes.

- Revenue from Criminal Property Forfeiture was earmarked to further enhance services available to victims of crime, with financial support provided to Candace House, Ka Ni Kanichihk, The Laurel Centre, Ndinawemaaganag Endaawaad Inc. (Ndinawe), Mount Carmel Clinic (Sage House), and Survivor's Hope Crisis Centre.
- With the assistance of funding from Justice Canada, the branch continued to employ two Family Liaison Contact (FLC) workers to assist the families of missing and murdered Indigenous persons. One FLC works alongside members of the RCMP, and the second FLC works alongside the Winnipeg Police Service.
- This funding also supports two Community Family Liaison Contact workers, which are located in Manitoba Keewatinowik Okimakanak in the north and Ka Ni Kanichihk in the south. They offer one-stop information services for families of Missing and Murdered Indigenous Women and Girls (MMIWG) by coordinating their access to appropriate agencies, justice partners and culturally safe resources, healing programs and annual healing gathering events.
- With a reallocation of surplus funds from the Victims' Assistance Fund, Manitoba entered into a three-year agreement for years 2021/22 through 2023/24 with the Manitoba Metis Federation to support their Metis MMIWG Family Support Project, ultimately expanding supports to families of MMIWG.

## Family Law Modernization Strategy

This is a multi-faceted initiative to assist families to resolve disputes in a fair, economical, expeditious and less-adversarial manner. Accomplishments include:

- An ecosystem of over 20 public, private and community-based service providers were brought together under the Family Law Modernization Collaboration Table and has resulted in the reduction of duplication, increased referrals, and greater alignment and consistency through awareness and training efforts.
- Services to families experiencing intimate partner violence were expanded to support families earlier and throughout their journey.
- 6 Truth and Reconciliation Calls to Action and 41 Missing and Murdered Indigenous Women and Girls Calls to Justice have been identified as applicable to the work of the Family Resolution Service.
- Inclusion has been advanced by recruiting staff that reflect the clientele.

## Crown Law

Crown Law prosecutes the vast majority of criminal and provincial offences in Manitoba, conducts inquests, and provides a range of services to victims of crime throughout Manitoba, while also providing legal advice to all government departments, agencies, boards, commissions and government corporations that do not have their own legal counsel.

- The branch led the development of Bill 9, The Scrap Metal Act. The legislation creates duties for a scrap metal dealer when they purchase or receive scrap metal, including obtaining proof of identification from the seller and retaining records about the transaction. Other requirements for scrap metal dealers include limiting cash purchases of scrap metal and providing regular reports to law-enforcement agencies. The legislation enables law enforcement to conduct inspections to determine compliance.
- The branch led the development of Bill 63, The Petty Trespasses Amendment and the Occupiers Liability Amendment Act. That legislation clarifies and simplifies the definition of when trespassing is occurring, to ensure the law is easier to enforce and to reduce the need for a confrontation and demand to leave the property before a trespassing complaint can be made to police. Bill 63 also provides landowners/occupiers with greater protection from civil liability for death, injuries or property damage suffered by criminal and non-criminal trespassers who are on their property without their knowledge or consent.
- The branch provided assistance to the Department in respect of Bill 11, The Elections Amendment Act, Bill 19, The Beneficiary Designation Act, Bill 23, The Reducing Red Tape and Improving Services Act, Bill 31, The Minor Amendments and Corrections Act, and Bill 35, The Commemoration of Days, Weeks and Months and related Repeals and Amendments Act.



# Principales réalisations en 2021-2022

Aperçu des activités et des réalisations du Ministère en 2021-2022.

## Pandémie de COVID-19

Les divisions de Justice Manitoba ont su adapter leurs pratiques quotidiennes pour se conformer aux restrictions changeantes au gré de la situation de la pandémie de COVID-19 et assurer un accès continu à la justice. Justice Manitoba a continué de composer avec la pandémie de COVID-19, tout en fournissant des services, en respectant les normes et en s'adaptant aux divers ordres de santé publique. Le personnel de Justice Manitoba a contribué aux efforts de lutte contre la pandémie dans les secteurs suivants : élaboration de renseignements publics, audience de personnes concernées, répartition des ressources, inspection, délivrance d'avertissements ou de contraventions, soutien de collègues offrant des services de première ligne, prestation d'avis juridiques, compilation de données, direction et coordination.

- Les efforts d'application liés à la pandémie ont pris fin le 15 mars 2022, date à laquelle les ordres de santé publique et les restrictions connexes ont été levés au Manitoba.

## Vérité et réconciliation

Justice Manitoba a poursuivi son travail visant à établir des relations permanentes, significatives et réciproques avec les dirigeants et les collectivités autochtones. Le Ministère a continué d'investir dans des initiatives visant à remédier à la surreprésentation des autochtones dans notre système de justice provincial et à soutenir les personnes ayant des démêlés actuels avec la justice. Tout au long de l'année, le Ministère a poursuivi ses efforts en faveur de la réconciliation, dans le cadre notamment des initiatives suivantes :

- Le 29 novembre 2021, le gouvernement du Manitoba a annoncé la présentation de modifications à la Loi sur les services de police en vue de renforcer l'Unité d'enquête indépendante et de favoriser l'amélioration de la réceptivité et de la reddition de comptes au sein des services de police de la province. Le Ministère a formé une équipe de mise en œuvre qui a consulté directement des organismes autochtones – incluant l'Assembly of Manitoba Chiefs (AMC), le Manitoba Keewatinowi Okimakanak, la Southern Chiefs Organization (SCO), la Manitoba Metis Federation et d'autres intervenants triés sur le volet – sur les modifications législatives à apporter.
- Dans le cadre de son engagement continu à l'égard des initiatives de justice réparatrice et en collaboration avec le conseil tribal d'Island Lake, le Ministère a annoncé un investissement de 145 k\$ à l'appui d'une nouvelle initiative de justice réparatrice dans les collectivités des Premières nations du Nord.
- En mars 2022, le gouvernement du Manitoba a annoncé l'octroi d'un financement de 2 M\$ à Manitoba Keewatinowi Okimakanak afin de lui permettre de diriger la mise en œuvre et l'exploitation d'un pavillon de ressourcement pour les jeunes à Thompson. Le pavillon de ressourcement de Thompson, le premier du genre au Manitoba, permettra de rapprocher les mesures de soutien offertes du lieu de résidence des Autochtones et de leur collectivité.
- Le Ministère a créé un conseil consultatif autochtone pour faire progresser la réconciliation en amenant de nouvelles perspectives sur le fonctionnement du Ministère. Ce conseil consultatif autochtone, composé de procureurs de la Couronne et de personnel administratif autochtones, fournira des avis adaptés à la culture et des conseils pratiques à l'ensemble du personnel et de la direction du Service des poursuites du Manitoba dans le cadre de la mise en œuvre des appels à l'action et du travail de collaboration avec les peuples et les collectivités autochtones.
- Le Ministère poursuivra le transfert de responsabilités dans le cadre du Programme des travailleurs autochtones auprès des tribunaux, en étroite consultation avec le Manitoba Keewatinowi Okimakanak, la Southern Chiefs Organization, la Manitoba Metis Federation et le conseil tribal d'Island Lake.

## Sécurité communautaire

La sécurité communautaire contribue grandement à la protection de la société, et un certain nombre d'initiatives majeures ont été entreprises en ce sens cette année, notamment :

- Le gouvernement du Manitoba a investi 2 M\$ pour établir et exploiter un centre de désintoxication dans la Ville de Brandon. Le centre de désintoxication de Brandon offrira un environnement sûr et sécuritaire, 24 heures sur 24 et sept jours sur 7, aux personnes non violentes et intoxiquées au vu de tous, afin qu'elles puissent y séjourner pendant que les effets des drogues ou de l'alcool se dissipent.
- De plus, 2,8 M\$ ont été investis pour établir et exploiter un centre de désintoxication dans la Ville de Thompson.
- L'outil d'évaluation des risques HealthIM atténue les pressions exercées par des demandes superflues sur les ressources policières de la province afin que celles-ci puissent se concentrer sur l'arrestation de délinquants dangereux et violents et mener des enquêtes les concernant. Le comité interministériel d'orientation sur la santé mentale et la lutte contre les dépendances a approuvé une proposition de Justice Manitoba visant l'octroi de 306 k\$ prévus dans l'entente bilatérale de l'exercice 2021-2022 pour le financement de l'outil d'évaluation des risques durant l'année civile 2022.
- La Loi modifiant les services de police a été adoptée pour renforcer les activités de l'unité d'enquête indépendante. Le projet de loi apporte un certain nombre de modifications à la Loi sur les services de police en ce qui a trait aux activités de l'Unité d'enquête indépendante, qui est responsable de faire enquête sur les tous les incidents graves impliquant des agents de police au Manitoba.
- La Loi modifiant la Loi sur les services de police et la Loi sur les enquêtes relatives à l'application de la loi, le projet de loi 30, a été adoptée le 17 mars 2022. Ce projet de loi jette les bases de la création de normes policières et d'un code de conduite uniforme pour les agents de police.
- Des programmes d'agents de sécurité des Premières Nations ont été mis en œuvre ou sont en voie de l'être dans les collectivités des Premières Nations. Des fonds ont été alloués à 31 collectivités des Premières Nations pour la mise en œuvre de tels programmes. Les agents de sécurité des Premières Nations aident les autorités policières locales, exécutent des programmes de prévention du crime, aiguillent les personnes dans le besoin vers services sociaux appropriés, fournissent des informations aux autorités policières locales, tout en affirmant et maintenant une présence publique dans les collectivités.

## Administration des tribunaux

Le Ministère a continué d'assurer un traitement efficace, équitable et efficient des différends, des dossiers liés à des infractions criminelles et d'autres affaires nécessitant la prise de décisions judiciaires.

- La Cour des infractions provinciales a commencé à accepter les virements électroniques pour le paiement de contraventions liées à des infractions provinciales en janvier 2021, ce qui a permis d'améliorer l'efficacité et d'élargir l'accès à la justice.
- L'ajout de capacités de vidéoconférence dans 32 salles d'audience de la province permet à des parties de l'extérieur de participer aux audiences à l'aide d'applications vidéo MS Teams, GoTo Meeting et StarLeaf.
- Les tribunaux ne siégeront pas au cours de la Journée nationale de la vérité et de la réconciliation à partir du 30 septembre 2022.
- En août 2021, le Ministère a apporté des modifications afin de moderniser la Loi sur les jurés. Parmi ces modifications, mentionnons l'augmentation de la rémunération des jurés, la mise en place d'accommodements raisonnables pour les personnes handicapées et la possibilité pour les personnes ayant un casier judiciaire ne comportant que des condamnations sommaires de faire partie d'un jury. Ces modifications améliorent l'accès à la justice en assurant une meilleure représentativité des jurés.

## Services aux victimes

Le Ministère continue de soutenir les victimes d'actes criminels en offrant une vaste gamme de services partout au Manitoba, notamment aux victimes de violence familiale, aux enfants victimes et aux victimes de crimes graves.

Les recettes de la confiscation de biens obtenus ou utilisés criminellement ont été affectées à l'amélioration des services offerts aux victimes de crime. Ainsi, une aide financière a été octroyé aux organismes suivants : Candace House, Ka Ni Kanichihk, The Laurel Centre, Ndinawemaaganag Endaawaad Inc. (Ndinawe), Mount Carmel Clinic (Sage House) et Survivor's Hope Crisis Centre.

Grâce au financement de Justice Canada, la Direction des services aux victimes a continué à employer deux agents de liaison avec les familles pour aider les familles de personnes autochtones disparues ou assassinées. Le premier travaille aux côtés de membres de la Gendarmerie royale du Canada et le deuxième, aux côtés de membres du Service de police de Winnipeg.

Ce financement permet également de soutenir deux agents communautaires de liaison avec les familles, qui travaillent pour les organismes Manitoba Keewatinowi Okimakanak, dans le nord, et Ka Ni Kanichihk, dans le sud. Ces organismes offrent des services d'information à guichet unique aux familles de femmes et de filles autochtones disparues ou assassinées. Ils aiguillent les familles vers des ressources appropriées, qu'il s'agisse d'organismes, de partenaires du système de justice, de ressources adaptées à la culture, de programmes de guérison ou de rassemblements de guérison annuels.

Après la réaffectation des fonds excédentaires du Fonds d'aide aux victimes, le Manitoba a conclu avec la Manitoba Metis Federation une entente de trois ans, soit de 2021-2022 à 2023-2024, pour la mise en œuvre de leur projet de soutien des familles de femmes et de filles disparues ou assassinées et, ultimement, le soutien des familles de femmes et de filles disparues ou assassinées.

## Stratégie de modernisation du droit de la famille

Il s'agit d'une initiative à plusieurs volets qui aide les familles à régler leurs différends de manière équitable, économique, rapide et moins conflictuelle. Parmi les réalisations de la Stratégie, on compte :

- Un écosystème constitué de plus de 20 fournisseurs de services publics, privés et communautaires réunis autour d'une table de collaboration sur la modernisation du droit de la famille a permis de réduire les chevauchements, d'augmenter le nombre d'aiguillages et d'améliorer l'harmonisation et l'uniformité grâce à des efforts de sensibilisation et de formation.
- Les services aux familles victimes de violence de la part d'un partenaire intime ont été élargis afin de soutenir les familles à l'intérieur de délais plus courts et tout au long de leur cheminement.
- Six appels à l'action en faveur de la vérité et de la réconciliation et 41 appels à la justice en faveur des femmes et des filles autochtones disparues et assassinées ont été désignés comme recevables dans le cadre des travaux du Service de règlement des litiges familiaux.
- L'inclusion a été favorisée grâce au recrutement d'un personnel près de la clientèle.

## Droit de la Couronne

Les avocats de la Division du droit de la Couronne intentent la majorité des actions en justice liées à des infractions criminelles et provinciales au Manitoba, mènent des enquêtes et offrent une gamme de services aux victimes d'actes criminels dans l'ensemble du Manitoba, tout en fournissant des avis juridiques à tous les ministères, organismes, conseils, commissions et sociétés gouvernementales qui n'ont pas leur propre conseiller juridique.

La Division a dirigé la rédaction du projet de loi 9, la Loi sur la ferraille. Cette loi crée des obligations pour les commerçants en ferraille au moment de l'achat ou de la réception de la ferraille, y compris l'obtention d'une preuve d'identité de la part du vendeur et la conservation des documents concernant la transaction. Les commerçants en ferraille doivent également limiter leurs achats de ferraille payés en espèces et remettre périodiquement des documents aux organismes chargés de l'application de la loi. La législation permet aux forces de l'ordre d'effectuer des inspections pour vérifier la conformité à la loi.

La Division a dirigé la rédaction du projet de loi 63, la Loi modifiant la Loi sur l'intrusion et la Loi sur la responsabilité des occupants. Ce projet de loi clarifie et simplifie la définition d'une intrusion, et ce, afin de faciliter l'application de la loi et de réduire le besoin de confronter une personne ayant pénétré sans autorisation dans un lieu et de lui demander d'en sortir avant qu'une plainte pour intrusion aient été déposée auprès de la police. Le projet de loi 63 offre également aux propriétaires ou aux occupants une meilleure protection contre la responsabilité civile en cas de décès, de blessures ou de dommages matériels subis par des intrus criminels et non criminels ayant pénétré dans leur propriété à leur insu ou sans leur consentement.

La Direction a fourni une assistance au Ministère en ce qui a trait au projet de loi 11 (Loi modifiant la Loi électorale), au projet de loi 19 (Loi sur la désignation de bénéficiaires), au projet de loi 23 (Loi de 2021 visant la réduction du fardeau administratif

et l'amélioration des services), au projet de loi 31 (Loi corrective) et au projet de loi 35 (Loi sur les journées, les semaines et les mois commémoratifs et abrogations et modifications connexes).

# Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority.

Progress on performance measures achieved during the fiscal year are described in further detail following the strategy map.

## Vision

Ensuring Manitobans feel safe in their communities and have confidence in the Justice system.

## Mission

We support and promote safe and just communities for all Manitobans.

## Values

- We are committed to building a department that promotes a respectful work environment
- We value personal integrity, leadership, responsibility, participation and teamwork
- We encourage outstanding client and community service, initiative and innovation

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life

(Note: This objective was updated from 'Enhance Public Safety and Reduce Recidivism')

2. Advance Reconciliation

### Working Smarter – Delivering Client-Centred Services

3. Foster and Advance Innovation

(Note: This objective was updated from 'Engage Employees in Innovation')

4. Reduce Red Tape
5. Modernize Processes

(Note: This objective was updated from 'Modernize Information and Decision Flows')

6. Be Transparent

### Public Service – Delivering Client-Service Excellence

7. Ensure Baseline Capacity

(Note: This objective was updated from 'Ensure the Maintenance of Core Training Requirements')

8. Build Our Capacity to Deliver
9. Advance Inclusion
10. Strengthen Respect in the Workplace

## **Value For Money – Protecting Manitoba’s Bottom Line**

11. Provide Value for Money

(Note: This objective was updated from ‘Optimize the Use of Justice Resources’)

12. Ensure Timely Capital Spending

(Note: This objective was updated from ‘Improve Timely Access to Justice’)

13. Work within Our Budget

# Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement : la qualité de vie, la gestion plus ingénieuse, la fonction publique et l'optimisation des ressources, les objectifs du ministère étant répertoriés sous chacune de ces priorités.

Les progrès relatifs aux mesures du rendement réalisés au cours de l'exercice sont décrits plus en détail en fonction de ce schéma.

## Vision

Veiller à ce que les Manitobains soient en sécurité dans leur collectivité et aient confiance dans le système de justice.

## Mission

Soutenir et promouvoir des collectivités sûres et justes pour tous les Manitobains.

## Valeurs

- Nous nous engageons à bâtir un ministère qui favorise un milieu de travail respectueux.
- Nous accordons une grande importance à l'intégrité personnelle, à la responsabilité, au leadership, à la participation et au travail d'équipe.
- Nous aspirons à offrir un service exceptionnel à nos clients et à la collectivité et encourageons l'initiative et l'innovation.

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de vie – Améliorer les résultats pour les Manitobains

1. Créer des conditions propices à l'amélioration de la qualité de vie

(Remarque : Remplace l'objectif « Accroître la sécurité publique et réduire le récidivisme »)

2. Faire progresser la réconciliation

### Gestion plus ingénieuse – Fournir des services axés sur le client

3. Encourager et faire progresser l'innovation

(Remarque : Remplace l'objectif « Faire participer le personnel à l'innovation »)

4. Réduire la bureaucratie
5. Moderniser le processus

(Remarque : remplace l'objectif « Moderniser les systèmes d'information et les flux décisionnels »)

6. Faire preuve de transparence

### Fonction publique – Favoriser l'excellence du service à la clientèle d'excellence

7. Assurer le maintien de nos capacités de base

(Remarque : Remplace l'objectif « Assurer le maintien des compétences de base »)

8. Développer notre capacité de fournir les services

9. Favoriser l'inclusion
10. Renforcer le respect dans nos lieux de travail

## **Optimisation des ressources – Protéger les résultats financiers du Manitoba**

11. Dépenser judicieusement  
(Remarque : Remplace l'objectif « Optimiser l'utilisation des ressources consacrées à la justice »)
12. Assurer l'utilisation en temps opportun de notre budget d'immobilisations  
(Note : Remplace l'objectif « Accélérer l'accès à la justice »)
13. Respecter notre budget



# Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Justice for the 2021/2022 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports. Performance indicators in Manitoba government annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

## Quality of Life – Improving Outcomes for Manitobans

### 1. Create Conditions to Improve Quality of Life

#### Key Initiatives

- **Strategic Planning:** Department commitments to enhance public safety and reduce recidivism outlined in the Criminal Justice System Modernization Strategy continued in 2021/22. Emphasis for the fiscal year focused on crime prevention, targeting resources for serious criminal cases and prioritizing restorative justice and responsible reintegration of offenders.
- **Enhancing Public Safety:** Aligning with the 2019 Throne Speech commitments to expand the civil forfeiture process to increase public safety and decrease profit from unlawful activity, legislative amendments in May 2021 meant enhanced information gathering tools and authorities. It also included the addition of two money laundering experts and a financial analyst to the team to support more robust money laundering investigations.
- **Improving EIA Delivery:** Manitoba Justice has partnered with Employment and Income Assistance (EIA) to train several Probation Officers in Winnipeg in the delivery of EIA benefits. Providing this service to clients reintegrating from custody facilities back to the community assists in eliminating the waiting period to access these benefits, and ensures people can immediately qualify for basic needs (i.e., housing, food and clothing). This positively affects the quality of life of those within the Justice system and decreases recidivism in the community.
- **Expanding FASD Justice Program:** Program expansions in 2021/22 to the Fetal Alcohol Spectrum Disorder (FASD) Youth Justice Program included a new diagnosis program for young adults aged 18 to 25 years and increased case management support to youth previously diagnosed outside the justice system. This included continued focus on the FASD Court Docket, which provides responsive judicial sentences for those diagnosed with FASD. The expanded capacity for these strength-based, responsive supports ensures youth and young adults with FASD diagnosis are connected to effective resources, ultimately providing better outcomes for program participants and communities.
- **Expanding Restorative Justice:** Restorative justice is a process that allows the offender to make amends to the victim or the community. The successful completion of diversions improves public safety, reduces delays in the court system and reduces over-reliance on incarceration. In 2021/22, the department expanded focus on eligibility diversion criteria with restorative justice. Further, continued investments for the Domestic Violence Support Service means enhanced victim-focused supports to victims whose current or former partners are involved in restorative justice proceedings through one-on-one support, group programming, protection planning and/or resource referrals.

## Performance Measures

Measure	Baseline	2021/22 Actual
1.a. Reduce the number of serious charges laid in Provincial Court	1,955	2,160
1.b. Reduce the number of adults convicted of a new offence and returned to provincial custody after serving time in custody	22%	21%
1.c. Reduce the number of adults convicted of a new offence and returned to provincial custody after serving a community corrections sentence	13%	11%
1.d. Increase the volume of cases proceeding through alternative processes	978	1202

### Measure Descriptions:

**1.a. Reduce the number of serious charges laid in Provincial Court:** This measure supports the objective as a reduction of serious charges would indicate an improvement in public safety in Manitoba. This measure tracks the number of average charges laid in Manitoba's Provincial Court for charges rated severity level 4 or higher on an 8-level scale – one level for breach charges, and seven levels for substantive offences. These levels are based on charge severity weights calculated by Statistics Canada. The baseline measure is obtained from the total average number of serious charges laid in Q1-Q4 of 2020/21, while the actual is tallied from Q1-Q4 of 2021/22.

**1.b. Reduce the number of adults convicted of a new offence and returned to provincial custody after serving time in custody:** Recidivism in this measure is defined as an adult resentenced to a custodial term who had completed a custodial sentence in the prior two-year period. The 21% actual value is the average of Q1-Q4 in 2021/22. The baseline for this measure represents the average of Q1-Q4 of 2020/21. In 2022/23 the measure will be renamed to "Decrease recidivism rates among adults following completion of a custodial sentence."

**1.c. Reduce the number of adults convicted of a new offence and returned to provincial custody after serving a community corrections sentence:** Recidivism in this measure is defined as an adult resentenced to a community term who had completed a community corrections sentence in the prior two-year period. The baseline for this measure represents the average of Q1-Q4 of 2020/21, with the actual representing the average of Q1-Q4 of 2021/22. In 2022/23 the measure name will be changed to "Decrease recidivism rates among adults following completion of a community corrections sentence."

**1.d. Increase the volume of cases proceeding through alternative processes:** Alternative processes refer to the average number of matters diverted from the traditional justice system through alternate processes such as restorative justice. Restorative justice referrals may be received from various referral sources (i.e. Winnipeg Police Service, Brandon Police Service, Prosecution Services – federal and provincial, Manitoba First Nations Police and RCMP). Diverted matters may also be assigned to a MB/Canada funded program, Indigenous Justice Program or a Community Justice Committee. The baseline was calculated from the average number of diversions from Q1-Q4 of 2020/21, while the actual represents the average number of diversions from Q1-Q4 of 2021/22.

## 2. Advance Reconciliation

### Key Initiatives

- Chairing Indigenous Elders Advisory Council: An eight-member Indigenous Elders Advisory Council, chaired by Manitoba Justice, guides and enhances the work of the department with the Indigenous community through meaningful, respectful involvement, while also providing guidance in addressing the overrepresentation of Indigenous people in the criminal justice system.
- Creating Indigenous Advisory Groups: In 2021/22, Indigenous advisory groups across the department either continued or were created, such as the Indigenous Advisory Council in Manitoba Prosecutions Service, the Indigenous Staff Advisory Council in Corrections Division, and the Indigenous Cultural Safety and Awareness Circle in Victim Services Branch. These groups are comprised of Indigenous employees that advise on policies and service delivery to Indigenous offenders, as well as the recruitment and professional development of Indigenous employees.
- Increasing Access to Culturally Appropriate Supports: The department has several initiatives underway to increase access to cultural supports. In the Correctional Services Division (CSD) an Indigenous Spiritual Care Coordinator provides traditional supports to all divisional employees and leadership through a reconciled approach. In the Victim Services Branch victims of crime have access to culturally appropriate supports and traditional healing practices to demonstrate respect for culture and enhance service inclusiveness. Additional efforts from the Youth Justice Branch focused on increasing traditional healing opportunities for out-of-custody Indigenous youth to foster greater reconciliation and decrease further involvement with the criminal justice system.
- Applying Calls to Action and Calls for Justice: Manitoba Justice's efforts continue to advance the Truth and Reconciliation Commission's Calls to Action (CTA) for increasing justice within provincial governments (in particular, CTA 25-27, 30, 31, 33, 34, 36, 37, 38, 40, 42) and Murdered and Missing Indigenous Women, Girls and Two-Spirit People Commission's (MMIWG2S) Calls for Justice. This includes a shift to more inclusive language, a recognition of distinct identities, a focus on cultural safety and a trauma-informed approach, as well as increased relationship-building with Indigenous communities and leadership. Building on initiatives in 2021/22, the Family Resolution Service plans to increase the number of applicable Calls to Action and Calls to Justice through implementation of an idea tracker. Additional initiatives will see the tracker code ideas received through community engagement, including Indigenous communities, in the next fiscal year.

### Performance Measure

Measure	Baseline	2021/22 Actual
2.a. Reduce the overrepresentation of Indigenous persons in provincial custody	14:1	12:1

#### Measure Description:

**2.a. Reduce the overrepresentation of Indigenous persons in provincial custody:** Aligning with the Truth and Reconciliation Report's Call to Action on eliminating the overrepresentation of Aboriginal people in custody, this measure calculates Indigenous per capita incarceration rates by dividing the average number of Indigenous individuals in custody during the quarter by the estimated total Indigenous population of Manitoba. A per capita incarceration rate is also calculated for Manitoba's non-Indigenous population, and the two figures are compared to measure our progress towards this objective.

# Working Smarter – Delivering Client-Centred Services

## 3. Foster and Advance Innovation

### Key Initiatives

- **Empowering Community Organizations:** The department continues to partner with and support numerous community organizations to advance innovation. For example, community organizations throughout the province, in collaboration with law enforcement agencies, receive Criminal Property Forfeiture Funding (CPFF) to remedy the effects of unlawful activities including crime reduction and prevention efforts. In 2021/22 an estimated \$550K was provided to organizations such as Bear Clan Patrol, Candace House, Rossbrook House and Manitoba First Nations Police Service.
- **Equipping Employees with Innovative Approaches:** Across the department employees are encouraged and equipped to engage in on-going learning and innovation in order to provide new insights, ideas and tools to deliver outcomes in the most effective manner possible. Business areas are environments of rapid change, where employee training in fostering and implementing new ideas is encouraged as a routine aspect of the workplace and has enabled decisions that have improved policies, programs and services.
- **Modernizing Family Law Services:** Guided by the Family Law Modernization Act and Action Plan, strategies to reduce social conflict and improve access to justice continued. Through the Family Resolution Service’s new Family Guide Domestic Violence Specialists (FG-DVS), families experiencing intimate partner violence receive enhanced intake assessments and provision of services including risk assessments, safety planning, Protection Order applications, as well as information about police and criminal court.

### New Performance Measures

Measure	Baseline	2021/22 Actual
3.a. Increase % of virtual dockets in the North	New Measure	New Measure
3.b. Increase number of families served by Family Resolution Service (FRS) annually	New Measure	New Measure

#### Measure Descriptions:

**3.a. Increase % of virtual dockets in the North:** This measure highlights the importance of videoconferencing technology for increasing the number of dockets held in Northern Manitoba. Remote technology reduces transportation costs of inmates (and associated security risks) and allows court participants to remain and receive support from their community. This is a new measure and data will be collected in 2022/23 to establish a baseline and actual.

**3.b. Increase number of families served by Family Resolution Service (FRS) annually:** As part of the Family Law Modernization Strategy, the FRS operates under a single-window digital first (but not digital-only) model that consolidates access to, and information about, all provincial, community and private services for families. This measure calculates the number of families served by FRS as equal to the number of child support service files, including maintenance enforcement files and FRS intake files. This is a new measure and data will be collected in 2022/23 to establish a baseline and actual.

### Other Performance Measure

**Increase the percentage of positive Employee Perspectives Program responses related to innovation:** Manitoba’s Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, in 22/23 the department has replaced this measure with measures fostering innovation and forward-thinking throughout the department. New performance measures for 2022/23 are listed as measures 3.a. and 3.b. in the table above named “New Performance Measures.”

## 4. Reduce Red Tape

### Key Initiatives

- Reducing Red Tape: Under Justice, the Regulatory Accountability Secretariat (RAS) has corporate responsibility for the Cabinet-level Scorecard measure on red tape reduction to improve workflow efficiency and remove those regulatory requirements that are redundant, unclear or overly prescriptive. RAS supports departments and government agencies in regulatory accountability methodologies and techniques, the use of the Regulatory Accountability Database, Regulatory Accountability Impact Analysis and other analytical tools.
- Removing Barriers for Jurors: In August 2021, amendments were made to modernize The Jury Act and remove barriers for potential jurors including an increase in juror pay, providing reasonable accommodation for persons with disabilities, and allowing those with criminal records involving only summary convictions to serve on a jury. Increasing responses to jury summons and participation in jury selection improves jury diversity and representativeness.

### Performance Measure

Measure	Baseline	2021/22 Actual
4.a. Reduce regulatory requirements by 2.5% each year.	New Measure	0.34%

#### Measure Description:

**4.a. Reduce regulatory requirements by 2.5% each year:** This measure reflects percentage changes in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department. See Regulatory Accountability and Red Tape Reduction in this report for further detail.

## 5. Modernize Processes

### Key Initiatives

- Modernizing Criminal Justice Services: Moving to more online, digital procedures in 2021/22 introduced modern processes, ensured public access and provided continuity of important services in times of global disruption. The Crown Law Division commenced an operational scan to identify technologies needing updating and areas for new technologies to advance timely access to justice. As part of Courts Modernization, in 2021/22, the Courts Division issued a Request for Proposals (RFP) for an Integrated Case Management (ICM) solution. The ICM solution will modernize court processes, digitize court proceedings and provide online services such as e-filing, access to file information and online payments. The evaluation process has concluded, and the contract is expected to be awarded in fall of 2022.
- Updating Program and Service Policies: This past fiscal year branches across the Correctional Services Division (CSD) engaged in an in-depth review of current program and service policies to deliver on key priorities outlined in Criminal Justice Modernization Strategy. Significant progress was made with respect to policies and procedures within the community areas of the Community Corrections Branch. Further, the Department implemented policies to streamline and increase the percentage of tendered contracts over direct awards to ensure the best value is received and vendors are provided equal opportunities for their services or products. These efforts will continue across the Department in 2022/23.

### Performance Measure

Measure	Baseline	2021/22 Actual
5.a. Reduce Departmental Paper Expenditures	32,420	29,311

#### Measure Description:

**5.a. Reduce Departmental Paper Expenditures:** This measure calculates the departmental paper expenditures by tallying how many reams of paper is purchased in 2021/22 and comparing that information to the total paper expenditures from 2020/21.

## 6. Be Transparent

### Key Initiatives

- **Increasing Accessible Information:** Manitoba Justice has continued to foster transparency through public reporting of key program and service indicators and outcomes on the Manitoba Justice website as prioritized in the Criminal Justice Modernization Strategy. Further efforts ensure public-facing services, such as Sheriff Services, continue to increase the quantity of information available online to increase public confidence and understanding of the role of the agency. The Victim Services Branch also began tracking the number of new and updated public materials available in multiple languages on the Victim Services website—ensuring the Victims’ Bill of Rights are fulfilled in an accessible way. Amendments to the Police Service Act introduced in November 2021 incorporate a Director of Indigenous and Community Relations, facilitating increased communication with affected Indigenous communities involved in Independent Investigations Unit (IIU) investigations.

### Performance Measures

Measure	Baseline	2021/22 Actual
6.a. Increase the number of data points published by Manitoba Justice on a quarterly basis	New Measure	17

#### Measure Description:

**6.a. Increase the number of data points published by Manitoba Justice on a quarterly basis:** This measure counts the number of data points available to the public, which may include data released through the Criminal Justice System Modernization Strategy and through the InfoMB portal, among others. It may also include the number of impartial, complete, accessible, and timely responses to access requests released by the department under the Freedom of Information and Protection of Privacy Act (FIPPA).

## Public Service – Delivering Client-Service Excellence

### 7. Ensure Baseline Knowledge

#### Key Initiatives

- **Advancing Strategic Priorities:** Department initiatives continued to focus on fostering education and training opportunities that align with the Department Strategy Map objectives, ensuring employees make informed decisions that serve the public. This also includes providing educational opportunities to public servants regarding Indigenous peoples and history, including skills-based training in intercultural competency, conflict resolution and human rights. In 2021/22 the Independent Investigations Unit arranged staff training on Indigenous and Cultural Awareness that was facilitated by the City of Winnipeg’s Indigenous Relations Manager. Central Purchasing Services staff reviewed the Aboriginal Justice Inquiry (AJI) report and recommendations and plan to conduct further staff training opportunities on The Path to Reconciliation Act. The Security and Intelligence Unit incorporated additional training for staff who encounter Indigenous protests and encampments, leading to an improved understanding of the history and culture of Indigenous communities.

### Performance Measures

Measure	Baseline	2021/22 Actual
7.a. Increase and maintain the number of employees who are up to date with essential core training	New Measure	New Measure

#### Measure Description:

**7.a. Increase and maintain the number of employees who are up to date with essential core training:** The Government of Manitoba requires all employees to complete essential mandatory training and necessary refresher training to ensure that all departments are maintaining the competencies of their role in the public service. It also ensures that all employees are aware of

the latest governing workplace policies and procedures. This is a new measure and data will be collected this year to establish a baseline and target. Note: For 2022/23, this measure name will be changed to “Increase % of employees up to date on mandatory training.”

**8. Build Our Capacity to Deliver**

**Key Initiatives**

- Ensuring Service Improvements: For Manitoba Justice, building our capacity to deliver in 2021/22 meant evaluating and engaging in service improvements. Evaluations through the Manitoba Client Satisfaction Survey assessed satisfaction using several criteria such as: access to services, timeliness, and overall service quality. As one example, survey results continue to ensure informed decisions and service improvements for the Security and Intelligence Unit into the future.
- Leveraging Technology: Service improvements for the fiscal year also meant modernizing outdated processes and leveraging technology to ensure Manitoba Justice has a greater ability to serve Manitobans in a timely and effective manner. Areas such as Judicial Services modified tasks involved in process hearings and incorporated the use of digital signatures. A new E-Transfer initiative in Court Operations allowed individuals to make payments without needing to attend a court office.

**New Performance Measure**

Measure	Baseline	2021/22 Actual
8.a. % of department employees with a current completed Performance Development Conversation Form	New Measure	New Measure

**Measure Description:**

**8.a. % of department employees with a current completed Performance Development Conversation Form:**

This measure will track the percentage of department employees who have completed a formal Performance Development Conversation Form with their supervisor each fiscal year. Completion of annual performance development conversations help employees and supervisors work together to improve performance by ensuring work expectations are clear and that employees are provided with the tools necessary to support the programs and services Manitobans rely on.

**Other Performance Measure:**

**Increase percentage of positive capacity-related Employee Perspectives Program responses:** Manitoba’s Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. In 2022/23 the department-level EPP engagement survey measures transitioned from public to internal reporting and a new standard set of measures were introduced. As a result, in 2022/23 the department has replaced this measure with the Public Service Commission standardized measure, “% of department employees with a current completed Performance Development Conversation Form.”

**9. Advance Inclusion**

**Key Initiatives**

- Championing Accessibility: The department’s Disability Inclusion Champions (DI) and Department Accessibility Coordinators (DAC) play an important role in advancing diversity and inclusion across the Manitoba Public Service by advancing department efforts relating to the Manitoba Government Accessibility Plan (MGAP). In addition to on-going MGAP progress monitoring, department initiatives in 2022/23 involve conducting a compliance review to ensure the department and Manitoba government consistently acts as a leader and champion for accessibility.

## New Performance Measure

Measure	Baseline	2021/22 Actual
9.a. % of department employees who have completed mandatory diversity and inclusion training	New Measure	New Measure

### Measure Description:

**9.a. % of department employees who have completed mandatory diversity and inclusion training:** This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. It is expected that employees will implement course learning through their work, supporting inclusive workplaces.

## Other Performance Measure

**Increase the percentage of positive inclusion-related Employee Perspectives Program responses:** Manitoba's Public Service Commission (PSC) reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, in 2022/23 the department has replaced this measure with "% of department employees who have completed mandatory diversity and inclusion training."

## 10. Strengthen Respect in the Workplace

### Key Initiatives

- Building Respectful Workplaces:** The Manitoba Values and Ethics Guide outlines the foundational values and ethics that all public servants are expected to uphold such as acting in the public interest with integrity, respect, skill and dedication. This past fiscal year, Crown Law Analysis and Development Branch safeguarded these respectful workplace values by facilitating six focus groups throughout the year on strategies to strengthen respect in the workplace. This feedback was integrated into the branch's five-year Strategic Plan.

## New Performance Measure

Measure	Baseline	2021/22 Actual
10.a. % of department employees who have completed mandatory respectful workplace training	New Measure	New Measure

### Measure Description:

**10.a. % of department employees who have completed mandatory respectful workplace training:** This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is an annual requirement. It is expected that employees will implement course learning through their work, supporting inclusive and respectful workplaces.

## Other Performance Measure

**Increase the percentage of positive respect-related Employee Perspectives Program responses:** Manitoba's Public Service Commission (PSC) reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, in 2022/23 the department has replaced this measure with "% of department employees who have completed mandatory respectful workplace training."



# Value for Money – Protecting Manitoba’s Bottom Line

## 11. Provide Value for Money

### Key Initiatives

- Improving Access to Justice:** In 2021/22 several initiatives addressed timely access to justice, a key priority identified in the Criminal Justice Modernization Strategy. Across the department, an amplified use of videoconferencing technology increased the number of virtual dockets, reduced transportation costs for inmate court appearances and optimized business areas across Justice. Efforts to provide timely decisions on bail ensures the criminal justice system is protecting the rights of the accused while also upholding public safety. A reduction in telephone wait times for individuals accessing Provincial Offences Court was enabled through a new interactive voice response automated telephone system.
- Applying Systemic Approaches:** A high number of youth who encounter the criminal justice system are involved with the child welfare and mental health systems. In 2021/22 the Youth Justice Branch began tracking the department’s progress in shifting from high-cost downstream interventions, like incarceration, to upstream investments in youth such as crime prevention, youth hubs, pre-charge diversions and mental health treatment. The Family Resolution Service also served as a point of contact within the Manitoba family law eco-system by hosting the Family Law Manitoba website, delivering direct supports and services, and referring to other service providers where appropriate.

### Performance Measures

Measure	Baseline	2021/22 Actual
11.a. Reduce the number of court appearances per case in Winnipeg court centres	New Measure	13
11.b. Reduce the number of court appearances per case in regional court centres	New Measure	11
11.c. Reduce the variance in the backlog index	0.94	1.01
11.d. Increase the percentage of bail decisions occurring within 7 days	65%	64%

#### Measure Descriptions:

**11.a. Reduce the number of court appearances per case in Winnipeg court centres:** Reducing the number of court appearances allows the courts system to dispose cases more efficiently and free up justice resources for more meaningful tasks. This measure is calculated by tallying the total number of appearances per case in the Winnipeg court centre and attached circuits. The actual was established using the average number of court appearances for the 2021/22 fiscal year.

**11.b. Reduce the number of court appearances per case in regional court centres:** This measure is calculated by tallying the total number of appearances per case in the regional court centres and attached circuits. The actual value was established using the average number of appearances for the 2021/22 fiscal year.

**11.c. Reduce the variance in the Backlog Index:** The Backlog Index measures the proportion of new information’s to disposed information’s to track whether the justice system backlog is increasing or decreasing. This measure will allow the department to determine whether the justice system is keeping pace with the volume of new cases entering the system by comparing it to the number of cases being disposed. A backlog index below 1 indicates that fewer new cases are entering the system than are being disposed, resulting in a decrease in the backlog of criminal cases.

**11.d. Increase the percentage of bail decisions occurring within 7 days:** Accused individuals have the right to a bail hearing within a reasonable time frame. This measure will calculate percentage of bail decisions (granted or denied) that are made within

7 days or less after an individual is taken into custody. Baseline was calculated from Q1-Q4 of 2020/21, with the actual value calculated from Q1-Q4 of 2021/22.

**12. Work within Our Budget**

**Key Initiatives**

- Expanding Resources for Community-led Initiatives: The past fiscal year saw the department’s planned budget expanding resources for community-led justice initiatives, including distributing \$2,000,000 in trust to Manitoba Keewatinowi Okimakanak (MKO) in 2021/22 for the implementation and operation of a Youth Community Healing Lodge in Thompson. Budgeted capital funds were also used to prioritize safety and security equipment upgrades and replacements (i.e., addressing aging equipment, minor updates to infrastructure) to ensure the safety and wellbeing of all who interact with the Justice system.
- Streamlining Processes: Ensuring processes remain effective and efficient while meeting operational needs continued across the department in 2021/22. For the Executive and Financial Services Branch of the Correctional Services Division, this meant processing invoices from service providers and contractors in a timely and effective manner in order to reduce errors and the time required to process expense claims. For Public Safety Division’s Security and Intelligence Branch, this meant reviewing and adjusting staffing rotations and hours to meet operational needs while working within the budget.

**Performance Measures**

Measure	Baseline	2021/22 Actual
12.a. Ensure timely spending of the capital budget	100%	100%
12.b. Ensure our actual expenditures match our budgetary allotment at the end of each fiscal year	99.76%	102.9%

**Measure Descriptions:**

**12.a. Ensure timely spending of the capital budget:** This measure calculates the department’s annual capital expenditures. By measuring how much of our capital budget is spent by the end of the fiscal year, we can understand if we are spending our allotted budget in an appropriate and timely manner. Note: In 2022/23 the measure name and calculation for measure will be changed to “% Capital budget spent by end of fiscal.”

**12.b. Ensure our actual expenditures match our budgetary allotment at the end of each fiscal year:** Measuring operating expenditures across the department at the end of each fiscal year allows the department to make more informed decisions about how the departmental dollars are spent in the future. This measure is calculated by tallying total expenditures at budget year end and dividing it by the total budget. The baseline calculation reflects divisional re-organization of the department in 2020/21. Note: In 2022/23 the measure name will be changed to “Expenditures – actual vs. budget.”

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

This table includes the expenditures of the department and Other Reporting Entities that are accountable to the Minister and aligns to the Summary Budget.

### Justice includes the following OREs:

- Legal Aid Manitoba
- Liquor, Gaming and Cannabis Authority
- Manitoba Law Reform Commission

*Note: Manitoba Public Insurance Corporations net income is consolidated as part of summary revenue*

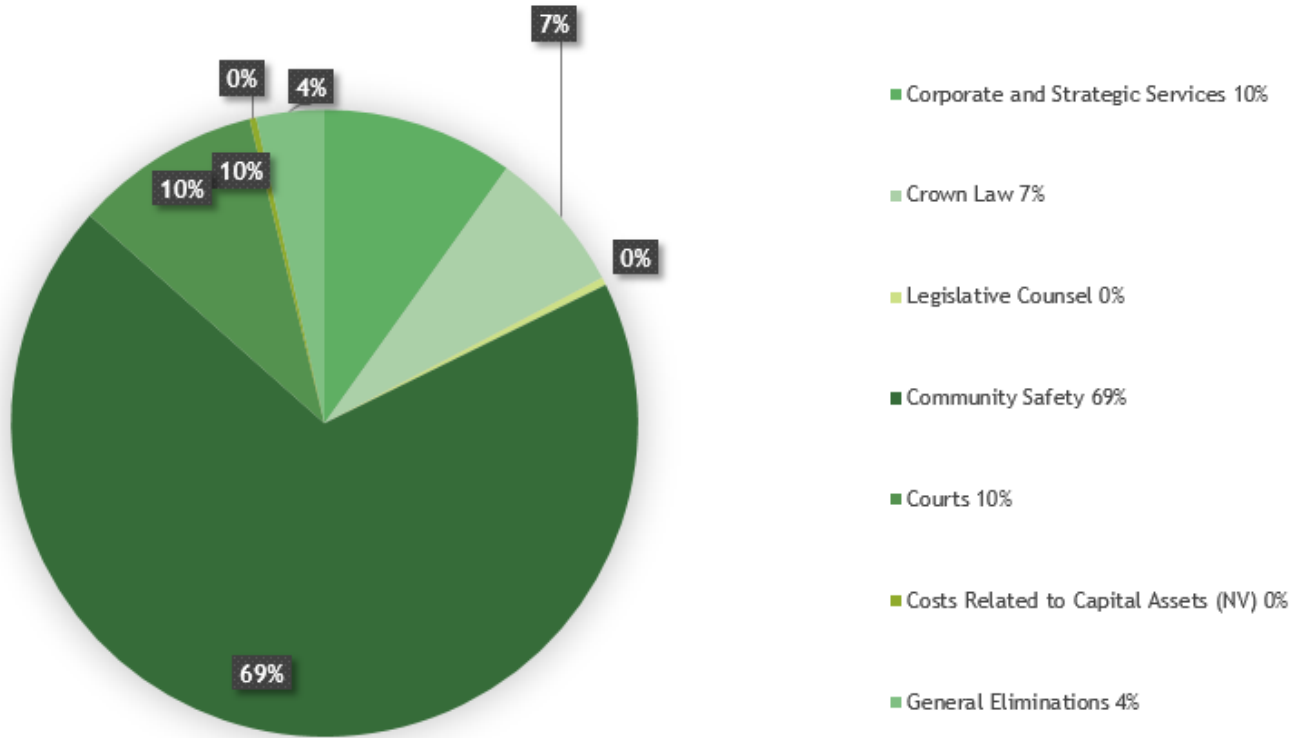
### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2021/22 Actual	2020/21 Actual
04-1 Corporate and Strategic Services	60,857	47,618	(33,427)	75,048	72,947
04-2 Crown Law	56,481	108	-	56,589	51,755
04-3 Legislative Counsel	3,116	-	-	3,116	3,051
04-4 Community Safety	523,215	-	-	523,215	483,390
04-5 Courts	73,155	-	-	73,155	101,130
04-6 Costs Related to Capital Assets (NV)	2,540	-	-	2,540	2,708
General Eliminations	-	-	26,700	26,700	64,500
<b>TOTAL</b>	<b>719,364</b>	<b>47,726</b>	<b>(6,727)</b>	<b>760,363</b>	<b>779,481</b>

NV – Non-Voted

# Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2021/22, Actuals



# Summary of Authority

## Detailed Summary of Authority by Appropriation (\$000s)

Detailed Summary of Authority	2021/22 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2021/22	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
1. Corporate and Strategic Services	56,683	1,097		3,516	61,296	
2. Crown Law	51,750			1,760	53,510	
3. Legislative Counsel	4,354		(1,069)		3,285	
4. Community Safety	472,694		1,069	28,136	501,899	
5. Courts	74,682			953	75,635	
<b>Subtotal</b>	660,163	-	-	34,365	695,625	-
<b>Part A – OPERATING (Non-Voted)</b>	3,366				3,366	
<b>TOTAL PART A - OPERATING</b>	664,626	1,097	-	34,365	698,991	-
<b>Part B – CAPITAL INVESTMENT</b>	3,090			255	3,345	
<b>Part C – LOANS AND GUARANTEES</b>						
<b>Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT</b>	64,528				64,528	

### Part A - OPERATING

2021/22 Authority  
\$ (000's)

<b>2021/22 MAIN ESTIMATES – PART A</b>		
<b>Allocation of funds from:</b>		
Corporate and Strategic Services (04.1)		60,199
Crown Law (04.2)		53,510
Legislative Counsel (04.3)		3,285
Community Safety (04.4)		501,899
Courts (04.5)		75,635
	<b>Subtotal</b>	<b>694,528</b>
<b>In-year re-organization from:</b>		
Legislative and Public Affairs		1,097
	<b>Subtotal</b>	<b>1,097</b>
<b>2021/22 Authority</b>		<b>695,625</b>

**Part B – Capital Investment****2021/22 Authority  
\$ (000's)**

<b>2021/22 MAIN ESTIMATES – PART B</b>	3,090
<b>Allocation of funds from:</b> Capital Assets – Internal Service Adjustments	255
<b>Subtotal</b>	3,345
<b>2021/22 Authority</b>	3,345

**Part C – Loans and Guarantees****2021/22 Authority  
\$ (000's)**

<b>2021/22 MAIN ESTIMATES – PART C</b>	NIL
<b>2021/22 Authority</b>	N/A

**Part D – Other Reporting Entities  
Capital Investment****2021/22 Authority  
\$ (000's)**

<b>2021/22 MAIN ESTIMATES – PART D</b>	64,528
<b>2021/22 Authority</b>	64,528

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	<b>04-1 Corporate and Strategic Services</b>				
42	(a) Minister's Salary	43	42	1	
	(b) Executive Support			-	
1,271	Salaries	1,039	765	274	<b>1</b>
117	Other Expenditures	75	61	14	
	(c) Financial & Administrative Services				
2,918	Salaries	2,366	2,119	247	
4,280	Other Expenditures	6,722	6,435	287	
	(d) Information Systems				
1,193	Salaries and Employee Benefits	1,157	1,016	141	
10,705	Other Expenditures	12,052	10,996	1,056	<b>2</b>
(216)	Less: Recoverable from Part B - Capital	-	-	-	
	(e) Legal Aid Manitoba			-	
17,658	Salaries and Employee Benefits	14,167	14,052	115	
17,807	Other Expenditures	17,402	13,105	4,297	<b>3</b>
	(f) Office of the Chief Medical Examiner			-	
1,406	Salaries and Employee Benefits	1,478	1,237	241	<b>4</b>
3,018	Other Expenditures	3,366	3,620	(254)	
	(g) Regulatory Accountability Secretariat			-	
786	Salaries and Employee Benefits	803	359	444	
311	Other Expenditures	187	210	(23)	
<b>61,296</b>	<b>Subtotal 04-1</b>	<b>60,857</b>	<b>54,009</b>	<b>6,848</b>	
	<b>04-2 Crown Law</b>				
	(a) Manitoba Prosecutions Service				
35,134	Salaries and Employee Benefits	39,652	35,185	4,467	<b>5</b>
3,752	Other Expenditures	3,176	3,204	(28)	
15	Grant Assistance	15	15	-	
	(b) Crown Law Analysis and Development				
827	Salaries and Employee Benefits	931	696	235	<b>6</b>
36	Other Expenditures	15	8	7	
	(c) Legal Services				
11,754	Salaries and Employee Benefits	10,691	10,309	382	
612	Other Expenditures	838	820	18	
85	Grants	85	85	-	
(486)	Less: Recoveries	(487)	(292)	(195)	
	(d) Manitoba Human Rights Commission				
1,618	Salaries and Employee Benefits	1,353	1,246	107	
163	Other Expenditures	212	371	(159)	
<b>53,510</b>	<b>Subtotal 04-2</b>	<b>56,481</b>	<b>51,647</b>	<b>4,834</b>	

	<b>04-3 Legislative Counsel</b>				
	(a) Legislative Counsel				
2,908	Salaries and Employee Benefits	2,815	2,750	65	
377	Other Expenditures	301	301	-	
<b>3,285</b>	<b>Subtotal 04-3</b>	<b>3,116</b>	<b>3,051</b>	<b>65</b>	
	<b>04-4 Community Safety</b>				
	(a) Executive and Financial Services				
4,129	Salaries and Employee Benefits	3,821	3,268	553	<b>7</b>
2,782	Other Expenditures	2,588	2,394	194	
73	Grant Assistance	73	55	18	
	(b) Custody Corrections				
193,986	Salaries and Employee Benefits	200,431	200,422	9	
20,719	Other Expenditures	48,847	19,377	29,470	<b>8</b>
190	Grant Assistance	190	190	-	
	(c) Community Corrections				
25,388	Salaries and Employee Benefits	20,672	20,481	191	
2,855	Other Expenditures	1,968	2,027	(59)	
4,397	Grant Assistance	4,347	2,305	2,042	<b>9</b>
	(d) Provincial Policing				
224,732	Other Expenditures	221,167	216,029	5,138	<b>10</b>
	Policing Services and Public Safety Bilateral Funding				
	(e) Agreements				
5,000	Other Expenditures	3,508	2,862	646	<b>11</b>
	(f) Policing Services and Public Safety				
2,962	Salaries and Employee Benefits	2,613	2,392	221	
1,201	Other Expenditures	553	389	164	
	(g) Law Enforcement Review Agency				
383	Salaries and Employee Benefits	282	205	77	
36	Other Expenditures	19	12	7	
	(h) Manitoba Police Commission				
123	Salaries and Employee Benefits	114	111	3	
116	Other Expenditures	9	12	(3)	
	(i) Independent Investigation Unit				
1,762	Salaries and Employee Benefits	1,584	1,588	(4)	
686	Other Expenditures	152	212	(60)	
	(j) Crime Prevention				
475	Salaries and Employee Benefits	411	331	80	
100	Other Expenditures	8	9	(1)	
1,203	Grant Assistance	1,162	1,068	94	
	(k) Protective Services				
6,671	Salaries and Employee Benefits	6,889	6,378	511	
1,582	Other Expenditures	1,986	1,710	276	<b>12</b>
(1,259)	Less: Recoveries	(1,259)	(1,274)	15	
	(l) Manitoba Criminal Intelligence Centre				
393	Salaries and Employee Benefits	186	128	58	
-	Other Expenditures	40	-	40	



	(m)	Criminal Property Forfeiture Unit				
868		Salaries and Employee Benefits	597	581	16	
346		Other Expenditures	257	128	129	<b>13</b>
<b>501,899</b>		<b>Subtotal 04-4</b>	<b>523,215</b>	<b>483,390</b>	<b>39,825</b>	
	<b>04-5</b>	<b>Courts</b>				
	(a)	Executive Policy and Financial Services				
2,139		Salaries and Employee Benefits	1,543	2,165	(622)	<b>14</b>
1,259		Other Expenditures	2,597	22,056	(19,459)	<b>15</b>
	(b)	Manitoba Court Operations				
12,780		Salaries and Employee Benefits	13,000	12,908	92	
2,080		Other Expenditures	1,552	1,181	371	<b>16</b>
	(c)	Judicial Services				
25,600		Salaries and Employee Benefits	25,579	23,747	1,832	<b>17</b>
1,523		Other Expenditures	1,514	1,270	244	<b>18</b>
28		Grant Assistance	43	26	17	
	(d)	Sheriff Services				
11,299		Salaries	11,404	10,567	837	
1,509		Other Expenditures	1,687	1,393	294	<b>19</b>
	(e)	Family Resolutions Services				
5,314		Salaries	4,850	4,985	(135)	
1,135		Other Expenditures	785	1,003	(218)	<b>20</b>
	(f)	Victims Services				
5,459		Salaries	4,994	5,010	(16)	
5,485		Other Expenditures	3,607	14,819	(11,212)	<b>21</b>
25		Grant Assistance			-	
<b>75,635</b>		<b>Subtotal 04-5</b>	<b>73,155</b>	<b>101,130</b>	<b>(27,975)</b>	
<b>3,366</b>	<b>04-6</b>	<b>Costs Related to Capital Assets</b>	<b>2,540</b>	<b>2,708</b>	<b>(168)</b>	
<b>698,991</b>		<b>Total Expenditures</b>	<b>719,364</b>	<b>695,935</b>	<b>23,429</b>	

Explanations:

1. Reorganization - Regulatory Accountability Secretariat executive staff moved to BA04 in 2021/22
2. Increased costs related to information technology (computers, peripherals, software, etc.)
3. Increased costs related to private bar tariff and rebound of activity after the 2020/21 pandemic related decline
4. Increased salary costs related to the filling of vacant positions
5. Increased salary costs related to the settlement of a collective agreement (MACA) and filling of vacant positions
6. Increased salary costs related to retirement severance and vacation pay
7. Increased salary costs related to the filling of vacant positions
8. Increased operating costs related to a contingent liability
9. Increased grant assistance costs related to a new funding agreement for a Thompson Healing Lodge
10. Increased operating costs related to higher costs associated with the Provincial Police Services Agreement (RCMP)
11. Increased operating costs related to resumption of activities that were paused in 2020/21 as a result of the pandemic
12. Increased operating costs related to an increase in service requirements related to security at testing and vaccine sites
13. Increased operating costs related to legal and professional fees
14. Decreased salary costs related to vacancies and under-fills
15. Decreased operating expenditures related to one-time bad debt expense in 2020/21 related to the Maintenance Enforcement Program
16. Increased operating expenditures related to scoping costs of an IT related project

17. Increased salary expenditures related to an internal reorganization of the Family Resolution Service
18. Increased operating expenditures related an internal reorganization of the Family Resolution Service
19. Increased operating expenditures related to higher prisoner transport/travel costs and the standardization of employee uniforms across Justice
20. Decreased operating costs related to vacancies and less travel as a result of the pandemic
21. Decreased operating expenditures related to the one-time remediation of the Victims Trust Fund in 2020/21

## Overview of Capital Investments and Loans Activity

<b>Part B – Capital Investment</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Provides for				
Equipment Acquisition	3,221	3,345	(124)	
Information Technology	124	-	124	

<b>Part C – Loans and Guarantees</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
NIL – N/A				

<b>Part D – Other Reporting Entities Capital Investment</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Provides for				
Legal Aid Manitoba	67	50	17	
Liquor, Gaming and Cannabis Authority of Manitoba	246	132	114	
Manitoba Public Insurance	59,074	64,346	(5,272)	1

Explanation(s):

- Under-expenditure related to the deferral of IT capital purchases, and under-spending as a result of the pandemic, offset by increased costs on projects.

# Revenue Summary by Source

## Departmental Actual Revenue

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Actual 2020/21	Actual 2021/22	Increase (Decrease)	Explanation Number	Source	Actual 2021/22	Estimate 2021/22	Variance Over/(Under)	Explanation Number
<b>Other Revenue</b>								
152	139	(13)		Escheats to the Crown	139	50	89	
26,810	33,462	6,652	<b>1</b>	Fines and Costs	33,462	35,000	(1,538)	<b>9</b>
7,628	2,239	(5,389)	<b>2</b>	Law Fees	2,239	3,216	(977)	<b>10</b>
26,580	4,160	(22,420)	<b>3</b>	Sundry	4,160	3,509	651	<b>11</b>
2,856	2,856	-		Cost Recovery from Municipalities	2,856	2,856	-	
6,236	7,377	1,141	<b>4</b>	Victim Services	7,377	7,800	(423)	
-	627	627	<b>5</b>	MPI Road Safety Initiative	627	800	(173)	<b>12</b>
<b>70,262</b>	<b>50,860</b>	<b>(19,402)</b>		<b>Subtotal</b>	<b>50,860</b>	<b>53,231</b>	<b>(2,371)</b>	
<b>Government of Canada</b>								
238	152	(86)		Indigenous Courtworker Program	152	452	(300)	<b>13</b>
2,523	4,160	1,637	<b>6</b>	Guns and Gang Violence Action Fund	4,160	3,692	468	
8,091	9,037	946	<b>7</b>	Legal Aid Agreement	9,037	7,530	1,507	<b>14</b>
2,640	1,987	(653)	<b>8</b>	Special Projects	1,987	1,902	85	
5,141	5,116	(25)		Youth Justice Services and Programs Agreement	5,116	5,141	(25)	
717	607	(110)		Canadian Family Justice Fund/Supporting Families Initiative	607	607	-	
993	870	(123)		Victim Services	870	1,806	(936)	<b>15</b>
1,212	1,390	178		First Nations Safety Officer Program	1,390	1,430	(40)	
391	427	36		Winnipeg Drug Treatment Court	427	884	(457)	<b>16</b>
<b>21,946</b>	<b>23,746</b>	<b>1,800</b>		<b>Subtotal</b>	<b>23,746</b>	<b>23,444</b>	<b>302</b>	
<b>92,208</b>	<b>74,606</b>	<b>(17,602)</b>		<b>Total Revenue</b>	<b>74,606</b>	<b>76,675</b>	<b>(2,069)</b>	

Explanations:

1. Increase in revenue due to an increase in fees collected in ICES and CON resulting from higher ticket volumes
2. Decrease in revenue due to the elimination of Probate fees (November 2020) and the reduction of the execution of writs due to the pandemic
3. Decrease in revenue due to a one-time revenue receivable related to the Maintenance Enforcement Program, with an offsetting one time expenditure in 2020/21
4. Increase in Victim Services Fine Surcharge Revenue collected
5. Increase in revenue due to the MPI Road Safety Initiative moving into the Department of Justice in 2021/22
6. Increase in revenue related to the timing payments to agencies and the subsequent recovery from Canada
7. Increase in revenue related to additional revenue provided/recognized in 2021/22
8. Decrease in revenue related to less expenditures than anticipated in programs, resulting in less revenue recovery
9. Decrease in revenue related to a decrease in collected fines in ICES and CON resulting from reduced ticket volumes
10. Decrease in revenue due to the elimination of Probate fees and decrease in sheriff fees
11. Increase in revenue related to volume driven increases
12. Decrease in revenue resulting some delay / deferral of projects as a result of the pandemic
13. Decrease in revenue resulting from the delay in implementation of the revised program plan
14. Increase in revenue related to additional revenue provided/recognized in 2021/22
15. Error in estimate for 2021/22 – revenue mistakenly double counted
16. Decrease in revenue related to a delay in training and purchase of equipment, affecting the overall revenue recovery

# Departmental Program and Financial Operating Information

## Corporate and Strategic Services

The Corporate and Strategic Services Division of Manitoba Justice, appropriation (04-1), is responsible for the department's operational finance and administration functions, which include corporate leadership and strategic innovation activities.

The Assistant Deputy Minister of the division exercises a governance role and is the designated officer for receiving and investigating disclosures made by Justice employees under The Public Interest Disclosure (Whistleblower Protection) Act.

Employees providing services under operational finance and administration units, have a significant overall impact on the daily operations of the department. They direct the activities of Manitoba Justice in the delivery of its programs and services to the people of Manitoba and coordinate these activities in conjunction with other government departments and agencies.

In carrying out the division's mandate, four branches, in addition to Executive Support for the Minister's and Deputy Minister's offices, report to the Assistant Deputy Minister:

- Financial and Administrative Services
- Information Systems
- Legal Aid Manitoba
- Office of the Chief Medical Examiner

While the Regulatory Accountability Secretariat reports to the Clerk of the Executive Council, its operations and key results achieved are reported here as its budget is included in the appropriation for Corporate and Strategic Services.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
04-1-a Minister's Salary	43	1.00	42
04-1-b Executive Support	1,114	13.00	1,388
04-1-c Financial & Administrative Services	9,088	45.00	7,198
04-1-d Information Systems	13,209	10.00	11,682
04-1-e Legal Aid Manitoba	31,569	0.00	35,465
04-1-f Office of the Chief Medical Examiner	4,844	14.00	4,424
04-1-g Regulatory Accountability Secretariat	990	9.00	1,097
<b>TOTAL</b>	<b>60,857</b>	<b>92.00</b>	<b>61,296</b>

## Minister's Salary

The funds voted for Minister's Salary provide for additional compensation to the Member of the Legislative Assembly (MLA) appointed to Executive Council (Cabinet) as the Minister of Justice.

As Minister of Justice, the Minister represents the interest and perspectives of Manitoba Justice at Cabinet, while representing the interests and perspectives of Cabinet to the department and the department's communities of interest. The Minister of Justice

also has a distinct role as the Attorney General for Manitoba. Responsibilities stemming from this role are unlike those of any other Cabinet member. The Attorney General functions as the chief law officer for the Manitoba government and official legal advisor to the Lieutenant Governor in Council and members of Cabinet. As the Attorney General, the Minister of Justice ensures the rule of law is maintained and that Cabinet actions are consistent with the law and Constitution of Canada.

## 1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	43	1.00	42	1	
Other Expenditures					
<b>Total Sub-Appropriation</b>	<b>43</b>	<b>1.00</b>	<b>42</b>	<b>1</b>	

## Executive Support

Executive Support includes the staff and operation of the offices of the Minister and Deputy Minister who provide management direction and leadership to the department. While staff advise the Minister on policies and emerging issues affecting the department, they also develop policy, manage departmental activities and projects, and provide administrative services.

The administrative head of the department is the Deputy Minister of Justice and Deputy Attorney General. The Deputy Minister manages the day-to-day operations of the department, which involves working with a team of Assistant Deputy Ministers who draw on the extensive accumulated knowledge of departmental personnel.

The Deputy Minister also plays a special role as Deputy Attorney General and deputy chief law officer for the Manitoba government, following the Attorney General as chief law officer. This responsibility includes such things as consenting to preferring an indictment directly in Manitoba's superior trial court, the Court of Queen's Bench, without holding a preliminary inquiry. The Deputy Attorney General may also use other discretionary prosecutorial powers given under the law.

## 1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,039	13.00	1,271	(232)	1
Other Expenditures	75	-	117	(42)	
<b>Total Sub-Appropriation</b>	<b>1,114</b>	<b>13.00</b>	<b>1,388</b>	<b>(274)</b>	

1. Savings associated with vacant positions

## Financial and Administrative Services

The role of the Financial and Administrative Services Branch is broad and includes providing corporate and strategic leadership in: fiscal planning and financial comptrollership, lean management and continuous improvement, business and strategic intelligence, facilities management, contract and purchasing services, advancing technological innovation, and the development and maintenance of information systems.

The division represents the department on the cross-departmental Regulatory Accountability Working Group, leading the tabulation and annual reporting of the department's inventory of regulatory materials. The division operates across all divisions of

the department to develop legislative amendments that reduce red tape and improve services that align with The Reducing Red Tape and Improving Services Act, 2019.

The Financial and Administrative Services Branch is composed of two main groups:

- Finance and Administrative Services
- Corporate and Strategic Services

### **Finance and Administrative Services**

The finance and administrative services group assembles and coordinates the department's budgets inclusive of capital projects, processes all accounts payable, and monitors, evaluates and reports expenditures to senior management. It exercises a comptrollership function to ensure that all revenues are properly accounted for, and that all expenditures are made and reported in accordance with government policies and Generally Accepted Accounting Principles. This group also oversees the department's administrative operations and reporting, which include: fleet vehicles, physical asset inventories, accommodation project requests, staff parking, insurance, workplace safety and health, and related staff training.

### **Corporate and Strategic Services**

The corporate and strategic services group provides leadership and support to a number of special cross-departmental initiatives such as performance reporting, continuous improvement initiatives, strategic planning, privacy assessments and impacts, and legislation and policy development and analysis. This group is also responsible for procurement and purchasing in general, contract services, and the management of departmental records.

In addition to working with partners across Manitoba Justice, work areas within the Corporate and Strategic Services Branch work with key stakeholders in the criminal justice system including the Judiciary, Police, Legal Aid, the private defence bar, and Indigenous Rights Holders Organizations, among others, in pursuit of improvements to the above-noted business areas.

During 2021/22, the branch supported the department in its efforts to become more strategic, concise, outcomes-driven, while making sound decisions and providing advice on the finances of the department throughout one of the most uncertain periods of our history.

### **Key Results Achieved**

- The Accounts Payable unit processed over 42,545 documents, in paying our vendors and accounting adjustments.
- The Policy, Legislation, and Regulatory Accountability unit provided support to all areas of Justice, completing almost 400 responses to incoming ministerial inquiries from members and organizations of the public, special projects, various actionable reports and summaries, as well as assisting the department in processing over a dozen legislative and regulatory projects.
- The branch provided support for significant upgrades to existing technological infrastructure by enhancing video conferencing technology in court centres in response to the COVID-19 pandemic into the 2021/22 year. In 2021, twenty-four (24) courtrooms in Winnipeg and regional locations were furnished with videoconferencing equipment to enable virtual hearings through Microsoft Teams.
- The Freedom of Information and Protection of Privacy (FIPPA) unit reviewed and processed over 15,000 pages of records for internal business areas and external agencies and responded to 405 requests received throughout the year. The unit continues to support the department in proactively disclosing information relevant to the public interest, where possible, and identifying opportunities for proactive disclosure. The unit developed training for departmental staff on FIPPA, with delivery beginning in May.
- This area leads the Department's Business Continuity Planning. Over the last year, the area led the Justice Central Coordination Team, which was formed to respond to the COVID-19 pandemic related challenges, and to assist in proactively preparing work areas across the department to adapt to changing public-health restrictions.
- The branch led and coordinated the development and implementation of the whole-of-government Balanced Scorecards initiative for Manitoba Justice, by leading and developing scorecards at the department, division, and branch level over the last year.



## 1(c) Financial and Admin Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	2,366	45.00	2,918	(552)	
Other Expenditures	6,722	-	4,280	2,442	1
<b>Total Sub-Appropriation</b>	<b>9,088</b>	<b>45.00</b>	<b>7,198</b>	<b>1,890</b>	

1. Air Services shortfall

### Information Systems

Information Systems provides vision and leadership in the use of technology to assist the department in accomplishing its goals. The branch either directly provides, or obtains from government shared services, the required services or resources to identify, develop, implement and maintain technology solutions that assist program areas in the delivery of effective services. The branch also has the responsibility of leading the department in the prioritization of initiatives that would benefit from the incorporation of technology.

During 2021/22, the branch continued to support the department in responding to pandemic-related challenges across all business areas. These include supporting the department in transitioning to remote work arrangements, updating and enhancing technological infrastructure in court centres and correctional centres to support remote court proceedings, and managing a variety of other projects.

### Key Results Achieved

- An Integrated Case Management (ICM) system is being procured to modernize court electronic systems by replacing legacy systems and providing enhanced scheduling, e-filing, online dispute resolution and document management. The ICM solution will revolutionize the way information is handled across our court system and will improve systemic efficiency and enhance access to justice across the province.
- A project is underway to allow the Courts Division to send automated text messages to those involved in Justice proceedings to inform/remind them about upcoming hearing information, thereby reducing fail-to-appear administrative charges. This initiative was launched in response to a need to reduce “Fail to Attend” charges in our courts system and will enhance access to justice for Manitobans.
- A project is underway to allow the conversion of Courts audio recordings of hearings to unofficial transcripts.
- A project is underway to replace the Victims of Crime Compensation application used by the Courts division.
- A project is underway to allow for the electronic import of disclosure documents from external agencies into the Prosecutions Information Scheduling and Management System (PRISM) database. This project will improve efficiency in the import of disclosure documents between Manitoba Justice and external agencies.
- A project is underway to improve staff scheduling processes in Correctional facilities and Protective Services
- A project is underway to replace the Inmate Trust Accounting System used by the Correctional Services Division.
- A project is underway to replace the Chief Medical Examiner application used by the Corporate and Strategic Services division.
- A project is underway to replace the billing system used by the Crown Law division.
- A project is underway to implement managed WIFI services to selected Government offices throughout the province.
- A project is underway to develop a long-term IT strategy roadmap for Manitoba Justice.

## 1(d) Information Systems

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,157	10.00	1,193	(36)	
Other Expenditures	12,052	-	10,705	1,347	1
Less: Recoverable from Part B - Capital	-	-	(216)	216	2
<b>Total Sub-Appropriation</b>	<b>13,209</b>	<b>10.00</b>	<b>11,682</b>	<b>1,527</b>	

1. Funding shortfall related to computer related costs
2. No recovery of salaries for staff dedicated to capital projects

## Legal Aid Manitoba

The Legal Aid Manitoba Act (LAM Act) establishes Legal Aid Manitoba (LAM) as an independent statutory corporation operating at arm's-length from government to deliver legal-aid services. LAM's mandate is to provide legal advice and representation services to low-income individuals and groups to fulfill the government's constitutional obligation to ensure procedural and substantive fairness in a timely and efficient manner.

The notions of "fairness" and "efficiency" in the justice system are core Canadian values and constitutional principles that inform and guide the administration of justice in Manitoba. As the Supreme Court of Canada has pointed out in *R. v. Jordan*, the justice system must operate both fairly and efficiently.

From a legal point of view, the obligation to provide counsel arises in cases where government action engages section 7 of the Charter (the right to life, liberty, or security of the person), section 9 (right against arbitrary detention), section 10 (right to counsel), and section 11(d) (right to be presumed innocent until proven guilty).

Although there is no constitutional requirement that the government provide representation in all cases where government action engages these sections of the Charter, they do link legal representation to the notions of "fairness" and "efficiency" in the justice system.

The LAM Act was carefully crafted to achieve the end of ensuring the government's obligations are efficiently and effectively met, while ensuring operational independence in the management of employees and the conduct of cases.

LAM is directed by a Management Council consisting of at least seven but no more than nine members appointed by the Lieutenant Governor in Council.

LAM delivers three types of services:

- in-person and/or telephone advice and information;
- formal representation, and
- duty counsel

Formal representation is limited to serious criminal (adult and youth) matters, serious immigration matters, child protection and many family matters, and is provided to individuals who meet financial eligibility guidelines. Duty counsel provides early-stage legal representation for individuals regardless of their financial circumstances, who are in custody or have been arrested or charged with an offence.

LAM also has a number of special programs such as the Public Interest Law Centre (PILC) and the University of Manitoba Community Law Centre (UMCLC), as well as poverty law, and other outreach programs.

Transparency and Accountability are central to LAM's approach to delivering services. Stakeholders and the public must receive transparent, clear and useful information on the results that LAM has achieved, and the resources used to do so.

Performance information is used primarily to establish accountability so stakeholders, elected officials and the public can assess what LAM has achieved with the funds provided. This data informs LAM’s strategic planning and ensures that resources are allocated based on performance, while enhancing and increasing LAM’s ability to achieve its strategic objectives within a fixed budget. This evidence demonstrates value for money to its funders and stakeholders.

## Key Results Achieved

- Legal Aid Manitoba Management Council assumed direct control over the Tariff of Fees. Since the inception of Legal Aid Manitoba in 1972, the fees paid to Private Bar Counsel, the Tariff of Fees, have been set by Regulation. The October 2021 change in the regulation places responsibility for setting the tariff with LAM, allowing a more nimble approach to determining the appropriate fees to be paid to counsel accepting legal-aid files. LAM also launched a tariff review in 2021/22 in cooperation with private bar and staff counsel to fully review the current tariff and make appropriate adjustments.
- Legal Aid Manitoba increased the eligibility guidelines to match the 2021 Low Income Cut Off limits. This resulted in significant increases in certain family sizes allowing many Manitobans who were previously unable to afford legal assistance with criminal, family and child protection matters to access legal representation either for free or at a significantly reduced cost. Early access to counsel has been found to significantly reduce the long-term costs of litigation for all parties including the courts and can also reduce societal costs such as reliance on employment and income assistance.
- LAM reduced its infrastructure costs by moving ahead on its long-term plans to create flexible work environments for certain departments such as Systems, Intake and Duty Counsel services. The reduction in office footprint and the related cost will save LAM in excess of \$500,000 annually. These funds can be reinvested to provide counsel for clients in need.
- LAM continues to pursue its record digitization project. LAM is now digitizing and then destroying all physical files which would have gone to archives for long-term storage. This program, in complete compliance with Provincial Archives directives, allows LAM to save on the costs of long-term storage while also improving the ability to recall file data should the need arise. LAM anticipates cost savings of approximately \$25,000 annually from this project.

## 1(e) Legal Aid Manitoba

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	14,167	-	17,658	(3,491)	1
Other Expenditures	17,402	-	17,807	(405)	
<b>Total Sub-Appropriation</b>	<b>31,569</b>	<b>0</b>	<b>35,465</b>	<b>(3,896)</b>	

1. Savings associated with vacant and under filled positions

## Office of the Chief Medical Examiner

The Office of the Chief Medical Examiner investigates all violent, traumatic, unexplained, unexpected and suspicious deaths in Manitoba, including deaths of children and residents of personal care homes and developmental centres. The Fatality Inquiries Act provides the authority for the office to investigate reported deaths and The Anatomy Act authorizes the office to handle reports of unclaimed bodies in Manitoba. The Chief Medical Examiner collaborates with foreign universities to provide specialized training to physicians taking post-doctoral studies in forensic pathology.

Manitoba physicians, including the Chief Medical Examiner, nurses and administrative staff comprise the Office of the Chief Medical Examiner. Upon recommendation of the Chief Medical Examiner, the Minister of Justice appoints Manitoba physicians as medical examiners.

When the Office of the Chief Medical Examiner receives a reported death, the office determines the cause and manner of the death and attempts to identify situations of risk. Medical examiners may order autopsies and the Chief Medical Examiner may sanction autopsies and recommend inquests for deaths under The Fatality Inquiries Act, where necessary.

If the Chief Medical Examiner determines an inquest is necessary, the Chief will direct the Chief Provincial Judge to assign a provincial judge to conduct the inquest. A provincial judge will hear evidence related to the death and subsequently submit a report. The judge may also offer recommendations to prevent future deaths under similar circumstances to those that resulted in the subject death. If the Chief Medical Examiner does not call an inquest, the Chief Medical Examiner can still make recommendations to the Minister of Justice, government departments or agencies and others with respect to precautions or measures to prevent other similar deaths.

During 2021/22, the Office of the Chief Medical Examiner received 7,305 reported deaths. Of the reported deaths, the office investigated and certified 3,330 cases, conducted 3,975 inquiries, ordered 1,688 autopsies and called 18 inquests. The office also handled 137 reports of unclaimed bodies. In the same period, the office received approximately 4,000 requests for information.

In 2021/22, there were ten active fee-for-service medical examiners and as of March 31, 2022, there were nine full-time death investigators, and four administrative support staff. The Fatality Inquiries Act requires the Office of the Chief Medical Examiner to prepare an annual statistical review for the Minister of Justice and submit an annual report on those reported deaths where the individual was a resident in a custodial facility, an involuntary resident of a psychiatric facility, or a resident in a developmental centre. The Anatomy Act requires the office to submit an annual report to the Minister of Health on the disposition of unclaimed bodies.

Individuals may contact the office of the Chief Medical Examiner at 204-945-2088 or toll free at 1-800-282-8069 for information regarding the annual statistical review.

**Key Results Achieved**

- The office continued to provide regular preliminary data on drug-related deaths to Public Health and Mental Health, Wellness and Recovery.
- The current Chief Medical Examiner database upgrade was tested and went live in January 2022.

**1(f) Office of the Chief Medical Examiner**

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,478	14.00	1,406	72	
Other Expenditures	3,366	-	3,018	348	1
<b>Total Sub-Appropriation</b>	<b>4,844</b>	<b>14.00</b>	<b>4,424</b>	<b>420</b>	

1. Increase in freight costs (body transport fees)

**Regulatory Accountability Secretariat**

The Regulatory Accountability Secretariat supports the Regulatory Accountability Committee of Cabinet, and coordinates and carries out initiatives to advance regulatory accountability across the Manitoba government and inter-jurisdictionally.

The Secretariat facilitates the legislative and regulatory development process and works with all departments and government agencies in the monitoring, tracking and analysis of regulatory requirements to minimize burden upon citizens and other stakeholders and help ensure desired policy outcomes are achieved. The Secretariat provides and supports modern tools and

technology to engage stakeholders and the public in order that regulatory requirements across the Manitoba government are developed in a transparent and accessible manner.

The Secretariat represents the Manitoba government at federal-provincial-territorial forums, including the Regulatory Reconciliation and Cooperation Table established under the Canadian Free Trade Agreement, and the Committee on Regulatory Governance and Reform.

**Key Results Achieved**

- Promoted regulatory modernization by departments and government agencies in order to reduce unnecessary burden on business and foster faster economic growth as Manitoba recovers from the pandemic.
- Managed the Manitoba Regulatory Consultation Portal, which enables proposed regulations with regulatory requirements to be posted and available for public comment for a 45-day period as required by The Statutes and Regulations Act.
- Coordinated the Manitoba Forms and Policies Portal, which ensures that government forms and policies are accessible to the public as required by The Regulatory Accountability Act.
- Supported departments and government agencies in regulatory accountability methodologies and techniques, and in the use of the Regulatory Accountability Database, Regulatory Accountability Impact Analysis and other analytical tools.
- As the Manitoba government’s representative on the Regulatory Reconciliation and Cooperation Table, supported the negotiation of the *Pan Canadian Occupational Health and Safety Reconciliation Agreement*, encompassing seven types of fall protection equipment. During the past four years, Manitoba has participated in the successful negotiation of ten agreements.
- Chaired the Provincial-Territorial Advisory Committee of the Standards Council of Canada and promoted the use of national and international standards in the development of statutes, regulations and policies.

**1(g) Regulatory Accountability Secretariat**

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	803	9.00	786	17	
Other Expenditures	187	-	311	(124)	1
<b>Total Sub-Appropriation</b>	<b>990</b>	<b>9.00</b>	<b>1,097</b>	<b>(107)</b>	

1. Savings associated with lower program expenditures

## Crown Law

The Crown Law Division has oversight of the legal operations of the Department of Justice. It is responsible for the prosecution of criminal offences under provincial statutes and the Criminal Code of Canada and provides a range of services to victims of crime throughout Manitoba. In addition, it provides legal services and advice to all government departments and agencies on civil, family and constitutional law matters. Through policy development and analysis, it advises the government on modernization and improvement to provincial laws and programs. It also considers matters relating to law in Manitoba with a view to making recommendations for the improvement, modernization and reform of law and the justice system. Finally, the division is the point of reporting for the administration of the complaint process set out in The Human Rights Code and provides outreach and education for Manitobans regarding their rights and responsibilities under The Code.

Crown Law continues to develop and support initiatives of the Manitoba government to improve the administration, effectiveness and timeliness of justice in Manitoba. In carrying out the division's mandate, four branches report to the Assistant Deputy Attorney General:

- Manitoba Prosecution Service
- Crown Law Analysis and Development
- Legal Services
- Manitoba Human Rights Commission

In response to the COVID-19 pandemic, the division has provided a wide range of policy and legal advice on pandemic-related issues such as public-health orders, enforcement, procurement, Charter rights, court challenges, new government programs and legislative projects. Through the various branches, the division has worked to ensure the lawful and orderly approach by government to respond to COVID-related issues and continues to work to overcome backlogs and organizational challenges that have been the consequence of the pandemic.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
04-2-a Manitoba Prosecution Service	42,843	307.00	38,901
04-2-b Crown Law Analysis and Development	946	5.00	863
04-2-c Legal Services	11,127	86.00	11,965
04-2-d Manitoba Human Rights Commission	1,565	18.00	1,781
<b>TOTAL</b>	<b>56,481</b>	<b>416.00</b>	<b>53,510</b>

### Manitoba Prosecutions Service

Manitoba Prosecution Service is responsible for the prosecution of criminal and provincial offences in Manitoba as well as the conduct of inquests called by Manitoba's Chief Medical Examiner. Crown attorneys prosecute cases under provincial statutes, the Criminal Code of Canada, federal statutes and the Youth Criminal Justice Act.

While Crown attorneys vigorously prosecute serious offences and dangerous offenders, they also recognize that effective justice often requires different approaches, such as restorative justice and other diversion options for less serious offences. This embodies an efficient and sustainable criminal justice system that is timely, has lower recidivism and greater victim satisfaction. In addition to prosecuting cases, Crown attorneys review police reports and provide advice to police on appropriate criminal charges, investigations, and procedures, as well as provide lectures and seminars on justice issues to the police, investigative agencies and the public.

Each year, the branch hires eight to twelve articling students (for Winnipeg and certain regional offices) and provides them with a year of training and practical experience in the prosecution of offences under provincial statutes and the Criminal Code.

In 2021/22, Manitoba Prosecution Service had 307 FTE positions. The staff complement includes 188 legal positions (inclusive of senior management and articling students) and 119 professional and administrative support staff positions.

Crown attorneys and articling students work within five areas of responsibility. Each area has a mandate to consider alternatives beyond the traditional criminal justice system, where appropriate. The five areas include:

**1. Winnipeg Intake:**

Winnipeg Intake includes the Training and Development Unit, Provincial Statute Unit, and the General, Youth and Domestic Violence Intensive Case Assessment Process Units. These units increase the efficiency and effectiveness of Manitoba's justice system through early assessment of in-custody and out-of-custody cases. Each unit reports to the Director of Intake, Winnipeg Prosecutions. The director is also responsible for the oversight of inquests called by Manitoba's Chief Medical Examiner.

**2. Regional Prosecutions:**

Regional offices are located in Brandon, Dauphin, Portage la Prairie, The Pas, and Thompson. Regional Crown attorneys prosecute adult and youth Criminal Code and Provincial Act offences arising within their respective geographic location. Crown Attorneys from Winnipeg offer supplemental support to the regional offices when required. A Circuit Unit based in Winnipeg also services various circuit points, including fly-in circuit points, throughout Manitoba. The Director of Regional Prosecutions (located in Winnipeg) oversees Regional Prosecutions.

**3. Winnipeg Trials:**

Winnipeg Trials is composed of the General Prosecutions Trial Unit, Domestic Violence Unit, Criminal Organization Unit, and High Risk Offender Unit. Crown attorneys within these units have expertise in prosecuting matters in their designated specialty areas. These units report to the Director, Trials of Winnipeg Prosecutions. The Director is responsible for Criminal Code Review Board matters where the Board finds an accused not criminally responsible or unfit to stand trial due to mental disorder.

**4. Business Operations:**

The Director of Business Operations manages the finances, facilities, Central File Registry, technological hardware, legal administrative support services and general administration.

**5. Information Management, Disclosure and Appeals:**

The Executive Director of Manitoba Prosecution Service has broad oversight of the overall operation, including the Prosecutions Scheduling and Management System, technology needs, and disclosure requirements mandated by law in Canada. This position provides supervision and assignments to General Counsel, the most experienced Crown attorneys who handle complicated matters, and oversees the Appeal Unit to ensure consistency of provincial standards and early identification of legal trends. The executive director also leads the senior management team in implementation of change and response to emerging issues relevant to Manitoba Justice and Manitoba Prosecution Service. In addition, the executive director provides direction to the four director positions noted above and guidance and education to junior counsel.

**Workload**

The number of files (including charges laid and requests for Crown opinions) opened in Manitoba Prosecution Services over the past five years is as follows:

- 2017/2018 56,823
- 2018/2019 49,799
- 2019/2020 46,896
- 2020/2021 37,882
- 2021/2022 37,539

The reduction in files opened in 2018/19 is due to a change in procedures related to Highway Traffic Act matters, which are no longer recorded in the Prosecutions Scheduling and Management System. Rather, the application now only records matters set for trial. The reduction of almost 8,000 Highway Traffic Act matters resulted from having two FTEs dedicated to reviewing tickets and engaging ticket recipients prior to trial dates being set. This resulted in an 88% resolution rate of those matters. The additional reduction of 3,000 files in 2019/20 reflects a further reduction in Highway Traffic Act files because of early resolution discussions and an additional FTE has been dedicated to manage the workload to ensure that trials can be heard in a reasonable time.

## Key Results Achieved

- COVID Pandemic recovery efforts have reduced the backlog of prosecution files due to court closures by 20% from a high in March of 2021.
- In alignment with the objectives of the Criminal Justice System Modernization Strategy to focus resources on serious offences and serious offenders, Manitoba Crown Attorneys have worked diligently to ensure the harm done to vulnerable victims is recognized in sentencing proceedings, and those efforts have resulted in increased offender accountability being reflected in sentences for the most serious matters and upheld at the appellate level.
- A Prosecution Indigenous Advisory Council (IAC) was established to lead the service in reconciliation. The IAC, comprised of Indigenous Crown Attorneys and Administrative staff, will provide culturally appropriate advice and practical considerations to all MPS personnel and management with respect to implementing the Calls to Action and when working with Indigenous peoples and communities. The formation of the IAC is a major step forward in obtaining broader perspectives on how we do our work. The strategy also includes recruitment and retention efforts to ensure that MPS is an inclusive and diverse prosecution service better able to represent the public it serves.
- The MPS Firearms Working Group was extended to ensure that expertise is available and developed to address emerging issues province-wide in firearm prosecutions.
- Manitoba Prosecution Service has improved access to justice by engaging victims early in proceedings. The benefit(s) of contact between MPS and victims at an early stage increases participation in the criminal justice process, allows for meaningful information and awareness to be provided to victims, and assists to inform prosecutorial decisions that impact court resources.
- The division continued its expansion of electronic files, with almost 20,000 prosecution files being disposed of without ever having been made physical.

## 2(a) Manitoba Prosecutions Service

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	39,652	307.00	35,134	4,518	1
Other Expenditures	3,176	-	3,752	(576)	
Grant Assistance	15	-	15	-	
<b>Total Sub-Appropriation</b>	<b>42,843</b>	<b>307.00</b>	<b>38,901</b>	<b>3,942</b>	

1. Increased costs related to the settling of the Manitoba Association of Crown Attorney's collective agreement, and the filling of vacant staffing positions

## Crown Law Analysis and Development

The Crown Law Analysis and Development Branch assists the department by providing research, analysis, options, recommendations and assistance on civil and criminal-law related issues and issues that affect the justice system. The branch participates and leads in the development of legislation, policies and programs that advance departmental objectives.

The branch also coordinates the department's response to legal and justice system issues having cross-divisional, cross-government or intergovernmental implications and represents the department on Federal/Provincial/Territorial (FPT) law-reform committees, such as the Coordinating Committee of Senior Officials (Criminal Justice) and supports the Minister and Deputy Minister in their FPT work. In addition, the branch coordinates the operations of the Community Notification Advisory Committee and the operations of the Manitoba provincial sex offender website.

As of March 31, 2022, the branch's FTE positions consisted of one director, three legal counsel and one office administrator/manager.



## Key Results Achieved

- Representatives of the branch attended and assisted the Deputy Minister at the July 2021 and December 2021 videoconference meetings of FPT Deputy Ministers responsible for Justice and Public Safety and at other FPT Deputy Minister teleconference meetings throughout the year.
- Representatives of the branch attended and assisted the Minister at the February 2022 videoconference meeting of FPT Ministers responsible for Justice and Public Safety and at other FPT Ministerial teleconference meetings throughout the year.
- Representatives of the branch participated in a variety of national working groups and consultations on changes to criminal law and on collection of justice data, including the Coordinating Committee of Senior Officials (CCSO) - Criminal Justice and the CCSO Impaired Driving, Cybercrime, Criminal Procedure, and Sentencing Working Groups.
- The branch assisted the department in its review of the Government of Canada's commitments in relation to firearms law changes.
- The branch led the analysis of new federal legislation, including Bill C-3, An Act to amend the Criminal Code and the Canada Labour Code, Bill C-4, An Act to amend the Criminal Code (conversion therapy), and Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms).
- The branch led the development of Bill 9, The Scrap Metal Act. The legislation will create duties for a scrap metal dealer when they purchase or receive scrap metal, including obtaining proof of identification from the seller and retaining records about the transaction. Other requirements for scrap metal dealers will include limiting cash purchases of scrap metal and providing regular reports to law-enforcement agencies. The Bill will also enable law enforcement to conduct inspections to determine compliance.
- The branch led the development of Bill 63, The Petty Trespasses Amendment and the Occupiers Liability Amendment Act. That legislation clarifies and simplifies the definition of when trespassing is occurring, to ensure the law is easier to enforce and to reduce the need for a confrontation and demand to leave the property before a trespassing complaint can be made to police. Bill 63 also provides landowners/occupiers with greater protection from civil liability for death, injuries or property damage suffered by criminal and non-criminal trespassers who are on their property without their knowledge or consent.
- The branch provided assistance to the Department in respect of Bill 11, The Elections Amendment Act, Bill 19, The Beneficiary Designation Act, Bill 23, The Reducing Red Tape and Improving Services Act, Bill 31, The Minor Amendments and Corrections Act, and Bill 35, The Commemoration of Days, Weeks and Months and related Repeals and Amendments Act.
- The branch represented the department on the Manitoba Provincial Road Safety Committee.
- Coordinated departmental responses to questions from other FPT justice and public safety departments about Manitoba's approach or positions on criminal law and provincial law issues, and other justice system issues.

## 2(b) Crown Law Analysis and Development

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	931	5.00	827	104	
Other Expenditures	15	-	36	(21)	
<b>Total Sub-Appropriation</b>	<b>946</b>	<b>5.00</b>	<b>863</b>	<b>83</b>	

## Legal Services

The Legal Services Branch functions as the law firm to the provincial government. Its role flows from the constitutional and statutory responsibilities of the Attorney General as the chief legal advisor to government and the guardian of the rule of law and the public interest.

The branch's mission is to provide timely, high quality, helpful, efficient and cost-effective legal services that meet the needs of its clients. The following operating principles support its mission and goals:

- service is customer focused
- service is cost-effective
- commitment to the highest standards of service

The Legal Services Branch provides a full range of legal services to all government departments, agencies, boards, commissions, committees and government corporations that do not have their own legal counsel. While the branch provides most civil legal services to government and its agencies, in appropriate circumstances, the Department of Justice will retain outside counsel through the branch.

Counsel within the branch are mindful of the potential government-wide implications of the advice provided and work to ensure that consistent advice is provided. This means active consultation and collaboration among counsel in balance with the provision of cost-effective legal services.

Counsel provide legal services in the following areas:

- Aboriginal Law
- Access to Information and Privacy Law
- Administrative Law
- Civil Litigation
- Constitutional Law
- Contracts and Agreements
- Conveyancing
- Corporate and Commercial
- Family Law
- Information Technology
- International Law
- Legislative Review and Policy Development (can include drafting legislation)
- Training and Education

Legal Services Branch continues to provide services through a cost-recovery model for external clients, such as Crown Corporations, Special Operating Agencies and post-secondary institutions.

As of March 31, 2022, the branch's FTE positions consisted of one director, 53 legal counsel, one administrative officer, 23 administrative assistants, one financial officer, one accounting clerk and two articling students.

All counsel provide legal advice in relation to operational, program and policy matters of the branch's clients and are organized into six groups:

### 1. **Aboriginal and Natural Resources Law Team**

Provides legal services across government on a wide range of legal matters related to the Indigenous peoples of Canada and matters concerning the protection, use and development of Manitoba's natural resources and Crown lands. Team members conduct legal research and analysis of legal problems, prepare legal opinions, negotiate and draft legal agreements and provide general legal advice in relation to: Reconciliation and the Crown's duty to consult and accommodate Indigenous peoples under, section 35 of the Constitution Act, 1982; United Nations Declaration on the

Rights of Indigenous Peoples; Indigenous self-government; Treaty and Aboriginal rights; Treaty Land Entitlement; shared management; regulation of the environment, lands, provincial parks, wildlife, fish, forests, water power and mines and minerals. Team members are also involved in the development and review of legislation, programs and policies; negotiations between governments and Indigenous groups as well as litigation and arbitration involving Aboriginal Law issues.

## 2. **Constitutional Law Section**

Provides legal services in connection with a broad range of constitutional matters including Aboriginal and treaty rights, the Canadian Charter of Rights and Freedoms, minority language rights, federalism and distribution of powers, the principles of a parliamentary democracy, judicial independence and the amendment of the Constitution of Canada. Counsel also provides advice on constitutional issues arising in the development of programs and legislation.

As part of their role, Constitutional Law counsel appear in all levels of court in Manitoba and the Supreme Court of Canada on a variety of civil, administrative and criminal matters. Issues that counsel have dealt with recently include:

- Jurisdictional disputes under the Constitution Act, 1867, regarding federal greenhouse gas pricing legislation, provincial regulation of cannabis and federal environmental impact assessment legislation;
- Charter challenges to public health restrictions in response to the COVID-19 pandemic, in both civil and provincial offence proceedings. Counsel also provided constitutional advice to government in its response to the pandemic Charter challenges to the Employment and Income Assistance regime;
- Freedom of association in the context of labour law;
- Open courts principle;
- Indigenous rights including the right to self-government in the area of child and family services;
- The right to a criminal trial within a reasonable time;
- Administrative segregation practices in prisons.

## 3. **Corporate, Commercial and Information Technology Team**

Performs almost exclusively solicitor's work and is counsel to government for most of the government's business transactions. Work includes:

- Drafts and advises on an extensive range of contracts and agreements including consulting agreements, service purchase agreements, data disclosure and data sharing agreements, information technology contracts and licences, research agreements, grant funding agreements, federal/provincial agreements, and construction contracts.
- Supports government procurement by drafting procurement documents, participating in negotiations with vendors, drafting agreements and providing related advice.
- Drafts documents and provides advice with respect to development agreements, loans and guarantees, investment agreements, and bond issues.
- Assists clients in the negotiation of domestic trade agreements and provides advice with respect to the interpretation of domestic and international trade agreements.
- Prepares and approves documentation for the purchase, sale and lease of real property and documentation respecting various interests in real property, including mortgages and easements.

Members of the Corporate, Commercial and Information Technology Team have been integrally involved in Manitoba's pandemic response efforts. From the beginning, counsel provided support for the procurement of critical goods and services on an urgent basis (for example, personal protective equipment, contact tracing services, and mental health services). Counsel were engaged in securing locations for vaccination clinics, interchange agreements for redeployment of staff, federal/provincial funding agreements for pandemic supports and providing advice regarding the development and implementation of Manitoba pandemic relief programs.

#### 4. **Crown Law Team**

Provides legal advice to a number of government departments and program areas and, in addition is responsible for Crown-related legal matters including the following:

- Advice on the government's COVID-19 response, including advice on the development, interpretation and enforcement of public-health orders, and the collection, use and disclosure of personal information and personal health information. In particular, the Crown Law Team provided advice respecting vaccination cards and the vaccination lottery to ensure compliance with public health and privacy laws.
- Access to information and protection of privacy matters under The Freedom of Information and Protection of Privacy Act and The Personal Health Information Act, including legal support for a wide range of government activities and programs involving personal information and personal health information. The types of protection of privacy matters on which the Crown Law team provides legal advice include privacy impact assessments, information sharing agreements, privacy policies, notices and consents, legislative development and responding to access requests and privacy breaches.
- Advice to central government, on a variety of legal issues (such as dealings with Legislative Officers, Cabinet confidentiality, and the Westminster system of Cabinet Government, Cabinet appeals and Parliamentary Conventions, including the Access Convention and the Caretaker Convention).
- Advice to the Clerk of Executive Council related to the prohibition of advertisements and publications under The Election Financing Act.
- Advice related to conflict of interest under The Legislative Assembly and Executive Council Conflict of Interest Act.
- Advice related to government bodies' record retention and destruction obligations under The Archives and Recordkeeping Act.
- Advice related to whistleblower complaints made under The Public Interest Disclosure (the Whistleblower) Act.
- Advice related to the development and implementation of government programs and responses during emergencies (e.g., the 2019 Thanksgiving snowstorm, the COVID-19 pandemic, West Nile Virus).
- Advice related to the appointment and revocation of appointments to government boards, agencies and commissions.
- Advice to the Minister of Justice on Human Rights and related guidance for the Federal/Provincial/Territorial Continuing Committee of Officials on Human Rights.

#### 5. **Family Law Section**

Provides legal services of a family law nature to a number of government programs and departments, including the Maintenance Enforcement Program, the Director of Child and Family Services, certain regional child protection agencies, the Director of Assistance, and the Director of Vital Statistics.

While counsel in all other groups provide policy assistance to clients on request, Family Law Section counsel have specific policy development responsibility. Counsel develop family law policy and legislative initiatives at the provincial level and through the Federal/Provincial/Territorial (FPT) Co-ordinating Committee of Senior Officials – Family Justice.

The Section plays an active role at the national level and is engaged in projects at the international level. Counsel contribute to the development of family-law-related programs and work to increase awareness of family-law initiatives and issues for the public, legal profession and law students. Further responsibilities include:

- Provides family law advice and support for the Family Law Modernization Initiative, including the new Family Resolution Service and providing legal support for responses to public enquiries concerning family law matters received by the new Manitoba Justice Get Guidance service and other government offices.
- Works with Legislative Counsel Office as instructing officers for family law legislation and proposed Court of Queen's Bench Rules amendments.
- Provides Crown opinions/charging authorization in appropriate cases to law-enforcement officials throughout Manitoba in parental child abduction cases and provides assistance and legal interpretation advice to law enforcement officials respecting disputes between parents related to custody orders and enforcement of custody orders.

- Fulfills the responsibilities of the Minister of Justice as the Manitoba Central Authority in cases involving international child abduction under The Hague Convention on the Civil Aspects of International Child Abduction.
- Fulfills statutory responsibilities as designated authority under The Interjurisdictional Support Orders Act and under the Divorce Act (Canada).
- Provides lawyer-mediator services to parents in cooperation with Manitoba Justice's Family Resolution Service, including mediating family issues, particularly those involving children.

## 6. **Litigation Team**

Represents government before tribunals and the Courts in a wide range of civil matters. Work includes:

- Advises on litigation matters and appears as counsel on behalf of the government and Crown agencies in all levels of court, including the Provincial Court for inquiries, the Court of Queen's Bench, the Manitoba Court of Appeal, the Federal Court, The Federal Court of Appeal and the Supreme Court of Canada.
- Appears before numerous quasi-judicial and administrative boards and tribunals on behalf of client departments and agencies, including the Manitoba Labour Board, the Social Services Appeal Board, the Municipal Board, adjudicators appointed under The Human Rights Code, the Health Appeal Board and the Land Value Appraisal Commission.
- Appears on behalf of Manitoba before inter-jurisdictional trade dispute resolution panels, including those appointed under the Canada Free Trade Agreement.
- Acts as counsel for many boards and tribunals (when a conflict does not exist with the interests of another government department or agency), including the Clean Environment Commission, the Criminal Code Board of Review, the Law Enforcement Review Agency, the Residential Tenancies Commission and the Vulnerable Persons Commissioner.

## 2(c) Legal Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	10,691	86.00	11,754	(1,063)	1
Other Expenditures	838	-	612	226	2
Grants	85	-	85	0	
Less: Recoveries	(487)	-	(486)	(1)	
<b>Total Sub-Appropriation</b>	<b>11,127</b>	<b>86.00</b>	<b>11,965</b>	<b>(838)</b>	

1. Savings associated with vacant and under filled positions
2. Increased legal costs for contracted services

## Manitoba Human Rights Commission

The Manitoba Human Rights Commission is an independent agency of the Government of Manitoba created by The Human Rights Code to promote and enforce the human rights of all Manitobans. With offices in Winnipeg and Brandon, the commission administers the complaint process set out in The Code, taking complaints of discrimination, investigating them, and determining if there is sufficient evidence that contravenes The Code to warrant a public hearing before the Human Rights Adjudication Panel.

The commission is also mandated to develop and conduct education programs about The Code and promote human-rights principles through outreach, research and education initiatives.

The commission is composed of eight Commissioners appointed by the Lieutenant Governor in Council and 18 staff led by an Executive Director.

The commission reports to the Minister of Justice on its activities and those of the Human Rights Adjudication Panel accordingly, and a joint report is tabled by the Minister every year.

More detailed information about the activities of the Manitoba Human Rights Commission is set out in its Annual Report, which is available on the commission's website at [www.manitobahumanrights.ca](http://www.manitobahumanrights.ca).

## 2(d) Manitoba Human Rights Commission

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,353	18.00	1,618	(265)	1
Other Expenditures	212	-	163	49	
<b>Total Sub-Appropriation</b>	<b>1,565</b>	<b>18.00</b>	<b>1,781</b>	<b>(216)</b>	

1. Savings associated with vacant and under filled positions

## Legislative Counsel

The Legislative Counsel Division prepares all Manitoba bills and regulations in English and French, as well as consolidations of current acts and regulations. It also publishes the laws on the Manitoba Laws website. The division's two branches, Legislative Counsel and Legislative and Parliamentary Translation, are headed by the Chief Legislative Counsel, who is an Assistant Deputy Minister and also the law officer of the Legislative Assembly. The Legislative Counsel appropriation (04-3) is composed of the Legislative Counsel Division.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
04-3-a Legislative Counsel	3,116	24.00	3,285
<b>TOTAL</b>	<b>3,116</b>	<b>24.00</b>	<b>3,285</b>

### Legislative Counsel Branch

In addition to drafting all government bills and regulations, as well as orders in council for executive government organization and law-making, this branch provides legal advice to government agencies and departments on drafting bills and regulations. The branch also provides advice to government respecting the legislative process. It also prepares final texts of all laws for publication in print and on the Manitoba Laws website.

The branch also provides services to the Legislative Assembly. It provides advice to the Speaker and the Clerk of the Assembly on various matters, and drafts bills, and motions to amend bills, for private members. It also publishes bills on the Legislative Assembly website.

### Legislative and Parliamentary Translation

The Legislative and Parliamentary Translation Branch prepares the French version of all bills, acts and regulations, as well as rules of procedure for courts and administrative tribunals. The branch also ensures all documents needed in the Legislative Assembly are available in French. This includes preparation of the French version of the orders of the day, votes and proceedings of the Assembly, and rulings of the Speaker.

### Bills, Regulations and Orders

In 2021/22 (which includes the Third and Fourth Sessions of the 42nd Legislature), 43 government bills and 37 private members bills were introduced in the Legislative Assembly. Approximately 166 regulations were registered during 2021/22. With the exception of a few made by farm products marketing boards, those regulations were drafted and translated by the Legislative Counsel Division.

Approximately 63 orders were made in response to an emergency in 2021/22.

### 3(a) Legislative Counsel

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	2,815	24.00	2,908	(93)	
Other Expenditures	301	-	377	(76)	
<b>Total Sub-Appropriation</b>	<b>3,116</b>	<b>24.00</b>	<b>3,285</b>	<b>(169)</b>	

## Community Safety

The Community Safety Division is the largest division within Manitoba Justice and is responsible for the delivery of services and programs that contribute to the safety of communities in Manitoba. The fundamental goal of the division is to ensure Manitobans are safe in their communities and have confidence in the justice system.

The division contributes to the protection of communities by working closely with community agencies, law enforcement, government departments and other levels of government to support crime prevention, intervention and suppression activities and programs, administering sentences imposed by the courts, care, control and reintegration of offenders into society, and encouraging and supporting active community participation in achieving these objectives. The division separated into two distinct divisions early in the 2021 fiscal year to reflect Public Safety and Correctional Services. These changes will formally be reflected in the 2022/23 reporting.

In carrying out the division's mandate, 13 branches report to one of two Assistant Deputy Ministers:

- Executive and Financial Services
- Custody Corrections
- Community Corrections
- Provincial Policing
- Policing Services and Public Safety Bilateral Funding
- Policing Services and Public Safety
- Law Enforcement Review Agency
- Manitoba Police Commission
- Independent Investigation Unit
- Crime Prevention
- Protective Services
- Manitoba Criminal Intelligence Centre
- Criminal Property Forfeiture Unit

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
04-4-a Executive and Financial Services	6,482	43.00	6,984
04-4-b Custody Corrections	249,468	1595.30	214,895
04-4-c Community Corrections	26,987	286.60	32,640
04-4-d Provincial Policing	221,167	0.00	224,732
04-4-e Policing Services and Public Safety Bilateral Funding Agreements	3,508	0.00	5,000
04-4-f Policing Services and Public Safety	3,166	36.00	4,163
04-4-g Law Enforcement Review Agency	301	5.00	419
04-4-h Manitoba Police Commission	123	1.00	239
04-4-i Independent Investigation Unit	1,736	15.00	2,448
04-4-j Crime Prevention	1,581	6.00	1,778
04-4-k Protective Services	7,616	95.80	6,994
04-4-l Manitoba Criminal Intelligence Centre	226	4.00	393
04-4-m Criminal Property Forfeiture Unit	854	9.00	1,214
<b>TOTAL</b>	<b>523,215</b>	<b>2,096.70</b>	<b>501,899</b>



## Executive and Financial Services

The Corporate Services branch provides leadership to the division in co-ordinating the integration of services to all branches, as well as strategic policy development, budget analysis and control, capital planning and review, information system development and maintenance, internal investigations, intelligence gathering/dissemination, operational reviews and audits, quality assurance reviews, training, program development, security, research and Indigenous service development.

### Key Results Achieved

- A new program and policy area was created to support the division with authority seeking documents, develop and revise divisional programs and policies to align with Government of Manitoba priorities.
- Leading the Balanced Scorecards (BSC) strategic management initiative for the division and supporting all branches to prepare the BSC deliverables.
- More accountability within the financial group including invoices and expense claims being processed internally within two business days and a significant reduction in late payments on American Express and MasterCard.
- Continued to support the Division with various data requests (including PHIPA), e-sor requests and PC/Printer renewals.
- The Business Analyst Team navigated and made progress on multiple projects including an Inmate Trust Accounting System and Staff Scheduling System.

### 4(a) Executive and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,821	43.00	4,129	(308)	
Other Expenditures	2,588	-	2,782	(194)	
Grant Assistance	73	-	73	-	
<b>Total Sub-Appropriation</b>	<b>6,482</b>	<b>43.00</b>	<b>6,984</b>	<b>(502)</b>	

### Custody Corrections

The Custody Corrections branch manages adult offenders sentenced to less than two years and remanded adult offenders. The branch also manages young offenders held in custody under The Youth Criminal Justice Act (YCJA). It also provides services for offenders in custody to help them reintegrate into society. The branch operates six adult correctional institutions: Milner Ridge Correctional Centre, Women's Correctional Centre, The Pas Correctional Centre, Brandon Correctional Centre, Headingley Correctional Centre and the Winnipeg Remand Centre. The branch also operates two youth detention facilities: the Manitoba Youth Centre in Winnipeg and the Agassiz Youth Centre in Portage la Prairie. The youth, held under the YCJA, include remand, open and secure custody. The branch provides education, programming and reintegration opportunities for those in the youth facilities.

### Key Results Achieved

- Custody Corrections safely navigated through a full year of the COVID 19 pandemic through the procurement of PPE, consultations with Public Health and other stakeholders and good communication with employees and inmates.
- Conducted a stand-alone training class for Correctional Officers for Brandon Correctional Centre to assist citizens of WestMan in attending Correction training in or near their home community.
- Commenced the new Safety, Health and Wellness unit of Custody Corrections and hired the Manager.
- Negotiated and signed a renewed Exchange of Service Agreement with the Correctional Service of Canada to hold federally sentenced offenders in Manitoba Correctional Centres.

- On March 24, 2022, announced the July 2022 closure of Agassiz Youth Centre in Portage la Prairie.

#### 4(b) Custody Corrections

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	200,431	1595.30	193,986	6,445	1
Other Expenditures	48,847	-	20,719	28,128	2
Grant Assistance	190	-	190	-	
<b>Total Sub-Appropriation</b>	<b>249,468</b>	<b>1595.30</b>	<b>214,895</b>	<b>34,573</b>	

- Additional correctional officer requirements as a result of the pandemic, population management and medical related escorts
- Additional costs related to a contingent liability

#### Community Corrections

The Community Corrections Branch is responsible for the continuum of services for youth and adults involved with the justice system. The branch is directly responsible for probation services throughout Manitoba. Branch staff manage court orders involving offender supervision/intervention in the community and prepare court reports. Offender supervision in the community involves probation orders, conditional sentence orders, and supervision orders under The Youth Criminal Justice Act and peace bond orders. The Community Corrections Branch is responsible for the delegated authority of the Provincial Director under The Youth Criminal Justice Act. This involves a series of responsibilities, including issuing warrants and suspensions.

The branch is also responsible for community service orders, the Fine Option Program, the Intensive Support and Supervision Program, the Youth Bail Management Program and behaviour intervention programs. The work consists of risk assessments, case planning, focused interventions and referrals to community agencies as well as compliance management.

The branch also develops, implements and supports community justice initiatives across the province. Community justice approaches include mediation, conferences, forums and community justice committees. Some regions supervise community service orders and fine option programs. Community Corrections offices for offenders serving their sentences in the community are located in Winnipeg and rural centres across Manitoba.

The following work areas fall under the Community Corrections branch:

##### Probation Services

The mandate of Probation Services has two major elements: the supervision of offenders/young persons living in the community who are subject to court ordered conditions, and the preparation of court ordered reports. Probation Officers provide case management that includes:

- completing risk assessments
- developing and implementing intervention plans,
- delivering a variety of intervention programs,
- engaging supports in the community,
- monitoring compliance of court ordered conditions; and,
- completing allegations of non-compliance (breaches) when necessary.

Probation Officers supervise a number of different types of court orders including, community service orders, probation and conditional sentences, deferred custody orders, youth bail and temporary releases from custody. Probation Officers also complete court ordered reports, including Pre Sentence and Gladue reports.

### **Fetal Alcohol Spectrum Disorder Justice Program**

Since 2004, the goal of the Fetal Alcohol Spectrum Disorder (FASD) Justice Program is to ensure that individuals with FASD in conflict with the law will receive appropriate judicial dispositions, including multidisciplinary assessment, diagnosis and improved access to services. The FASD Justice Program also assists in identifying and developing family oriented and community based resources. Should there be a diagnosis, the program coordinates follow up services for community supportive planning for improved outcomes.

The FASD Justice Program also builds capacity through community development and facilitation of FASD education, interventions and planning through consultations and community presentations.

With the onset of the introduction of the FASD court docket in March of 2019, individuals diagnosed with FASD through the FASD Justice Program or in the community, can consent to having their matters set down for disposition in the FASD court docket. Some of these individuals are referred to the FASD Justice Program where the same community supportive coordination of services would be applied. Program coordinators can assist in accessing diagnostic reports, coordinate updated testing if required and provide this to the courts. Again, they coordinate community supports for release/community planning for improved outcomes through a client centred and strength based approach.

### **Responsible Reintegration Initiative**

This initiative was established in October 2017 to help individuals being released from provincial custody have the proper supports to ensure they effectively reintegrate back into the community. The goal of the Responsible Reintegration Initiative (RRI) is to help reduce recidivism by connecting offenders with supports such as housing, education, employment, and addictions treatment.

### **Enhanced Employment Initiative**

The RRI identified Employment and Income Assistance (EIA) and Employment and Training as areas that would benefit from further co-ordination of government services. Accordingly, Phase two of the RRI was introduced as the Enhanced Employment Initiative (EEI).

The EEI is a joint initiative between the Departments of Families and Justice. Probation staff are now trained to provide EIA assessments which result in the timely provision of benefits; towards increasing stability upon release from custody as well as a timelier pathway to employment. The EEI is also working to engage directly with employers who are interested in hiring individuals who were previously incarcerated.

### **Restorative Justice**

The mandate of the Restorative Justice (RJ) Branch is to oversee the services and initiatives related to RJ for the Government of Manitoba. In March 2016, the Restorative Justice Branch (formerly known as Innovation and Restorative Justice Branch) was created. In 2018, the RJ Branch was relocated into the Community Safety Division to access resources, enhance oversight, support coordination of services and to further increase the availability of RJ services.

The RJ Branch works with multiple levels of government, building capacity internally and externally to improve RJ outcomes. The RJ Branch oversees over 100 options for Diversion throughout the province.

The RJ Branch manages funding agreements which are either cost-shared with Canada or funded solely by Manitoba. Additionally, Restorative Justice Centres (RJC) fall under the umbrella of the RJ Branch. RJ Programs and services in Manitoba include:

### **Indigenous Justice Programs**

Canada and the RJ Branch provide cost-shared funding agreements for Indigenous Justice Programs (IJP). The purpose of each program is to provide community driven prevention, diversion and reintegration services. There are 10 IJP contacts that provide numerous RJ options throughout the province, including:

- Cross Lake
- Fisher River Cree Nation
- Hollow Water
- Manitoba Keewatinowi Okimakanak – 17 communities
- Manitoba Metis Federation Community Justice Program – 35 communities

- MMF Thompson Community Justice Program
- Norway House Cree Nation
- Onashowewin -Winnipeg
- St. Theresa Point First Nation Tribal Court
- Southern Chiefs - 8 communities

#### **Manitoba Funded RJ Programs**

- The Salvation Army –Winnipeg
- Mediation Services- Winnipeg
- Westman Mediation Services
- Parkland RJ -John Howard Society of Brandon, Inc.

#### **Community Justice Committees**

- There are 53 Community Justice Committees (CJCs) responsible for carrying out community based adult alternative measures and youth extrajudicial sanctions across the province.
- CJCs are volunteer community members providing responsive consequences to meet the needs of victims, offenders and communities. Of the 53 CJCs, 25 are independent and 28 assist IJPs.

#### **Restorative Justice Centres**

The establishment of Restorative Justice Centres (RJC) throughout the province has been foundational to the expansion of RJ in Manitoba. The RJC function as the central “Hubs” allowing for a regional focus where intakes and outcome reporting of Diversions takes place. RJC can be a physical location where partners meet and/or the RJC can function virtually. There are currently two physical locations for RJC (Winnipeg and Thompson) and three virtual RJC in Eastman/Interlake, South/Central and Westman/Parkland. The virtual/mailbox systems provide a structured process for RJ referrals. Mailboxes are monitored and provide a ‘one-stop shop’ for Prosecutions and Police Services to send referrals. Mailboxes are monitored by RJ Branch staff and files are distributed to the appropriate RJ partner/program. The goals of the RJC/RJ Hub initiative across the province include:

1. Increasing the number of referrals to the Restorative Justice process.
2. Decreasing the number of cases that go through the formal Justice/court process.
3. Streamlining the RJ process for RCMP, Provincial and Federal Prosecutions, RJ Programs and clients.
4. Supporting the work of RJ Programs to reduce recidivism and repair the harm for victim, offenders and the community.

In October 2017, the Winnipeg Restorative Justice Centre was established with existing resources and staff realignments from Probation Services and the Restorative Justice Branch. The mandate of the RJC is to enhance community safety and promote healing by offering restorative justice options as a timely alternative to the traditional criminal justice system, for victims, offenders and the community. The RJC is committed to the goal of increasing the number of cases referred to diversion programs/processes via the RJC by working in tandem with the Winnipeg Community Triage partners to improve services for diversion referrals. The RJC provides services to youth and adults, males and females with domestic violence diversions. The RJC also offers a cultural program called Ma’lingan Izhichigewin which means In the Manner of the Wolf to provide Indigenous teachings and activities.

In February 2020, the government announced the RJ North initiative – a collaborative effort between Justice and community partners to develop further capacity for RJ alternatives in Thompson. It is based on the RJC model in Winnipeg and works to support individuals outside of the mainstream justice system. The Restorative Justice branch works closely with Prosecutions, the Winnipeg Police Service, the RCMP and a large number of community stakeholders in an effort to increase the number and effectiveness of diversions and the use of Restorative Justice throughout the province.

## Key Results Achieved

- The branch safely navigated through a full year of the COVID 19 pandemic, while continuing to provide services and meet standards while adjusting to the various health orders.
- Expanded Restorative Justice to include Island Lake Tribal Council.
- Settled on a new funding agreement for the upcoming fiscal year, between Manitoba and the Government of Canada for Intensive Rehabilitative Custody and Supervision sentences (IRCS) and Youth Justice Services and Programs (YJSP) with \$3.16M of increased funding, in support of diversion programming and to help reduce the over-representation of Indigenous peoples, Black Canadians and other racialized groups in the youth justice system.
- Realigned services in the Winnipeg region to support difficult to staff positions in Northern Manitoba.
- Responsible Reintegration Initiative (RRI) provided support to additional adult offenders released from custody on Unescorted Temporary Absences in response to the COVID 19 pandemic.
- Despite the COVID 19 pandemic, the FASD Justice Program continued to offer diagnostic clinics virtually and connected with youth and their families in the community or in custody while adhering to public health orders.

## 4(c) Community Corrections

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	20,672	286.60	25,388	(4,716)	1
Other Expenditures	1,968	-	2,855	(887)	2
Grant Assistance	4,347	-	4,397	(50)	
<b>Total Sub-Appropriation</b>	<b>26,987</b>	<b>286.60</b>	<b>32,640</b>	<b>(5,653)</b>	

1. Savings associated with vacant and under filled positions
2. Overall reduction in operating expenditures due to operational efficiencies and expenditure management

## Provincial Policing

Provincial Policing funds the Royal Canadian Mounted Police (RCMP) for policing in Manitoba under the authority of The Police Services Act. RCMP services are provided under contract through the Provincial Police Service Agreement. Through 80 detachments across the province, the RCMP enforces federal and provincial statutes and municipal by-laws and administers crime prevention programs in rural municipalities, cities, towns, villages, First Nations communities and local government districts that do not provide their own police services.

Provincial Policing also funds First Nations policing agreements in Manitoba. Currently, 10 of 63 First Nations communities in Manitoba have Community Tripartite Agreements for police services and 8 First Nations are policed under a self-administered agreement. Canada and Manitoba share costs for the agreements through an established cost-sharing formula under the federal First Nations Policing Program (FNPP): 52 per cent from Canada and 48 per cent from Manitoba. The Manitoba First Nations Police Service, a self-administered First Nation police service, polices seven First Nations communities: Birdtail Sioux, Canupawakpa, Long Plain, Sandy Bay, Roseau River, Waywayseecappo, Opaskwayak and Swan Lake. The RCMP, under the First Nations Community Policing Service, polices eleven First Nations communities: Chemawawin, Nisichawayasihk, Peguis, Fisher River, Poplar River, Bloodvein, Sagkeeng, Hollow Water, Black River, and Buffalo Point. First Nation Safety Officers in 31 First Nations communities are also funded from this sub-appropriation under the FNPP. Future expansion of First Nations policing in Manitoba is contingent on availability of federal funding.

The DNA Biology Casework Analysis Agreement, the Auxiliary Constable Program, Urban Policing Grant, as well as funding support for some municipal police services are funded under Provincial Policing.

## Key Results Achieved

- The Province directly funds the RCMP (\$149M) and the Manitoba First Nations Police Service (\$4.6M) under cost-sharing agreements with Canada.
- Public Safety Grant funding for policing is provided to urban municipalities that reach a population greater than 750. Total Public Safety grant funding (excluding Winnipeg) for 2021/22 is \$23,505,557.61.
- The City of Brandon receives \$5.4M in Public Safety grant funding, plus \$1.2M support officer positions.
- The Winnipeg Police Service receives \$18.9M in Public Safety funding, plus an additional \$552K to support School Resource Officers.

## 4(d) Provincial Policing

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	-	-	-	-	
Other Expenditures	221,167	-	224,732	(3,565)	1
<b>Total Sub-Appropriation</b>	<b>221,167</b>	<b>-</b>	<b>224,732</b>	<b>(3,565)</b>	

1. Savings due to underutilization of the Provincial Police Service Agreement resulting in decreased RCMP costs

## Policing and Public Safety Bilateral Funding Agreements

The Government of Canada, through Public Safety Canada, established a national program—the Guns and Gangs Violence Action Fund (GGVAF), to address gun crime and gang activity in Canada.

The objective of the GGVAF is to support law enforcement and intervention initiatives at the provincial, territorial, municipal and community levels by providing funding to Provincial and Territorial Governments to support police services and other organizations in enhancing efforts to prevent, disrupt and combat gun and gang violence, and increase awareness of related issues. Through the guns and gangs bilateral funding, Manitoba Justice supports a number of initiatives to enhance intelligence collection and sharing and disruption and enforcement efforts by police agencies across the province. Manitoba Justice also provides funding support to First Nations, municipalities, and community and non-profit organizations to support community mobilization and gang-exiting initiatives. The Government of Canada, through Public Safety Canada (PSC), established the Contribution Program to Combat Serious and Organized Crime (CPCSOC). Under this program is the Building and Enhancing Law Enforcement Capacity in Manitoba to Address Drug-Impaired Driving in Canada Project (the Project). The primary objectives of the Project are to improve road safety through increased capacity to detect and deter drug-impaired driving (DID) and enforce new legislative offences following the legalization of non-medical cannabis.

## Key Results Achieved

- Manitoba introduced amendments to the Police Services Act to establish the Manitoba Criminal Intelligence Centre (MCIC). The MCIC is supported through bilateral funding that will promote inter-agency information sharing and provide valuable support to police investigations. Led by a criminal intelligence director, the MCIC will work collaboratively with police agencies and other law enforcement-related organizations to promote and co-ordinate the sharing of criminal intelligence and analytics while providing a solid foundation for effective and innovative intelligence-led policing efforts targeting all levels of crime.
- Manitoba Justice provided direct funding support to the Brandon Police Service and the Winnipeg Police Service to support efforts to identify, arrest, and dismantle gangs and criminal organizations that are responsible for violent criminal activity. One of the key initiatives that receives funding is the Winnipeg Police Service's Firearms Investigative Analysis Section (FIAS). In 2021, a total of 1301 firearms were seized service-wide, with 850 (or 65%) deemed as crime guns. FIAS members assisted with several investigations, subsequently testing 482 firearms and completing 514 ballistics tests via the Integrated Ballistics Identification System (IBIS).

- Expanding community mobilization to Altona, Swan, River, and Winkler. Community mobilization is a process where individuals, groups, and organizations in a community come together to address social issues associated with health and safety, crime prevention, and community development. Community mobilization is an alternative approach to mainstream models of policing that emphasizes the importance of empowerment-based interventions to strengthen the norms and problem solving resources of the community. In total the Department provides grant funding to 12 initiatives that are providing enhanced multi-sector coordinated support to high-risk individuals/families and are located in communities experiencing high levels of crime and/or other significant issues that contribute to crime and victimization.

#### 4(e) Policing Services and Public Safety Bilateral Funding Agreements

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	-	-	-	-	
Other Expenditures	3,508	-	5,000	(1,492)	1
<b>Total Sub-Appropriation</b>	<b>3,508</b>	<b>-</b>	<b>5,000</b>	<b>(1,492)</b>	

1. Savings due to the pandemic restrictions for training resulting in lower expenditures and program delays

#### Policing Services and Public Safety

The Policing Services and Public Safety branch coordinates and administers the Manitoba government's law enforcement objectives, priorities, programs and policies, the government's contracts with the RCMP, municipal and First Nations police services and the licensing and regulation of the private investigator and security guard industry. The branch negotiates and implements all policing agreements within Manitoba on behalf of the government and represents the department in law enforcement forums at national and international levels. The department's Witness Security Program and the Public Safety Investigations Unit are also managed by the branch.

#### Key Results Achieved

- On November 5, 2020, the Minister of Justice and Attorney General released the final report of the independent review of Manitoba's Police Services Act, conducted by the Community Safety Knowledge Alliance. The report includes 70 recommendations to improve policing in the province, including through oversight and accountability reforms, the creation of policing standards, enhanced police boards, enhanced service delivery models, and the development of community safety and well-being plans. Manitoba Justice has established an implementation team to lead the strategic implementation of the report's recommendations, including needed legislative and regulatory change. Some of the foundational components of this work have already been put in place through two separate pieces of legislation – Bill 7 and Bill 30. Bill 7, The Police Services Amendment Act (Enhancing Independent Investigation Unit Operations), was introduced on November 29, 2021. The Bill makes a number of amendments to The Police Services Act that deal with the operation of the Independent Investigation Unit (IIU), which is responsible for investigating all serious incidents involving police officers in Manitoba. Bill 30, The Police Services Amendment and Law Enforcement Review Act, was introduced on March 17, 2022. This Bill lays the foundation for the creation of policing standards and a uniform code of conduct for police officers.
- Policing Services and Public Security is responsible for administration of The Private Investigators and Security Guards Act. Under the Act, the registrar issues licences to employers of security guards and private investigators, as well as the individual security guards and private investigators themselves. These licences are issued according to requirements set out by the provisions of the Act and its regulation. During 2021/2022, the Private Investigators and Security Guards Program issued 36 licences to businesses to provide security guards, 29 licences to businesses to provide private investigators and registered 19 new in-house employers of security guards. By the end of the fiscal year, a total of 250 employers were registered to employ security guards in-house. During this same period, the program issued 8,495 licences to individuals to act as security guards and 159 licences to individuals to act as private investigators.
- Policing Services and Public Safety includes a special unit that investigates complaints and conducts inspections under The Safer Communities and Neighbourhoods Act and The Fortified Buildings Act. These Acts target properties that affect the safety and security of neighbourhoods in various ways, including fortifications that prevent access or escape, habitual use for

prostitution, production, sale and/or use of drugs, abuse of intoxicants, child sexual exploitation or child sexual abuse, the storage of illegal weapons and explosives, selling liquor without a licence and criminal organization offences. The Public Safety Investigations (PSI) Unit investigates complaints and may apply for community safety orders in the Court of Queen’s Bench, under The Safer Communities and Neighbourhoods Act. PSI conducts inspections and may serve removal or closure orders under The Fortified Buildings Act. PSI is also responsible for licensing under The Body Armour and Fortified Vehicles Control Act. In 2021/22, PSI received 314 complaints under The Safer Communities and Neighbourhoods Act. Following investigation, 132 operations of drug, prostitution (exploited persons) and criminal organization offences involving 153 separate complaints were closed, 4 complaints were referred to another agency, 22 complaints were closed due to insufficient evidence and 51 complaints remain open. Four new complaints were received under The Fortified Buildings Act. One owner removed fortifications from their property following an inspection. Three complaints were unfounded. Under The Body Armour and Fortified Vehicles Control Act, 7 permits to possess body armour and 2 licenses to sell were issued. One permit to possess and one license to sell were renewed.

- Continued funding and support of community mobilization initiatives, such as Selkirk Team for At Risk Teens (START), Southwest Teens At Risk (STAR) and Dauphin At Risk Teens (DART), which utilize team-based planning and interventions that promote collaboration and communication between team members, youth, family and community supports.
- The Lighthouses program continues to support communities and organizations to provide youth with positive alternatives after school and on weekends, a safe healthy environment, personal skill development (leadership, communication, problem solving, decision-making, conflict resolution, anger management, etc.).
- Turnabout Coordinators in Winnipeg and Thompson support children (under the age of 12) and families in accessing community-based prevention supports with the objective of intervening early to promote positive development and avoid future involvement with the criminal justice system.
- The Witness Security Program provides an independent process to coordinate protection to witnesses and associated persons under threat of death or grievous harm by virtue of their involvement in a prosecution by Manitoba Justice. Entry is made by application and may only be made by a law enforcement agency under the provisions of The Witness Security Act. Funding and services are provided to protected persons while in the Program, generally for periods ranging between two and four years. The Program also coordinates with law enforcement agencies in the province to facilitate admission under the federal Witness Protection Program Act, administered by the RCMP. Since its inception in 2002, the program has accepted 159 cases involving 159 witnesses. Additionally, funding and services have been provided to associated persons, individuals who did not meet the criteria for admission or assistance to other witness protection programs in 196 instances. In 2021/22, in addition to managing ongoing cases, five matters were considered by the program. One case was accepted into the program, three cases were provided with alternative assistance and one case was withdrawn by the referring law enforcement agency.

#### 4(f) Policing Services and Public Safety

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,613	36.00	2,962	(349)	
Other Expenditures	553	-	1,201	(648)	1
<b>Total Sub-Appropriation</b>	<b>3,166</b>	<b>36.00</b>	<b>4,163</b>	<b>(997)</b>	

1. Overall reduction in operating expenditures due to operational efficiencies and expenditure management

#### Law Enforcement Review Agency

The Law Enforcement Review Agency (LERA) is an independent civilian agency established under The Law Enforcement Review Act to investigate public complaints of abuse of authority by municipal and local police. A registrar, clerk and two investigator assist the commissioner of LERA in handling complaints about municipal and local police conduct that arise in the execution of police duties. LERA does not investigate criminal matters. Such matters are referred to the appropriate law enforcement agency. The Act provides several ways to resolve complaints: informal resolution (mediation); admission of disciplinary default by the respondent police officer; or where evidence exists, referral to a Provincial Court judge for public hearing.



## Key Results Achieved

- In 2021, LERA formally received 72 complaints. This was an increase of three complaints over last year.
- In addition, 13 complaints were resolved at intake or the complainant failed to file a formal written complaint.
- Including carryover from previous years, the 2021 caseload at LERA was 98 files, a decrease of 10 over last year.
- The average timeframe for completing investigations in 2021 was seven months, an increase of 1 month over last year.

## 4(g) Law Enforcement Review Agency

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	282	5.00	383	(101)	1
Other Expenditures	19	-	36	(17)	
<b>Total Sub-Appropriation</b>	<b>301</b>	<b>5.00</b>	<b>419</b>	<b>(118)</b>	

1. Savings associated with vacant and under filled positions

## Manitoba Police Commission

The Manitoba Police Commission (MPC) was established during 2010/11 as the first phase of implementation of Manitoba's Police Services Act. With consideration given to the cultural and gender diversity found in Manitoba, nine persons were appointed to sit as Commissioners on the MPC.

Section 7 of the Act identifies the Police Commission's statutory duties as: (a) providing advice to the minister on regulations dealing with the operation of police services and the conduct of police officers, including regulations prescribing standards for police services and police officers; (b) consulting with the public on matters relating to law enforcement and policing, and providing the results of those consultations to the minister; (c) developing a policy and procedures manual for police boards and a code of ethical conduct for members of police boards; (d) arranging for training to be provided to members of police boards and civilian monitors; and (e) performing any other duties assigned by the minister. Section 8 of the Act authorizes the Minister to direct the Police Commission to conduct a study on a specific issue relating to policing and law enforcement. An Executive Director and an Assistant Director staff the MPC.

The Commission has also provided training to police boards through individual sessions and policy directives. The Commission continues to participate actively as a member of the Manitoba Association of Chiefs of Police, the Canadian Association of Police Governance and the Canadian Association of Civilian Oversight of Law Enforcement, including attending and presenting at workshops and conferences. These working alliances have greatly informed research efforts at the Commission relative to the development of policing governance practices and recommendations for policing standards and regulations.

## Key Results Achieved

- The MPC received requests and assigned civilian monitors to monitor six Independent Investigation Unit files where the actions of a police officer allegedly caused a death.
- In 2021, MPC staff conducted training presentations and provided policy support to all municipal police boards/ First Nations police Commissions in the province.

## 4(h) Manitoba Police Commission

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	114	1.00	123	(9)	
Other Expenditures	9	-	116	(107)	1
<b>Total Sub-Appropriation</b>	<b>123</b>	<b>1.00</b>	<b>239</b>	<b>(116)</b>	

1. Overall reduction in operational expenditures due to operational efficiencies and expenditure management

### Independent Investigation Unit

The Independent Investigation Unit began operation on June 19, 2015, following proclamation of Part VII of The Police Services Act.

The Police Services Act requires that the unit be headed by a civilian director who is not a current or former member of a police service or the RCMP. Unless they resign or their appointment is terminated, the civilian director shall hold office for five years from the date of the appointment. A person may be reappointed as civilian director for a second term of five years but may not serve more than two terms. The civilian director is responsible for the management, administration and operation of the Unit, overseeing all investigations undertaken by the Unit and performing all other duties imposed by the Act.

The unit must conduct an investigation if a police officer has been involved in an incident where a person has died or suffered a serious injury or if there is evidence that a police officer has contravened a prescribed section of the Criminal Code or a prescribed federal or provincial statute.

The civilian director must be notified by the police chief of the police service, of all such incidents as soon as practicable, whether or not the police officer was on duty at the time of the conduct in question. The civilian director must also be notified by the police chief of the police service of all other allegations of unlawful activity involving a police officer and may assume conduct of any investigation of such incidents if he or she considers it to be in the public interest to do so.

The civilian director may select a current or former member of the RCMP, a current or former member of a police service in Manitoba or another Canadian province, or a civilian with investigative experience to be an investigator with the unit, provided the person has the prescribed qualifications and experience. An investigator, while serving with the unit, is under the sole command and direction of the civilian director.

The Manitoba Police Commission must appoint civilian monitors to monitor fatality investigations undertaken by the Unit or where the civilian director has requested the assignment of a civilian monitor to its investigations.

In addition to the civilian director, the unit is composed of 14 FTEs, including a director of investigations, two team commanders, eight investigators, a manager of strategic policy and coordination, an office manager and an information administrator.

### Key Results Achieved

- The IIU received 67 notifications this fiscal year, an increase of 13 notifications from the previous year.
- The unit commenced 49 investigations.
- The unit concluded 47 investigations.

## 4(i) Independent Investigation Unit

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,584	15.00	1,762	(178)	
Other Expenditures	152	-	686	(534)	1
<b>Total Sub-Appropriation</b>	<b>1,736</b>	<b>15.00</b>	<b>2,448</b>	<b>(712)</b>	

1. Operating savings related to volume and the location of cases, operational efficiencies and expenditure management

### Crime Prevention

The Crime Prevention Branch is responsible for the coordination and implementation of crime prevention policies and programs. This includes:

#### Community Mobilization

The Crime Prevention Branch works with community partners to implement, support, monitor and evaluate community mobilization programs throughout the province. Community mobilization programs bring multiple agencies together to coordinate support and intervention to prevent crime and keep at-risk individuals out of the criminal justice system. There are 12 community mobilization initiatives in Manitoba. Through evaluation and social return on investment studies, the department is able to ensure investments in community mobilization reflect best practices.

#### Lighthouses

The branch administers the Lighthouses program which provides support to 70 communities and organizations that offer youth positive alternatives after school and on weekends, a safe healthy environment, personal skill development (leadership, communication, problem-solving, decision-making, conflict resolution, anger management, etc.). The branch also promotes reconciliation between the community and children under 12 in conflict with the law, including the facilitation and coordination of services for these children and their families through the Turnabout program.

#### External Partnerships

The branch also builds and works in partnership with external actors to align crime prevention efforts with other agencies across the province. This includes:

- Collaborating with law enforcement agencies (e.g., Winnipeg Police Services and RCMP), to discuss and partner on prevention initiatives such as community mobilization, service integration projects, gang prevention initiatives, sexual exploitation issues and arson.
- Partnering with other departments, governments and community partners to target services and supports to high-risk children, youth, families and communities, e.g., promotion and implementation of High Fidelity Wraparound in Manitoba. Promote awareness of best practices in crime prevention and collaborate with communities undertaking evidence-based activities.
- Collaborating with Public Safety Canada and other provinces and territories to create a Community Safety and Well-being (CSWB) Strategic Partnership Framework that provides direction for the advancement of multi-sectoral CSWB approaches in Canada, including crime prevention issues and programming such as, the Crime Prevention Action Fund and Youth Gang Prevention Fund (Federal Grants).
- Strengthening relationships among various funding partners to assist in supporting communities to improve outcomes for Manitobans. This includes aligning crime prevention policies and programs with other sectors to address crime in order to achieve improved community safety and well-being.

## Key Results Achieved

- Continued funding and support of community mobilization initiatives, such as Selkirk Team for At Risk Teens (START), Southwest Teens At Risk (STAR) and Dauphin At Risk Teens (DART), which utilize team-based planning and interventions that promote collaboration and communication between team members, youth, family and community supports.
- The Lighthouses program continues to support communities and organizations to provide youth with positive alternatives after school and on weekends, a safe healthy environment, personal skill development (leadership, communication, problem solving, decision-making, conflict resolution, anger management, etc.).
- Turnabout Coordinators in Winnipeg and Thompson support children (under the age of 12) and families in accessing community-based prevention supports with the objective of intervening early to promote positive development and avoid future involvement with the criminal justice system.
- As of November 2021, all community mobilization initiatives in Manitoba are using the Risk-Driven Tracking Database (RTD). Moving forward, the RTD will be provided as an in-kind resource to all existing and new community mobilization initiatives.
- The department's two year research project titled Prevention and Intervention: An Examination of Community Mobilization Responses to Crime completed the first year of the project. To date, all twelve community mobilization initiatives are engaged in the project with stakeholder interviews and data collection complete. The final report and recommendations are due by the end of 2022/23.

## 4(j) Crime Prevention

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	411	6.00	475	(64)	
Other Expenditures	8	-	100	(92)	1
Grants Assistance	1,162	-	1,203	(41)	
<b>Total Sub-Appropriation</b>	<b>1,581</b>	<b>6.00</b>	<b>1,778</b>	<b>(197)</b>	

- Overall reduction in operational expenditures due to operational efficiencies and expenditure management

## Protective Services

Protective Services branch provides a uniformed presence in various provincial facilities, including Winnipeg Law Courts, Manitoba Archives, Justice buildings, and other provincial offices throughout the Province. Officers provide access and perimeter security, manage identification cards, and provide security advice and consultation services.

The branch assists with the design, installation and monitoring of security systems in Manitoba government facilities. This includes a 24/7 alarm monitoring and dispatch centre with mobile patrol capacity. When necessary, Protective Services also contracts and provide private security resources.

Through the Legislative Security Services (LSS) and the *Legislative Security Act*, Protective Services provides security for the Legislative Precinct, which including the Legislature, grounds, and Government House. LSS manages event security on the precinct, including protests and demonstrations, and provides a 'safe walk' service for building occupants. Officers respond to the Premier's residence and provide security for Memorial Park on behalf of Conservation, while working in cooperation with the Sergeant-At-Arms, who is responsible for the security of the Legislative Assembly.

## Key Results Achieved

- The amendment of the Legislative Security Act and new Regulations to enhance security on the Legislative Precinct.
- Installation of metal and identification scanners to improve access control at the Legislative Building.

#### 4(k) Protective Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	6,889	95.80	6,671	218	
Other Expenditures	1,986	-	1,582	404	1
Less: Recoveries	(1,259)	-	(1,259)	-	
<b>Total Sub-Appropriation</b>	<b>7,616</b>	<b>95.80</b>	<b>6,994</b>	<b>622</b>	

1. Increase in service requests for providing pandemic security related services at testing and vaccine sites

#### Manitoba Criminal Intelligence Centre

In furtherance of the Policing and Public Safety Strategy, Manitoba Justice is taking the lead to build an integrated Manitoba Criminal Intelligence Centre (MCIC). MCIC is addressing the intelligence needs of law enforcement within the Province and ensuring jurisdictional coordination of criminal intelligence and analytics, while providing a solid foundation for effective and innovative intelligence-led policing efforts targeting serious and organized crime. In September of 2020, the Justice Department received Treasury Board approval to establish the MCIC as a branch within Community Safety Division (CSD).

Led by an Executive Director and supported by internal secondments, the MCIC is supplemented by existing seconded resources from within the Criminal Intelligence Service of Manitoba. Phase one of the implementation involved transitioning all resources, inclusive of seconded law enforcement officers and CSD seconded staff, under the leadership of the MCIC Executive Director and housing them within a single location.

#### Key Results Achieved

- Under the Police Service Amendment and Law Enforcement Review Amendment Act, Bill 30 established MCIC as a specialized office staffed with criminal intelligence experts who work with police services and other law-enforcement-related organizations to develop their criminal intelligence collection and analysis capacity. This legislative authority provides the mandate and directive authority under which MCIC will operate.
- MCIC led the process to establish serious and organized crime enforcement and intelligence priorities for police and law enforcement agencies.
- MCIC has increased their analytical capacity with the addition of 2 new criminal analyst positions.
- MCIC is currently working with Police Services to establish a provincial tactical enforcement priority process for the province.

#### 4(l) Manitoba Criminal Intelligence Centre

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	186	4.00	393	(207)	1
Other Expenditures	40	-	-	40	
<b>Total Sub-Appropriation</b>	<b>226</b>	<b>4.00</b>	<b>393</b>	<b>(167)</b>	

1. Savings associated with vacant and under filled positions

## Criminal Property Forfeiture Unit

The Criminal Property Forfeiture Unit was established in June 2009. Under the authority of The Criminal Property Forfeiture Act, the unit's director has access to a unique civil cause of action to seek forfeiture of proceeds and instruments of unlawful activity.

Civil actions under The Criminal Property Forfeiture Act are fully separate from criminal law and therefore do not rely on successful criminal prosecutions. Forfeiture actions are initiated against property, not people. No criminal record is created and there are no findings of guilt or innocence. Although the director decides whether or not to initiate a civil forfeiture action, it is up to the Court of Queen's Bench to determine – on a balance of probabilities – whether property is proceeds of or an instrument of unlawful activity. Monies resulting from successful forfeitures are deposited into the Criminal Property Forfeiture Fund. These funds are then distributed as provided for in section 19 of the act, including the compensation of victims and crime prevention activities.

Property subject to forfeiture must be located in Manitoba and includes both real property (real estate) and personal property (assets such as vehicles, jewellery and cash). Property located outside of Manitoba may also be appropriate for civil forfeiture but would need to be referred to the civil forfeiture office of the jurisdiction where they are located.

The Criminal Property Forfeiture Act is designed to allow the director to work cooperatively with police to use evidence and information gathered in the course of criminal investigations.

### Key Results Achieved

- The Criminal Property Forfeiture Act was amended and received Royal Assent on May 20, 2021. Some of the key changes include the addition of a preliminary preservation order which prevents a person from disposing of property if the court is satisfied that there is a serious issue to be tried in forfeiture proceedings and a preliminary disclosure order which requires a person to answer questions about their acquisition of property believed to be an instrument or proceeds of unlawful activity (also known as an Unexplained Wealth Order). Additionally, the director can collect any information about a person's dealings with financial institutions if the director has reasonable grounds to suspect a person has property that is an instrument or proceeds of unlawful activity. These additional information-gathering tools were implemented with a view to expanding operations in the branch to include money laundering investigations.
- The Criminal Property Forfeiture branch is expanding to employ Money Laundering Investigators and a Financial Analyst who will be responsible for creating, developing and implementing the anti-money laundering initiative within the branch. This initiative will lead to an increase in identifying assets derived from unlawful activity which qualify for forfeiture.
- CPF experienced an increase in forfeitures in 2021/22, totalling \$11.89M which is a fivefold increase to forfeitures in previous years. This has translated into an exponential increase in the workload of the branch.

### 4(m) Criminal Property Forfeiture Unit

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	597	9.00	868	(271)	1
Other Expenditures	257	-	346	(89)	
<b>Total Sub-Appropriation</b>	<b>854</b>	<b>9.00</b>	<b>1,214</b>	<b>(360)</b>	

1. Savings associated with vacant and under filled positions

## Courts

The Courts Division manages the effective and efficient delivery of court services throughout the province. This includes: criminal, family, civil, small claims and provincial offences court matters, court security, prisoner transport, civil enforcement of court orders, and operational support. The Courts Division ensures an effective and efficient administration of the judicial process for the orderly, equitable and timely resolution of disputes, criminal offences and other matters requiring judicial adjudication. The division ensures that court and its judicial services are delivered in an equitable, safe and secure manner throughout the Province of Manitoba. It serves the needs of the judiciary, the Bar and the general public in Winnipeg through the timely processing of matters in Provincial Court, the Court of Queen's Bench (Criminal, Civil and Family), and the Court of Appeal.

In carrying out the division's mandate, six branches report to the Assistant Deputy Minister:

- Executive, Policy and Financial Services
- Manitoba Court Operations
- Judicial Services
- Sheriff Services
- Family Resolution Services
- Victim Services (includes Compensation for Victims of Crime)

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
04-5-a Executive Policy and Financial Services	4,140	26.00	3,398
04-5-b Manitoba Court Operations	14,552	215.50	14,860
04-5-c Judicial Services	27,136	91.00	27,151
04-5-d Sheriff Services	13,091	115.70	12,808
04-5-e Family Resolution Services	5,635	72.50	6,449
04-5-f Victim Services	8,601	68.50	10,969
<b>TOTAL</b>	<b>73,155</b>	<b>589.20</b>	<b>75,635</b>

### Executive, Policy and Financial Services

The Executive, Policy and Financial Services Branch provides the division with expertise in administration, financial management, legislative analysis, regulatory project support, program reviews, planning of information systems, and delivery of court training.

The Indigenous Court Work Program (ICWP) is intended to assist Indigenous people recognize their rights and obligations and to understand how the criminal justice system functions. Specifically, these court workers provide information that can increase access to alternative methods of justice, resources, and programs to Indigenous clients. In addition, this program collaborates with justice officials and other justice system stakeholders to improve knowledge of Indigenous values, customs, and languages. Services are provided in English, Cree, Ojibwé, Oji-Cree and Dakota at court and circuit court locations throughout Manitoba.

As part of its commitment towards advancing reconciliation, the department announced transition of services of the Indigenous Court Work Program to Indigenous-led organizations in June 2021. Through agreements with the Manitoba Keewatinowi (MKO), Southern Chiefs Organizations Inc. (SCO), Manitoba Metis Federation (MMF) and Island Lake Tribal Council (ILTC), Indigenous Court Workers will be established regionally across the province under the ICWP mandate. This will enable communities to begin providing culturally appropriate supports, connect to resources and assist Indigenous people navigating the courts system.

The Integrated Case Management Project team also forms a part of the Executive, Policy and Financial Services Branch.

## Key Results Achieved

- The branch led the implementation of Bill 46, The Court Practice and Administration Act, as it relates to The Court Services Fees Act. New policies and regulation amendments were developed and came into force on February 1, 2022. The court services fees review project has better positioned the division for implementing the Integrated Case Management System (ICMS).
- The Workforce Planning and Staff Development unit assumed the roles of Division Leads to implement Balanced Scorecards. Staff facilitated discussions to identify measures and initiatives with senior management from all Courts Division branches to develop scorecards.
- The Workforce Planning and Staff Development unit delivered 82 training sessions to 496 court staff across the province.
- The Indigenous Court Work Program assisted 2,245 clients.

## 5(a) Executive, Policy and Financial Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,543	26.00	2,139	(596)	1
Other Expenditures	2,597	-	1,259	1,338	2
<b>Total Sub-Appropriation</b>	<b>4,140</b>	<b>26.00</b>	<b>3,398</b>	<b>742</b>	

1. Savings associated with vacant and under filled positions
2. Commission shortfall due to delays in implementation of system enhancements to enable use of in house tools

## Manitoba Court Operations

Manitoba Court Operations provides operational and administrative support to efficiently manage and process all matters in the Court of Appeal, the Court of Queen's Bench (civil, criminal, family, and small claims), and the Provincial Court (adult, youth, family and Provincial Offences Court). Services are provided in Winnipeg as well as in 12 regional court locations and over 40 circuit court locations outside Winnipeg.

The Manitoba Court Operations branch accepts guilty pleas and/or payments of fines in Provincial Offences Court that are issued by enforcement agencies throughout Manitoba. The branch also accepts deposits of monies in the Court of Queen's Bench which are held in trust and later disbursed through the Suitors' Trust System.

A significant amount of work has been done to identify and address the systemic and unique reasons that give rise to accidental releases. The department continues to oversee the implementation of recommendations from previous reviews and is committed to exploring further improvements and reforms to address the complexities related to this issue. There were no accidental releases in 2021/22.

The branch also includes the Review Board. It is an independent administrative tribunal established under the Criminal Code to deal with those charged with criminal offences that have been found unfit to stand trial or have been found not criminally responsible because of a mental disorder.<sup>1</sup>

<sup>1</sup> In accordance with s.2 (1) of The Public Sector Compensation Disclosure Act, the ten members of the Review Board received \$65,120 in compensation in the aggregate and there were no board members that individually received compensation of \$75,000 or more annually. The \$65,120 includes Board fees, reasons, and preparation time.

The branch also includes the Vehicle Impoundment Registry which is the administrative centre where the status of each vehicle seized in Manitoba is recorded. Detailed information on the Vehicle Impoundment Registry can be found in its annual report. To obtain a copy, call 204-945-4454 in Winnipeg.



## Key Results Achieved

- The Criminal Justice System Modernization Strategy sets out a vision for the modernization of Manitoba's criminal justice system which promotes alignment and consistency of vision within the department. The division continued to support two initiatives as part of the strategy: the Weekend Court pilot project which is a collaborative effort amongst Prosecutions, Legal Aid and Courts to resolve the issue of people staying in remand custody on the weekends only to be released by consent the following week; and, the Court Date Notification pilot project in Winnipeg where accused persons, who are granted bail and released from custody, are given the option of being provided a reminder as to their next court appearance via text message.
- The Integrated Case Management Project. The division issued a request for proposals for a software solution for an integrated case management system to support Manitoba's three levels of court and Family Resolution Services. The division continued to work with a third-party advisor to finalize evaluations, complete competitive dialogue sessions and commence negotiations with the top ranked proponent. Manitoba's courts currently operate using multiple inefficient and resource-intensive paper-based court systems. The Integrated Case Management solution will modernize court registries and improve access to justice by providing online services such as e-filing, electronic payments, access to file information and online dispute resolution. It will reduce reliance on paper and streamline processes through electronic document production and real-time information updates.
- The modernization of transcription services and management. An initiative is underway to provide a technology solution to facilitate transcription management, provide online access to court audio and produce the ability to convert audio to text for unofficial transcripts. This initiative will improve access to Justice, enhance service delivery with the increase of online services and allow for transcribers to focus on legally required transcripts. The solution will also make the court record more accessible and affordable for all parties. Over the course of the year, the Transcription Services Unit arranged for transcription of 127,399 original pages of court proceedings as well as 2,420 transcript requests.
- The addition of virtual courtrooms to support court appearances during the COVID-19 pandemic. Video conferencing capabilities were expanded to 32 courtrooms across the province allowing external parties from multiple locations to participate in court hearings using MS Teams, GoTo Meeting and StarLeaf video applications. The expansion of video conference courtrooms also provides better access to justice by reducing travel costs and time for all court parties and reduces the stress associated with travel for witnesses leaving their community and support systems.
- A project is underway to enhance courtrooms using legacy Cisco video-conferencing equipment to allow external parties such as lawyers and witnesses to participate in hearings where the accused is in custody. Currently the video equipment is only able to connect to provincial correctional centres. The project team is working with an external partner to pilot an IP gateway solution using the Cisco equipment to interface with MS Teams as the platform for remote attendees. This will facilitate a link between a courtroom, correctional centre, and external users for hearings. The project includes enhanced MS Teams licencing which will better facilitate scheduling and improve functionality in the courtroom.
- Continued support of the judiciary of the Court of Queen's Bench to enhance access to justice through court procedural changes in criminal, civil, and family matters, including child protection cases, with the goal being to ensure timely disposition or resolution of legal disputes before the court.
- Continued support of the judiciary of the Provincial Court of Manitoba to enhance access to justice in respect of the criminal cases that come before it, and in particular, to ensure the timelines set by the Supreme Court of Canada in the R. v Jordan decision. Specifically, the division has supported and implemented a number of strategies to improve services throughout the province and in particular, have enhanced services out of the Thompson Court Centre.
- As part of the COVID-19 response and future business continuity planning, the court video unit installed WIFI and network infrastructure into several correctional centres (Headingley Correctional Centre, Women's Correctional Centre, Brandon Correctional Centre) to facilitate virtual court hearings using MS Teams on iPads and laptops during times when a correctional centre is in a lockdown and accused are unable to be physically transported to court or moved within the facility to a video room for their hearing. This initiative was implemented to facilitate access to justice and compliance with Jordan timelines during emergency events.
- Northern Courts Access (formerly Cross Lake Project). This pilot project was to achieve better access to justice through virtual first appearances with a judicial justice of the peace (JJP) and performing non-contested bails where applicable. As a result of the pilot, all JJPs now have the ability to conduct and properly record virtual hearings. The pilot is currently under evaluation.
- CCAIN Access for Counsel. Increased access allows lawyers to retrieve information related to their clients' charges before a Provincial Court hearing, improving service to their clients and improving efficiency for Provincial Court Administration staff.
- Provincial offences matters totalled 218,832 in new tickets throughout Manitoba, with the majority being administered through the Provincial Offences Court in Winnipeg. These included 100,343 regular tickets and 118,589 Image Capturing Enforcement System tickets.

- Direct Data Entry Project (Winnipeg Court Centre). This project is under the Transformation Idea Fund with the goal of reducing the wait time for out of custody offenders by facilitating the signing of their court orders directly upon exiting the courtroom at the conclusion of their court hearing. It is expected that this project will also enhance the timeliness of resolution of criminal matters before the Provincial Court. The project will commence in the fall of 2022.
- The Winnipeg, regional and St. Boniface Court of Queen's Bench opened 15,641 new files and added 188,690 documents to the Court Registry System.
- A total of \$10.2M was held in trust within the Suitors' Trust System.
- The Provincial Court processed 82,626 new charges<sup>2</sup> (youth and adult) in the Winnipeg and regional court centres.
- The Review Board held 129 hearings, totaling 34 sitting days, for patients under its jurisdiction. The Board dealt with 126 patients, which, as of March 31, 2022, 115 patients remained under the Board's jurisdiction.
- The Vehicle Impoundment Registry maintained records for 3,834 vehicles seized from people driving while suspended or prohibited or with blood alcohol content equal or over .08 for refusing a breathalyzer; refusing or failing a field sobriety test; refusing a drug recognition evaluation, restricted license contravention or for committing prostitution related offences.
- Lawyer Video Interview (LVI) terminals are installed in 8 provincial institutions.
- The Restitution Program receipted \$627K and disbursed \$580K in restitution payments to victims of crime.

<sup>2</sup> This figure represents new adult and youth charges processed by the Provincial Court. This figure may differ from figures reported by the Manitoba Prosecutions Service due to differences between counting charges and counting case files (which may be comprised of multiple charges)

## 5(b) Manitoba Court Operations

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	13,000	215.50	12,780	220	
Other Expenditures	1,552	-	2,080	(528)	1
<b>Total Sub-Appropriation</b>	<b>14,552</b>	<b>215.50</b>	<b>14,860</b>	<b>(308)</b>	

1. Overall reduction in operational expenditures due to operational efficiencies and expenditure management

### Judicial Services

The Judicial Services Branch provides direct support to the judiciary of the Court of Appeal, the Court of Queen's Bench and the Provincial Court through judicial assistants, researchers and coordinators. Judicial services are also provided throughout the province by small claims court officers and justices of the peace. Branch staff facilitate the effective operation of the courts by acting as a liaison between the judicial branch of government, the executive branch of government, the public and the legal profession.

Under the direction of the Chief Justice of the Court of Queen's Bench and the Chief Judge of the Provincial Court, all appearances on criminal, civil and family matters before the courts are scheduled by coordinators to ensure effective use of judicial resources and courtrooms. This includes Provincial Court pre-trial coordinators who preside in court to ensure that procedural matters are addressed within agreed-upon timelines, freeing up judges to deal with substantive legal issues.

There are three types of justices of the peace in Manitoba: 21 judicial justices of the peace, over 120 staff justices of the peace and over 30 community justices of the peace. Justices of the peace provide judicial services in 12 court locations and in over 45 communities under the direction of the Chief Judge of the Provincial Court. Judicial justices of the peace perform duties where independence from the executive and legislative branches of government is required such as conducting hearings under The Provincial Offences Act, hearing protection order applications under The Domestic Violence and Stalking Act and issuing search warrants. Staff justices of the peace are located in court offices throughout the province and their duties include such matters as

setting hearing dates, reviewing documents with an accused person and processing the laying of charges. Community justices of the peace are community members who volunteer to perform duties similar to staff justices of the peace in their community such as witnessing documents and issuing subpoenas.

Four court officers in the Court of Queen’s Bench hear small claims court matters in 15 locations throughout Manitoba.

## Key Results Achieved

- Ongoing educational programs were provided to all justices of the peace through the Judicial Justice of the Peace Education Committee under the direction of the Chief Judge of the Provincial Court.
- The Manitoba Court of Appeal opened 157 new files.
- Beginning November 1, 2021 the Courts Division has the ability to accept a bail deposit transferred from correctional centre offender’s trust accounts providing greater access to justice.
- Provincial Court added additional trial times to the Manitoba Courts website for matters that did not proceed due to suspensions of in-court hearings as a result of COVID-19.
- In January 2022, Bail Triage Court became a court of record and will be presided by a judicial justice of the peace (JJP). This will support the commitment to provide the opportunity to apply for judicial interim release in a timely manner.
- Provincial Court authorized Winnipeg Police Service and the RCMP to submit court information with electronic signatures as part of efforts to improve and modernize services.
- Small Claims Court Officers of the Court of Queen’s Bench began hearing trials virtually.
- Pre-Trial Coordinator dockets previously held in courtrooms for out of custody individuals continue to run as a ‘counter court model providing greater accessibility and flexibility.
- Administrative support was continued to the judiciary of the Manitoba Court of Appeal, Manitoba Court of Queen’s Bench and Provincial Court of Manitoba. This includes specialized administrative tasks that are required to support the judges.
- Scheduling support for all matters in the Courts was continued under the direction of the Chief Justices and Chief Judge.

## 5(c) Judicial Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	25,579	91.00	25,600	(21)	
Other Expenditures	1,514	-	1,523	(9)	
Grant Assistance	43	-	28	15	
<b>Total Sub-Appropriation</b>	<b>27,136</b>	<b>91.00</b>	<b>27,151</b>	<b>(15)</b>	

## Sheriff Services

Sheriff Services comprises Winnipeg and regional Sheriff Services' offices.

Winnipeg operations are responsible for the security of courtrooms in the Winnipeg Law Courts Complex. A perimeter security system operates at the Winnipeg Law Courts Complex, preventing weapons and other contraband from entering the facility.

Regional operations are responsible for the security of courtrooms in five offices located across Manitoba including Portage la Prairie, Brandon, Dauphin, The Pas and Thompson. A perimeter security system operates at the Portage la Prairie, Brandon, Dauphin, The Pas and Thompson Courthouses, preventing weapons and other contraband from entering the facility.

Sheriff Services is responsible for the transport of incarcerated persons to and from court from the various federal and provincial correctional facilities throughout Manitoba. Sheriffs provide service to over 40 circuit court locations across Manitoba. Sheriffs also enforce all writs of seizure and sale; conduct evictions; arrest individuals on civil warrants; and serve various summonses, subpoenas, protection orders and other court directed documents.

Responsibility for the operation of the jury management system is also within Sheriff Services, which ensures that sufficient jurors are available to meet the jury need of the Court of Queen's Bench. There were 12 jury trials held in Winnipeg, and Winnipeg Jury Management issued 9,376 jury summonses out of 50,000 names obtained from Manitoba Health. Three jury trials were held in regional court centres, with 4,300 summonses issued from the 25,000 names obtained from Manitoba Health.

In response to the COVID-19 pandemic, Sheriff Services assumed responsibility for precautions including COVID screening of the public prior to entry, enforcement of physical distancing and fogging/sanitization of courthouses.

## Key Results Achieved

- Winnipeg sheriffs transported 2,458 prisoners to court, travelled 417,494 kilometres by road and 71,773 miles (115,507 kilometres) by air.
- Regional sheriffs transported 7,509 prisoners to court, traveled 557,926 kilometres by road and 426,964 miles (687,131 kilometres) by air.
- Sheriff Services provided security at 12 jury trials in Winnipeg and 3 in regional court offices.
- Winnipeg Sheriffs utilized video conferencing technology for 12,288 prisoner court appearances.
- Regional Sheriffs utilized video conferencing technology for 4,107 prisoner court appearances.
- Sheriff's Officers screened 46,487 individuals entering the Winnipeg Law Courts Complex.
- Sheriff's Officers screened 48,079 individuals entering regional court offices.
- Sheriffs served 1,958 legal documents including protection orders and subpoenas (1,196 by Winnipeg Officers and 762 by regional Officers).
- Sheriffs executed 440 writs (393 by Winnipeg Officers; 47 by regional Officers).
- Winnipeg Sheriffs processed and transferred 38 accused persons through the Sheriff Officer Warrant Diversion Project Process.
- The Civil Enforcement Unit issued 6,656 sheriffs' certificates provincially.
- Total monies received from all sources (including sheriffs' certificates) were \$339,106.69.
- In August 2021, amendments were made to modernize The Jury Act including an increase in juror pay, providing reasonable accommodation for persons with disabilities and allowing those with criminal records involving only summary convictions to serve on a jury. These amendments enhance access to justice through improved jury representativeness

## 5(d) Sheriff Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	11,404	115.70	11,299	105	
Other Expenditures	1,687	-	1,509	178	
<b>Total Sub-Appropriation</b>	<b>13,091</b>	<b>115.70</b>	<b>12,808</b>	<b>283</b>	

### Family Resolution Service

This single-window service supports family well-being and healthy relationships by delivering a range of services to Manitoba families navigating family breakdown and reorganization including child access, child and spousal support, property division, intimate partner and family violence. Services are delivered in collaboration with community partners to help resolve disputes in a collaborative, fair, affordable and timely manner and include:

#### Family Law Manitoba

Family Law Manitoba website delivers simplified information, tools and supports for families to self-serve on their family law matters when it is both convenient and safe for them.

#### Get Guidance Intake

Get Guidance Intake is a single email and telephone line delivering intake, triage and referral for family law information and specialized social, financial and legal services.

#### Early Resolution Support (ERS)

Early Resolution Support is delivered by Family Guide Specialists in intimate partner violence, safety planning, mediation, court ordered assessments, voice of the child reports, family law/court processes help families resolve disputes out of court or to prepare for court when needed.

#### Child Support Service (CSS)

Child Support Services has been enhanced to facilitate initial child support and recalculation decisions outside of court.

#### Maintenance Enforcement Program (MEP)

Maintenance Enforcement Program monitors and enforces court orders for family maintenance payments and has been expanded to prevent the need for court applications in a wide variety of circumstances. MEP manages the Fine Collection Program where Criminal Code fines are processed, disbursed and enforced. The MEP also monitors the payment of court-ordered restitution (money owed to a victim of crime) through the Restitution Program.

#### Supervised Parenting Time and Exchanges

Winnipeg Children's Access Agency (WCAA) and Brandon Friendship Centre's Brandon Access/Exchange Service (BAES) are funded to facilitate supervised parenting time and exchanges for families experiencing intimate partner violence.

#### Family Law Modernization Collaboration Table

Family Resolution Service chairs the Minister's Family Law Modernization Collaboration Table. Member partners include: Indigenous, Francophone, multicultural, legal, mediation, shelter community, academic, restorative justice, family law, victim services, child and family services providers to align efforts to improve access to justice and access to safe and healing services for families throughout Manitoba.

### Key Results Achieved

- The Family Resolution Service completed the consolidation of seven distinct business areas while expanding and enhancing out of court supports, resulting in 60 times the family requests served while reducing social and financial costs of conflict, saving families an estimated \$41M annually in court and legal fees.
- A cumulative total of 17,533 aggregated family files were administered across the Family Resolution Service:

- Early Resolution Supports administered over 4,400 family files, receiving supports from Family Guides and Family Evaluators.
  - Child Support Service administered more than 2,233 active family files. 67 calculation and 327 recalculation decisions were made.
  - The Maintenance Enforcement Program administered more than 10,900 family files and disbursed \$56M in child and spousal payments to recipients. A total of \$3.55M was directed to the Minister of Finance to offset income assistance costs.
  - The Fine Collection Unit collected over \$12.9M in Criminal Code fines and \$98.7M is outstanding.
- A new digital first but not digital only service delivery model recommended by families and community partners was launched resulting in prioritization of digital and phone service for majority of families, reserving intensive in-person services for families with higher needs. Differentiated and multichannel service delivery ensured that families experienced similar or greater level of service despite the COVID-19 pandemic.
  - Over 91,800 users accessed a new centralized and authoritative website called the Family Law Manitoba online hub. Families now have more options for self-service and 24/7 access to legal information in both official languages including the court mandated parent information program, For The Sake of the Children.
  - Services to families experiencing intimate partner and/or family violence were expanded to support families earlier and throughout their journey. All families requesting or receiving supports through the Family Resolution Service are screened for intimate partner violence. Families who disclosed violence or were identified by staff to be at risk of violence were referred to new Family Guide Domestic Violence Specialists. Families are now supported with out of court, civil and/or criminal matters and pre-charge, post-charge or where no charges had been laid.
  - An ecosystem of over 20 public, private and community-based service providers were brought together under the Family Law Modernization Collaboration Table and has resulted in reduction of duplication, increased referrals, and greater alignment and consistency through awareness and training efforts. Engagement with families and service providers early, often and throughout has resulted in identification of gaps and opportunities for reform.
  - 6 Truth and Reconciliation Calls to Action and 41 Missing and Murdered Indigenous Women and Girls Calls to Justice have been identified as applicable to the work of the Family Resolution Service. Over 20% have been implemented and planning is underway to address over 80% within the next fiscal year with input from Indigenous families, community partners and communities.
  - Inclusion has been advanced by recruiting staff to better reflect the population we serve. Bilingual capacity was achieved throughout all business areas of the Family Resolution Service. Efforts are underway to recruit and retain staff representing other equity groups and progress in hiring Indigenous and other members of racialized communities, 2SLGBTQ+ staff and leaders. We continue to work collaboratively with communities to dismantle systems and processes that disempower and seek to reduce or eliminate harm.

## 5(e) Family Resolution Service

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,850	72.50	5,314	(464)	1
Other Expenditures	785	-	1,135	(350)	2
<b>Total Sub-Appropriation</b>	<b>5,635</b>	<b>72.50</b>	<b>6,449</b>	<b>(814)</b>	

1. Savings as a result of vacancy and under filled positions
2. Overall reduction in operational expenditures due to vacant positions

## Victim Services

The Victims Services Branch (VSB) provides a wide range of services to clients throughout Manitoba, including domestic violence and child victims and victims of the most serious crimes, as outlined under The Victims' Bill of Rights and the Canadian Victims Bill of Rights. Victim Services Workers attend all court centres and circuit locations, where possible, throughout the province. Victim Services aims to help people access their rights, understand their responsibilities and obtain resources and support through a

trauma informed, culturally safe approach in order to lessen the impact of the trauma, increase safety, and prevent future victimization. The VSB operates in collaboration with a number of services and programs including:

#### **Victim Rights Support Service**

The Victims' Bill of Rights specifies the rights of victims of the most serious crimes in their dealings with police, prosecutors, courts and corrections officials. Victim Service Workers support victims, help them register for their rights and explain how and when they may exercise them.

#### **Child Victim Support Service**

The Child Victim Support Service helps victims and witnesses of physical and sexual abuse (up to 18 years of age), adults who have experienced childhood sexual abuse and other vulnerable victims (on a case-by-case basis) who are involved in the criminal court process.

#### **Domestic Violence Support Service**

The Domestic Violence Support Service (DVSS) helps victims of domestic violence when criminal charges have been laid or may be laid against their partners. Victim Services Workers explain the cycle of violence, how the cycle may affect victims and their families and how to escape from it.

They also help victims to develop protection plans to increase their personal safety. The DVSS also provides support to families whose matters are proceeding through the restorative justice process, and families who receive police services for domestic violence incidents that do not result in charges or arrests (Winnipeg only).

#### **Family Guide - Domestic Violence Specialist**

The Family Guide Domestic Violence Specialist (FGDVS) service, works in tandem with the Family Resolution Service in Courts Division. They provide trauma informed supports to families going through separation and divorce. The service includes family guides/domestic violence specialists, who provide enhanced services such as support, navigation and referrals, to families experiencing intimate partner violence. These specialists work with mediators who can proactively intervene early in a family's breakdown to support healthier behaviours. They also provide ongoing safety planning to victims.

#### **Protection Order Designates Service**

The Domestic Violence and Stalking Act allows victims of stalking or domestic violence to apply for protection orders. Victim Services provides training to community service agencies so that their staff may become Protection Order Designates (PODs) to assist individuals with their applications for orders. There are currently 135 PODs from 44 agencies and 15 communities across the province.

#### **Cellphone Emergency Limited Link-Up Program and SafeTracks**

The Cellphone Emergency Limited Link-Up Program (CELL) is a co-operative effort between social services agencies, police services and Manitoba Justice. A victim services provincial coordinator manages the CELL program. This program provides cell phones on a short-term basis to victims of domestic violence and stalking who are deemed to be at very high risk of violence. Recognizing that many clients have their own cell phones, the CELL Program was expanded to include the use of clients' personal cell phones within the program. In 2016, VSB launched SafeTracks for victims at extreme risk for domestic violence. SafeTracks is a technologically advanced, GPS monitored device that when activated by the user goes directly to a company called Northern 911 who then dispatch police to the user's location.

#### **Victim/Witness Assistance**

Victim/Witness Assistance provides support services to victims and witnesses of crime who are subpoenaed to appear in either Provincial Court or Court of Queen's Bench. This includes support over the phone and by email across the province, and in person service for those attending the Winnipeg Law Courts Complex.

#### **Compensation for Victims of Crime Program**

Under the authority of the Victims' Bill of Rights, the Compensation for Victims of Crime Program provides compensation for personal injury or death resulting from certain crimes occurring within Manitoba. A claim may be filed by a person who is an innocent victim of a criminal incident, a surviving dependant or immediate family member of a person killed as a result of a crime, or a witness to a criminal incident. Compensation can include income replacement, funeral expenses, training and rehabilitation expenses, medical/dental costs and grief counselling for immediate family members of homicide victims.

## Canadian Victims Bill of Rights

In addition to the services noted above, the branch also assists victims of crime who request services under the Canadian Victim Bill of Rights (CVBR). The CVBR came into force in 2015 and established four areas of statutory rights for victims of crime (information, participation, protection and restitution) as well as a complaints process. The CVBR defines “victim” as someone who has suffered physical or emotional harm, property damage or financial loss as a result of crime.

## Key Results Achieved

- As of March 31, 2022, VSB had 64 full time employed positions consisting of 1 management position, 49.5 professional positions, and 14.5 administrative positions. In addition, there are 4.5 federally funded positions which include 2 workers supporting families of Murdered and Missing Indigenous Women and Girls (MMIWG), 2 therapists and one part-time support position to support the therapists in the Wellness Program.
- Victim Rights Support Services provided services to 846 victims.
- Victim Services provided services to 384 victims under the Canadian Victim Bill of Rights.
- Child Victim Support Service provided services to 1,008 victims.
- Domestic Violence Support Service provided services to 6,625 victims in criminal charge matters and 10,474 in non-criminal charge matters (Winnipeg Only).
  - 332 restorative justice matters were opened, and additional cases were referred to the specialized Domestic Violence Restorative Justice victim services workers throughout the year, once it was determined the case was proceeding through the restorative justice process. At the end of 2021/22, there were 598 active restorative justice files.
  - Victim services workers located at the Winnipeg Police Headquarters pilot project responded to 789 queue calls. VSB continued to work in partnership with the Winnipeg Police Service (WPS) on the pilot project, which provides coordinated responses to non-charge domestic incident calls. Having both police and victim services staff on the same call provides families with an efficient response and connection to the appropriate supports, and reduces the trauma associated with a law enforcement response when a social one is warranted. There are three victim services workers co-located at the WPS Headquarters, with one of them being a Family Guide Domestic Violence Specialist.
- Three Bell MTS phones were issued, and 14 individuals enrolled in the program using their personal phones.
- The branch issued three new SafeTracks devices.
- Victim/Witness Assistance provided services to 419 victims of crime (excluding police witnesses).
- Independent lawyers were retained through the program to represent the interests of sexual assault victims in court proceedings. There were 118 cases where defence counsel applied to the court for access to the victim’s counselling and/or other records.
- Two Protection Order Designate (POD) training sessions were hosted in 2021/22. Each session contains a series of three modules. In order to become certified as a POD, participation is required in all three modules, the participant must pass a test and complete a designation session.
- The Compensation for Victims of Crime Program (CVCP) opened 931 new applications for compensation. Total compensation expenses for this fiscal year were \$2.89M. The CVCP also recognized a net reduction in the benefit liability of \$733K.
- The department provided \$751K in grants and Continuing Service Agreements to community agencies and police-based programs that provide services to victims.
  - Additionally, with Criminal Property Forfeiture revenue earmarked to further enhance services available to victims of crime, the branch provided financial support to the following community agencies: Candace House, Ka Ni Kanichihk, The Laurel Centre, Ndinawemaaganag Endaawaad Inc. (Ndinawe), Mount Carmel Clinic (Sage House), and Survivor’s Hope Crisis Centre.
- With the assistance of funding from Justice Canada, the branch continues to employ two Family Liaison Contact (FLC) workers to assist the families of missing and murdered Indigenous persons. One FLC works alongside members of the RCMP, and the second FLC works alongside the Winnipeg Police Service.
- The Justice Canada funding also supports two Community Family Liaison Contact workers, which are located in Manitoba Keewatinowi Okimakanak in the north and Ka Ni Kanichihk in the south. They offer one-stop information services for families



of MMIWG by coordinating their access to appropriate agencies, justice partners and culturally safe resources, healing programs and annual healing gathering events.

- These four Family Liaison Contact positions form Manitoba’s Family Information Liaison Unit (FILU).
- At the end of 2020/21, with a reallocation of surplus funds from the Victims’ Assistance Fund, Manitoba entered into a three-year agreement for years 2021/22 through 2023/24 with the Manitoba Metis Federation to support their Metis MMIWG Family Support Project, ultimately expanding supports to families of MMIWG.
- With the reallocation of surplus funds from the Victims’ Assistance Fund at the end of 2020/21, Manitoba also supported a diverse set of 23 other community organizations with three-year grants for years 2021/22 through 2023/24. This included Indigenous-led agencies developing projects to address violence against Indigenous women, girls and 2SLGBTQQIA+ people, as well as community-based organizations developing projects to support victims of crime including new and expanded work with victims of gender-based violence or in response to MMIWG inquiry recommendations.
- The Manitoba Justice Wellness Program employs four staff (in 2.5 Term FTEs) to support Justice employees who have been impacted by vicarious trauma and compassion fatigue. In addition to providing therapy to address secondary traumatic stress, services focus on creating a culture of wellness to enable employees to continue to effectively address the needs and concerns of victims and witnesses. This program operates with federal financial support.
- VSB also received support through Canada’s Victims Fund to enhance dedicated trauma-informed spaces for victims and families to use when at court, as well as improving cultural supports for those accessing services through the branch. Project implementation is expected in 2022/23.
- VSB participates in the Human Trafficking Response Team which addresses human trafficking and sexual exploitation. As well, to address ongoing concerns related to forced labour and human trafficking, VSB provided funding for the Trafficked Persons Hotline operating out of Klinik Community Health Centre.
- Victim Services continues to support the newly established non-profit organization Victim Assistance Community Grants Inc. which has received a one-time amount of \$5M from the Department to administer funding for community-based victims of crime programming over the next four years.
- Victim Services continued to provide Elder support for victims attending meetings with Victim Services or participating in court hearings.
- Through funding allocated from the Criminal Property Forfeiture Fund, VSB was able to provide:
  - interpreters to assist individuals applying for protection orders
  - financial support for families of homicide victims to travel to court to attend sentencing hearings and financial assistance for parking costs for surviving family members when they attend preliminary hearings, trials or sentencing hearings
  - independent legal counsel costs to help protect the privacy of victims in sexual assault cases when third-party records have been requested
- The branch continues to provide assistance at Toba Centre for Children and Youth (the children’s advocacy centre in Winnipeg) to enhance continuity of support for child victims from the point of charges being laid to disposition.

## 5(f) Victim Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	4,994	68.5	5,459	(465)	
Other Expenditures	3,607	-	5,485	(1,878)	1
Grant Assistance	-	-	25	(25)	
<b>Total Sub-Appropriation</b>	<b>8,601</b>	<b>68.50</b>	<b>10,969</b>	<b>(2,368)</b>	

1. Savings associated with lower program expenditures

# Costs Related to Capital Assets (Non-Voted)

## Description

The appropriation provides for the amortization and interest expense related to capital assets.

Description	2021/22 Actual	2021/22 Authority	Variance	Expl.
Amortization-Existing assets at March 31, 2022	2,540	3,366	(826)	1
<b>TOTAL</b>	<b>2,540</b>	<b>3,366</b>	<b>(826)</b>	

- 1. Deferred implementation of projects due to delays

# Other Key Reporting

## Departmental Risk

Manitoba Justice provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive, and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities:

- Risk management and assessment is an ongoing activity, with risk issues reviewed and ranked on a regular basis.
- Risk assessment by division, is incorporated in the Annual Internal Audit Plan / Request.
- Periodic internal and status reviews are conducted.
- All incidents of loss are reported by the manager in a timely manner.

Through fiscal year 2021/22, the Department undertook the following specific activities toward managing its risks.

<b>Risk</b>	<b>Activities taken to reduce / remove risk</b>
Compromise of financial resources, public safety, health, and natural resources.	Outcome reporting on a monthly basis; monthly spot checks to ensure delegations are adhered to and appropriate oversight is in place
Lack of provisions for risk management awareness, training and tools	Began the work to update all internal policies, including fraud awareness; monthly meetings with all divisional key financial personnel to share audit outcomes and discuss risk training/awareness
Non-compliance with financial policy and legislative requirements	Reviewed all departmental financial signing authorities to ensure compliance with the various policies (i.e. GMA, FAM) and standardized authorities to ensure that levels of delegation were appropriate for roles established

## Regulatory Accountability and Red Tape Reduction

### Regulatory requirements

	April 1, 2021	March 31, 2022
Total number of regulatory requirements	21,929	22,435
Net change	-	74
Percentage change	-	0.34%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2021/22.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.

# The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act that came into effect in April 2007 and was amended in 2018; gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and protects employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the act may be a contravention of federal or provincial legislation, an act or omission that endangers public safety, public health or the environment, gross mismanagement, or knowingly directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been, or is about to be, committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department’s annual report in accordance with section 29.1.

The following is a summary of disclosures received by Manitoba [department name] and [list the special operating agencies under the department] for fiscal year 2021/2022.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2021/ 2022
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

# Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba’s public service. Employment equity groups include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba’s public service and in senior management.

Equity Group	Benchmarks	% Total Employees as at March 31, 2022
Women	50%	51%
Indigenous Peoples	16%	14%
Visible Minorities	13%	15%
Persons with Disabilities	9%	4%

## Appendix A – Other Reporting Entities

Other Reporting Entities (OREs) are accountable to the Minister. OREs are directly or indirectly controlled by government as prescribed by the Public Sector Accounting Board.

The following Other Reporting Entities (OREs) form part of the department's consolidated results:

### Legal Aid Manitoba

- Legal Aid Manitoba (LAM) is governed by The Legal Aid Manitoba Act. The Act requires that LAM provide quality legal advice and representation to eligible, low-income individuals and groups; administer the delivery of legal aid in a cost-effective and efficient manner; and provide advice to the Minister on legal aid generally and the specific legal needs of low-income individuals.
- Legal Aid Manitoba provides legal services to low-income adults and youth in Manitoba who qualify financially and have a legal need with merit, which is a coverage area provided by LAM.
- LAM delivers three types of services: in-person and/or telephone advice and information; formal representation, and duty counsel.
  - Formal representation is limited to serious criminal matters, serious immigration matters, child protection and family matters, provided to individuals who meet financial eligibility guidelines.
  - Duty counsel provides early stage legal representation for individuals regardless of their financial circumstances, who are in custody or have been arrested or charged with an offence.
- LAM also has a number of special programs such as the Public Interest Law Centre (PILC) and the University of Manitoba Community Law Centre (UMCLC) as well as poverty law, and other outreach programs.
- For more information, please visit: <https://www.legalaid.mb.ca/>

### Liquor, Gaming and Cannabis Authority

- The Liquor, Gaming and Cannabis Authority of Manitoba (LGCA) was created by The Liquor, Gaming and Cannabis Control Act (the Act) as authorized by the Criminal Code (Canada). The Act and associated regulations establish and empower the LGCA to:
  - regulate persons who sell, serve or manufacture liquor;
  - regulate gaming events and persons who are involved in gaming;
  - regulate the integrity of lottery schemes conducted in Manitoba; and
  - regulate persons who sell and distribute cannabis.
- The LGCA is a public-facing organization that provides licensing and enforcement services that are divided into two streams: commercial and community services. Restaurants, hotels, entertainment venues, casinos, gaming industry employees, small businesses, gaming suppliers and service providers, liquor and gaming manufacturers, and retail cannabis stores are served by the commercial services department. The community services department is responsible for issuing licenses and permits for eligible community-based events and activities, including socials, festivals, charitable fundraisers, family celebrations and special events.
- The LGCA's mandate is expanding in 2022/23 fiscal year to integrate regulatory oversight for horse racing. Bill 31, The Horse Racing Regulatory Modernization Act, was introduced on March 19, 2020 received royal assent in May 2021 and came into force on April 1, 2022. The integration of horse racing into the LGCA's mandate will take effect upon proclamation, which will also eliminate the current Manitoba Horse Racing Commission (MHRC).
- For more information, please visit: <https://lgcamb.ca/>

### Manitoba Law Reform Commission

- The Manitoba Law Reform Commission (MLRC) is Manitoba's only official law reform agency. It is established by The Law Reform Commission Act.
- The MLRC's duties are to inquire into and consider any matter relating to law in Manitoba, with a view to making recommendations for the improvement, modernization and reform of law.

- All citizens of Manitoba make up the audience for the MLRC’s work, because changes to provincial legislation ultimately impact everyone. The MLRC makes all of its reports available to the public on its website. Members of the legal community, the Faculty of Law, libraries across Canada and in other countries, as well as members of the public routinely request MLRC reports.
- As an independent, dedicated law-reform agency, the MLRC is equipped to undertake extensive research and analysis in a broad range of subjects, and maximizes its resources to produce meaningful publications every year and contribute to the conversation surrounding important issues affecting Manitobans.
- For more information, please visit: <http://manitobalawreform.ca/>

### **Manitoba Public Insurance Corporation**

- Manitoba Public Insurance Corporation (MPI) is a Crown corporation that delivers insurance, registration and licensing services to Manitoba drivers.
- It is established by The Manitoba Public Insurance Corporation Act.
- MPI engages in and carries out the activity of all classes of automobile insurance, to administer the universal, compulsory automobile insurance as well as Extension insurance as prescribed by regulation. In carrying out these responsibilities the Corporation may also repair, salvage and dispose of any property insured by it.
- MPI also has the responsibility to administer The Drivers and Vehicle Act.
- For more information, please visit: <https://www.mpi.mb.ca/Pages/Home.aspx>



## Appendix B - Statutory Responsibilities

The following Acts are assigned to the Minister of Justice by Order in Council:

The Administrative Tribunal Jurisdiction Act (A1.9)  
The Arbitration Act (A120)  
The Body Armour and Fortified Vehicle Control Act (B65)  
The Child Sexual Exploitation and Human Trafficking Act (C94)  
The Child Support Service Act (C96)  
The International Commercial Arbitration Act (C151)  
The Constitutional Questions Act (C180)  
The Correctional Services Act (C230)  
The Court of Appeal Act (C240)  
The Provincial Court Act (C275)  
The Court of Queen's Bench Act (C280)  
The Court of Queen's Bench Small Claims Practices Act (C285)  
The Court Security Act (C295)  
The Court Services Fees Act (C297)  
The Criminal Property Forfeiture Act (C306)  
The Cross-Border Policing Act (C325)  
The Crown Attorneys Act (C330)  
The Child Custody Enforcement Act (C360)  
The Domestic Violence and Stalking Act (D93)  
The Election Financing Act (E27)  
The Elections Act (E30)  
The Electoral Divisions Act (E40)  
The Enforcement of Canadian Judgments Act (E116)  
The Enforcement of Judgments Conventions Act (E117)  
The Escheats Act (E140)  
The Manitoba Evidence Act [Division VI of Part I] (E150)  
The Executive Government Organization Act (E170) [subsection 12(2), only, as Keeper of the Great Seal]  
The Expropriation Act (E190)  
The Family Maintenance Act (F20)  
The Family Property Act (F25)  
The Fatality Inquiries Act (F52)  
The Fortified Buildings Act (F153)  
The Gunshot and Stab Wounds Mandatory Reporting Act (G125) repealed on April 1, 2022  
The Human Rights Code (H175)  
The Inter-jurisdictional Support Orders Act (I60)  
The Intimate Image Protection Act (I87)  
The Intoxicated Persons Detention Act (I90)  
The Reciprocal Enforcement of Judgments Act (J20)

The Canada - United Kingdom Judgments Enforcement Act (J21)  
The Jury Act (J30)  
The Department of Justice Act (J35)  
The Justice for Victims of Child Pornography Act (J39)  
The Law Enforcement Review Act (L75)  
The Law Reform Commission Act (L95)  
The Legal Aid Manitoba Act (L105)  
The Legislative Security Act (L122)  
The Liquor, Gaming and Cannabis Control Act (L153)  
The Lobbyists Registration Act (L178)  
The Minors Intoxicating Substances Control Act (M197)  
The Missing Persons Act (M199)  
The Municipal By-law Enforcement Act (M245)  
The Police Services Act (P94.5)  
The Privacy Act (P125)  
The Private Investigators and Security Guards Act (P132)  
The Proceedings Against the Crown Act (P140)  
The Profits of Criminal Notoriety Act (P141)  
The Provincial Offences Act (P160)  
The Queen's Counsel Act (Q5)  
The Regulatory Accountability Act (R65)  
The Restorative Justice Act (R119.6)  
The Safer Communities and Neighbourhoods Act (S5)  
The International Sale of Goods Act (S11)  
The Sheriffs Act (S100)  
The Statutes and Regulations Act (S207)  
The Interprovincial Subpoena Act (S212)  
The Trespass Act (T156)  
The Transboundary Pollution Reciprocal Access Act (T145)  
The Uniform Law Conference Commissioners Act (U30)  
The Vacant Property Act (V10)  
The Victims' Bill of Rights (V55)  
The Witness Security Act (W167)

Any statute that is not assigned to a particular Minister are the responsibility of the Minister of Justice.

The Age of Majority Act (A7)  
The Apportionment Act (A100)  
The Beneficiary Designation Act (Retirement, Savings and Other Plans) (B30)  
The Blood Test Act (B63)  
The Boundary Lines and Line Fences Act (B70)  
The Builders' Liens Act (B91)

The Civil Remedies Against Organized Crime Act (C107)  
The Class Proceedings Act (C130)  
The Federal Courts Jurisdiction Act (C270)  
The Court of Queen's Bench Surrogate Practice Act (C290)  
The Defamation Act (D20)  
The Dependants Relief Act (D37)  
The Distress Act (D90)  
The Domicile and Habitual Residence Act (D96)  
The Equality of Status Act (E130)  
The Executions Act (E160)  
The Factors Act (F10)  
The Fatal Accidents Act (F50)  
An Act to Repeal The Statute of Frauds (F158)  
The Fraudulent Conveyances Act (F160)  
The Frustrated Contracts Act (F190)  
The Garage Keepers Act (G10)  
The Garnishment Act (G20)  
The Gold Clauses Act (G60)  
The Good Samaritan Protection Act (G65)  
The Guarantors' Liability Act (G120)  
The Homesteads Act (H80)  
The Hotel Keepers Act (H150)  
The Infants' Estates Act (I35)  
The Interpretation Act (I80)  
The Intestate Succession Act (I85)  
The Judgments Act (J10)  
The Law of Property Act (L90)  
The Limitation of Actions Act (L150)  
The Marine Insurance Act (M40)  
The Married Women's Property Act (M70)  
The Mercantile Law Amendment Act (M120)  
The Mortgage Act (M200)  
The Newspapers Act (N90)  
The Nuisance Act (N120)  
The Occupiers' Liability Act (O8)  
The Official Securities Act (O20)  
The Parental Responsibility Act (P8)  
The Perpetuities and Accumulations Act (P33)  
The Powers of Attorney Act (P97)  
The Presumption of Death and Declaration of Absence Act (P120)  
The Registration of Property Restraint Orders Act (R48)  
The Repair Shops Act (R90)

The Sale of Goods Act (S10)  
The Sand and Gravel Act (S15)  
The Soldiers' Estates Act (S170)  
The Stable Keepers Act (S200)  
The Survivorship Act (S250)  
The Threshers' Liens Act (T60)  
The Tortfeasors and Contributory Negligence Act (T90)  
The Trustee Act (T160)  
The International Trusts Act (T165)  
The Unconscionable Transactions Relief Act (U20)  
The Use of Animals to Shield Unlawful Activities Act (U90)  
The Warehousemen's Liens Act (W20)  
The Wills Act (W150)

#### Other Statute Responsibility

The Manitoba Public Insurance Corporation Act (P215)  
[except for clause 33(1)(n.1), sections 67.1 to 67.12 (claim dispute tribunal), sections 174.1 to 174.4 (claimant adviser office) and sections 175 to 185 (Automobile Injury Compensation Appeal Commission)]

# Glossary

**Alignment** – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

**Appropriation** – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

**Authority** – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure as well as any changes as a result of the January 18, 2022 government reorganization, allocations from Enabling Appropriations, or virement transfers between main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information (REESI).

**Balanced Scorecard** – is an integrated strategic planning and performance measurement tool.

**Baseline** - The current level of performance for all measures.

**Cascading** – This is the process of developing aligned balanced scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

**Consolidation Impacts** – The adjustments needed to bring the revenue and expenditure of the Other Reporting Entity (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (ex: a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).

**Full-Time Equivalent (FTE)** – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (ex: term, designated departmental) are measured in proportional equivalents, ex: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment (ex: 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.).

**Government Reporting Entity (GRE)** – Core government and the prescribed reporting organizations, such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

**Grants** – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

**Gross Domestic Product (GDP)** – Represents the total market value of all final goods and services produced in the Manitoba economy.

**Guarantees** – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

**Initiatives** – These are the specific programs, activities, projects, or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

**Interfund Activity** – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

**Measure** – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

**Mission Statement** – A mission statement defines the core purpose of the organization — why it exists, and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective on the government Strategy Map.

**Other Reporting Entity (ORE)** – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

**Perspective** – In balanced scorecard language, perspective refers to a category of performance objectives (the highest category of measures that sub-measures or key performance indicators tie into). The standard four perspectives are (Financial, Client, Internal Process, and Employee Learning and Growth).

**Special Operating Agencies (SOA)** – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

**Strategy Map** – The strategy map is a visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

**Target** – The target presents the desired result of a performance measure. A target provides the organizations with feedback about performance.

**Values** – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

**Virement** – Refers to a transfer of expenditure authority between operating appropriations within a department

**Vision** – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. Effective visions provide a word picture of what the organization intends to ultimately become — which may be 5, 10, or 15 years in the future. This statement should contain as concrete a picture of the desired state as possible, and also provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.