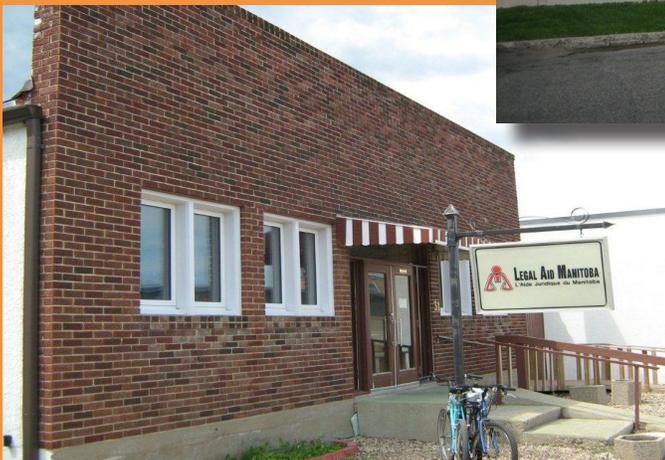


# 38<sup>th</sup>



## annual report march 31, 2010



**Legal Aid Manitoba**  
**L'Aide Juridique du Manitoba**

Front Cover (Clockwise); Legal Aid Manitoba Offices: 294 Portage Avenue including: Administration Office, Agassiz Law Office, Somerset Law Office, Winnipeg Law Office and the Public Interest Law Centre, Winnipeg; Thompson CLC, Thompson; Northlands CLC, The Pas; Westman CLC, Brandon; Parklands CLC, Dauphin; Criminal Law Office, Winnipeg.

## Quick Facts

- Legal Aid Manitoba (LAM) provides legal help to people with low-incomes and is fundamental to a fair and balanced justice system.
- LAM opened its doors to clients in 1972. About half our cases are handled by staff lawyers with the other half being completed by private lawyers who are paid a fee for each case.
- Lawyers provided assistance on a formal or informal basis to 75,374 people in 2009/10.
- For those who qualify, LAM helps:
  - in domestic matters, such as divorce or child custody;
  - adults or youth facing serious criminal charges;
  - in disputes involving poverty law, such as workers compensation, disability pensions or employment income assistance; and
  - in cases of public interest such as environmental, consumer or Charter of Rights challenges.
- LAM has offices in Winnipeg, Brandon, Dauphin, Thompson and The Pas. Staff travel to more than 40 rural and northern communities on a regular basis. Approximately 190 people are employed by LAM across the province.
- The *Legal Aid Manitoba Act* is provincial legislation that established LAM as an independent organization operating at arms length from government. A Management Council of seven to nine people appointed by Cabinet offers strategic and financial direction.
- Funding is provided by the Province of Manitoba, the Government of Canada, the Manitoba Law Foundation and fees paid by clients.

**THIRTY-EIGHTH ANNUAL REPORT  
LEGAL AID MANITOBA  
Fiscal Year Ending March 31, 2010**

The Honourable Andrew Swan  
Minister of Justice  
Attorney General  
Room 104 – Legislative Building  
Winnipeg MB R3C 0V8

Dear Sir:

Pursuant to Section 28 of the *Legal Aid Manitoba Act*, I am pleased to submit the Thirty-Eighth Annual Report for the year ending March 31, 2010.

Detailed statistical information relating to clients, cases and costs is included. The report of the Auditor General and financial statements are attached. Also included is the Audited Statement of Compensation Paid to Council Members and Employees and the Statement of Private Bar Fees and Disbursements in excess of \$50,000 in accordance with Section 2 and 4 of The *Public Sector Compensation Disclosure Act*.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mario Santos', written in a cursive style.

**MARIO SANTOS**  
Chair  
Legal Aid Manitoba Management Council



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# Message from the Chair

Legal Aid Manitoba (LAM) concluded another exciting fiscal year. The current year witnessed several positive initiatives undertaken to improve operational efficiencies. After full consultation with Management Council and Manitoba Justice, LAM announced Gil Clifford's successful appointment to the position of Executive Director. To date, Management Council is pleased with the efficient and productive working relationship that has been forged with the Executive Director and his management team.

Moreover, I wish to thank all stakeholders for their continued support during the year to ensure that Manitobans have access to the legal system. I would specifically like to acknowledge the contribution of the newly appointed Advisory Committee. Management Council and the Advisory Committee have had an excellent working relationship. The Committee has exceeded our expectations by bringing matters to the attention of Management Council and the Executive Management Committee (EMC). I would also like to thank staff and all key stakeholders for their ongoing dedication and willingness to assist Manitobans involved in the legal system.

Through Management Council's Policy/Services Committee and the Finance/Audit/Human Resources Committee, several structural changes were undertaken to improve LAM's accountability and efficiency. Notably:

- In April 2009, LAM implemented the revised Area Director's Manual. Notable updates included the implementation of application expiry dates, enhanced financial investigative measures, improved data tracking methods as well as revisions to policies on legal matter compensation, choice and change of counsel requests. We are hopeful that the Area Director's Manual will serve the organization wisely for many years to come by improving the effectiveness and efficiency within LAM's core service delivery areas, optimizing operational expenditures and assisting Manitoba courts to avoid costly delays.
- The Finance / Audit / Human Resources Committee continued actively overseeing the



annual budget estimates and audit process as well as working on the revision of LAM's internal controls. For the upcoming fiscal year, the Finance/Audit/Human Resources Committee anticipates finalizing work on the internal control procedures.

- Management Council continued working with Manitoba Government officials to ensure the promotion of LAM's independent status as an agency of government. Management Council strongly believes that areas such as human resources and budgeting must be actively discussed and resolved with the Manitoba Government to ensure that LAM's independence is not compromised. Management Council is pleased that the Justice Department and Treasury Board Secretariat recognizes the importance of these issues and are collaboratively working with LAM to address them.

- Management Council approved the implementation of two new pilot projects. The Winnipeg Law Courts Application Centre was established in response to increased client demand and developed an expedient status update process to facilitate effective use of the court's resources. The Domestic Violence Full Service Duty Counsel pilot project expanded LAM's criminal service delivery to include certificate coverage for financially eligible clients charged with domestic violence matters.

- Management Council developed specific guidelines for an annual performance review and evaluation of council members and our core activities. I am hopeful that the performance review process will provide useful feedback stimulating discussion on ways to improve efficiency, accountability and decision making within Management Council and its various standing and ad-hoc committees.

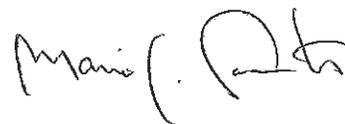
The 2009/10 fiscal year has, however, presented LAM with some unique challenges. Most notably, Management Council and EMC were advised that the Manitoba Law Foundation's statutory grant was going to be substantially lower than originally projected for the 2009/10 and 2010/11 fiscal years. Up until the recent recession, the Manitoba Law Foundation provided LAM with a reasonable source of funding.

In response to this news, LAM began proactively examining ways to minimize the impact of the projected budget shortfall. Management Council and EMC began diligently auditing and streamlining its operations in order to realize savings that could assist in alleviating the funding shortage impacts. Several cost-cutting initiatives were implemented during the year to reduce our operating expenditures. Unfortunately, LAM still posted a spending deficit for the current fiscal year. LAM is currently projecting a budget shortfall for the 2010/11 fiscal year.

The Government of Manitoba, LAM's main funding source, has been advised of the projected budget shortfall. On this front, discussions have been ongoing in an attempt to avoid implementing drastic cost-cutting measures. LAM will do its part to address these recession difficulties but we will need additional funding resources from government. LAM has been funding the private bar tariff increase that was approved in April 2008 without having received additional resources from the Province. This cannot continue however, due to the diminishing funding allocations being projected by the Manitoba Law Foundation. Management Council remains hopeful that the Manitoba Government will find the necessary additional funds allowing us to continue providing the most

comprehensive range of services of any legal aid plan in Canada. We remain hopeful that implementing service cuts will not be necessary in the upcoming fiscal year.

Although LAM marked a number of accomplishments there still remains several issues that need to be addressed. While LAM remains steadfast in these trying economic times, Management Council will require the continued assistance of all stakeholders in the coming fiscal year. Their ongoing commitment will ensure that LAM continues to be recognized as one of the most comprehensive legal aid plans in Canada.



Mario Santos  
Chair, Management Council



# Message from the Executive Director

My inaugural year as Legal Aid Manitoba's (LAM) Executive Director presented me with numerous challenges.

The following points highlight some significant operational developments and challenges that have occurred during the 2009/10 fiscal year:

1. As reported in 2008/09, LAM embarked on a team building training initiative. The initiative presented the Executive Management Committee (EMC) with the opportunity to review/update accountability and reporting structures within the organization. Notably, organizational and RACI charts were updated in light of EMC's size reduction and changes in areas of responsibilities. LAM also started another team training facilitation session for line supervisors and supervising attorneys in January 2010. EMC is hopeful that the process will improve service delivery, efficiency, accountability, staff morale and decision making within the organization.
2. On April 1, 2009, LAM implemented a complexity weighted productivity measure (CWC) for staff lawyers. All legal matters are now "billed" by staff lawyers on completion, using the private bar tariff. This information is recorded electronically and seamlessly, thanks to user-friendly software developed by LAM's Systems Department. We now have the ability to assign work fairly based on case complexity.
3. On April 1, 2009, LAM also began collecting all case work data using base units (legal matters), as opposed to more cumbersome and unwieldy certificates. This change, combined with the complexity weighted billing data, has provided the foundation for a more accurate and comprehensive business analysis.
4. Over the past two fiscal years, LAM has been proactively recruiting extra-provincial articling students for northern community offices. There is now a sufficient core of young lawyers (private and staff) taking on legal aid work in our northern centres



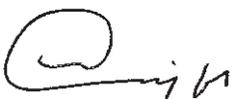
to allow termination of LAM's reliance on contracts with Winnipeg counsel. The declining private bar family roster continues to pose a significant challenge to LAM. This is especially so in the North. LAM is currently exploring the feasibility of another northern conflict office to meet service demands. We are optimistic that our concerted efforts will ensure uninterrupted access to justice in northern communities.

5. LAM identified market share concerns in Winnipeg based criminal cases with the distribution of work between staff and private bar counsel. Consequently, LAM implemented changes to improve service delivery and ensure a more equitable distribution of work. Notably, LAM removed choice of counsel for financially ineligible s.25 appointments, set limitations to private bar change of counsel requests, outlined criteria for earlier representation by staff counsel and expanded staff lawyer's responsibilities on select duty counsel circuits. From EMC's perspective, these changes were deemed necessary in order to preserve the viability of LAM's dual model delivery system. Over the next fiscal year, LAM will actively monitor the distribution of work to ensure that the aforementioned changes meet their intended targets.

6. Pursuant to the Legal Aid Lawyers' Association (LALA) 2006-2010 collective agreement, a BB4 classification was created for senior attorneys within the organization. In consultation with LALA, EMC developed a process to properly assess candidates seeking promotion to the BB4 category. In late 2009, four successful candidates were promoted to the BB4 classification level.

Several priorities have been established for the coming fiscal year. As shown in our strategic plan update, LAM will be moving forward with revisions to its staff policy manual and internal control binder, continuing our team building initiative, implementing CWC productivity benchmarks, restructuring service delivery in the North and exploring cost-cutting measures within core services and business activities by leveraging innovations in computer technology.

The coming year will present significant challenges resulting from the economic downturn and the dramatic reduction in the Manitoba Law Foundation funding. I encourage LAM staff to continue to be positive and constructive. EMC will continue to face our funding and other challenges with energy, innovation and enthusiasm.



Gil Clifford  
Executive Director

## **Executive Management Committee**

Gil Clifford  
Executive Director

Sam Raposo  
Acting Deputy  
Executive Director

Bruce Gammon  
Legal Director

Robin Dwarka  
Director of Finance

Cathy Sherman  
Deputy Area Director

## **Regional Directors**

Lorne Giesbrecht  
Brandon

Peter Kingsley  
(Acting) Dauphin

Theresa McDonald  
Thompson & The Pas



# About Us

Legal Aid Manitoba (LAM) provides legal help to people with low-incomes, working to ensure that all Manitobans have the protections guaranteed in Canada by the *Charter of Rights and Freedoms*. Our service is fundamental to a fair and balanced justice system. We strive to serve all clients with respect and dignity.

In the 1930s and 1940s, the Law Society of Manitoba set up Canada's first program for low-income citizens, so they might get free legal help. Lawyers volunteered their time, but demand for legal services grew rapidly and lawyers quickly became overburdened with cases.

LAM became a legislated program in 1971 and opened its doors to clients a year later. LAM operates at arms length from government. We are mainly funded by the Province of Manitoba, the Government of Canada, the Manitoba Law Foundation and fees paid by clients.

We serve Manitobans through ten community law offices and four regional offices. Lawyers and paralegals regularly travel to more than 40 communities.

LAM is governed by the *Legal Aid Manitoba Act*, which requires that we:

- provide quality legal advice and representation to eligible individuals;
- administer the delivery of legal aid in a cost-effective and efficient manner; and
- provide advice to the Minister on legal aid generally and on the specific legal needs of low-income individuals.

For those who qualify, we help:

- people with family issues such as divorce, child custody, maintenance enforcement and child protection matters;
- adults and youth who are facing criminal charges;
- people with disputes involving employment income assistance, workers compensation or disability benefits; and

- groups and individuals with test cases in the areas of consumer, poverty, environmental, Aboriginal and Charter of Rights challenges.

We do not handle real estate transactions, wills and estates, adoptions, corporate and commercial matters, or civil litigation matters, such as people suing each other.



*LAM Staff take part in the Manitoba Heart & Stroke Foundation Big Bike Ride*

In January of 2009, Legal Aid Manitoba (LAM) began the process of training a group of team development leaders (team leaders) throughout the organization. The goals of this initiative are to:

1. Improve work satisfaction by appropriate delegation of control.
2. Enhance flexibility and creativity when responding to change.
3. Provide efficient, self-directed management of local resources.
4. Share responsibility and credit for success where appropriate.
5. Localize routine performance management and succession training.

Our commitment to this project will continue through 2011.

Deri Latimer has been introducing these team leaders to the concepts and tools necessary to introduce the teaming concept to staff and guide them in the process of team development.

Between January and December of 2009, the first group of team leaders was trained. Community Law Offices in Dauphin and Thompson, and the Criminal Law Office and Somerset Law Office in Winnipeg, have team development leaders in place.

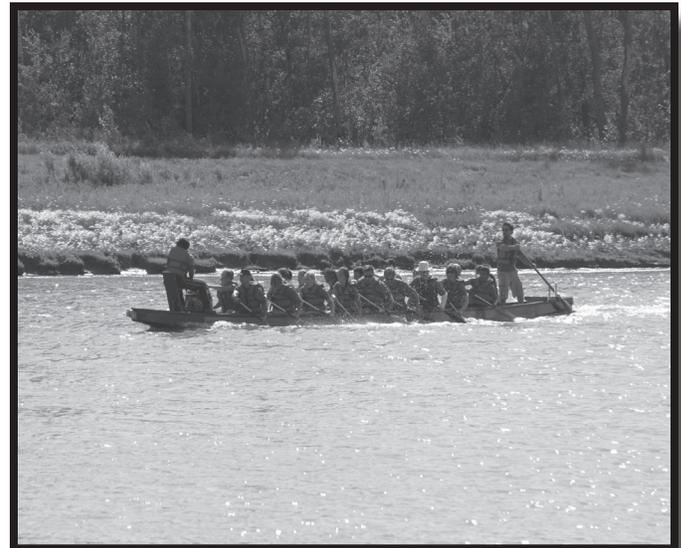
The Executive Management Committee (EMC) also undertook team development training in 2009. They have been introduced to the concepts and tools required to develop this model at the EMC level.

2010 brings a new group of team development training candidates to the process. Deri Latimer will continue training these new leaders into January 2011. By that time, LAM will have staff members trained in the concepts and tools needed to take the team training process forward throughout the organization.

The process of team development will culminate in a shared approach to working together, shared tools for organization, and a common approach to problem solving. LAM staff are being trained

with the aim of implementing a self-directed team model. The various work teams within LAM will gradually adopt greater autonomy and responsibility for self-direction in the work they perform. Standardized management concepts and tools will allow a shared understanding and comfort level throughout the organization and we will continuously improve our work, and working environment, as a result.

LAM is continually challenged by resource limitations, a need for organizational change, and by greater public and governmental pressures. The willingness of staff to embrace the team development model and the positive steps taken to incorporate the team approach to date have provided insights and creative solutions to many challenges we faced this past year. As we fill out our complement of fully trained team development leaders, and become more skilled at the use of team development tools, we look forward to a more consistent, thoughtful, and creative approach to meeting the ongoing challenge of fulfilling our mandate at Legal Aid Manitoba.



*LAM Staff take part in the Manitoba Dragonboat Festival*

# Management Council

**Mario Santos, B.A., LL.B., Chair**  
Barrister & Solicitor

**Wendy Whitecloud, Vice-Chair**  
Director, Academic Support Program  
Faculty of Law, University of Manitoba

**Rose Buss**

**Luis Martinez, R.T.**

**Kim Milne**  
Comptroller

**Herbert Peters**  
Barrister & Solicitor  
Partner, Aikins, MacAulay & Thorvaldson LLP

**Sandra Phillips**  
Barrister & Solicitor

**Diane Stevenson**  
Barrister & Solicitor  
Stevenson & Desrochers Law Corporation



*Back row (from left to right): Luis Martinez, Wendy Whitecloud, Rose Buss, Kim Milne  
Front row: Diane Stevenson, Mario Santos, Sandra Phillips  
Missing: Herbert Peters*

# Management Council Committees

## Advisory

Ernie Blais, Chair  
John Hutton, Vice-Chair  
Leandre Buisse  
Mike Paluk  
Anna Padzierski  
Zita Lopes  
Dianna McGavin  
Gerri Wiebe  
Jennifer Dunik  
Aimée Craft

## Appeals - Client

Rose Buss  
Luis Martinez  
Mario Santos, ex-officio

## Appeals - Taxation

Kim Milne  
Diane Stevenson  
Mario Santos, ex-officio

## Governance

Herbert Peters, Chair  
Luis Martinez  
Sandra Phillips  
Mario Santos, ex-officio

## Finance/Audit/Human Resources

Luis Martinez, Chair  
Kim Milne  
Mario Santos, ex-officio

## Policy/Services

Wendy Whitecloud, Chair  
Kim Milne  
Rose Buss  
Mario Santos, ex-officio



*Back row (from left to right): Dianna McGavin, Zita Lopes, Ernie Blais, Leandre Buisse*

*Front row: Mike Paluk, Aimée Craft, Jennifer Dunik*

*Missing: John Hutton, Anna Padzierski, Gerri Wiebe*



# Strategic and Business Plans

During 2009/10, Legal Aid Manitoba (LAM) moved forward with several key initiatives within its strategic and business plans. The following update provides a brief overview of the activities undertaken to fulfill LAM's core strategic initiatives.

## **CORE STRATEGIC INITIATIVE 1: Improve direct service delivery**

Goal: To review and increase the accountability, efficiency and ability of our programs to meet client needs.

1. Improve client services
2. Improve relations with private bar
3. Deal with lawyer shortage

LAM implemented its revised Area Director's Manual (ADM) in April 2009. The manual improves the clarity and consistency of decisions respecting eligibility for legal aid services. The manual also provides a more transparent process, accessible to clients, counsel, the judiciary, the public, and all other stakeholders in the judicial system.

In 2009/10, LAM consulted with the Tariff Review Committee identifying changes to the tariff of fees. Management Council petitioned the Province to authorize an increase to the hourly rate for certificate and duty counsel work for the 2010/11 fiscal year. Gaps in compensation for youth matters were also identified. Management Council forwarded a separate proposal requesting additional funds to offset these deficiencies.

LAM implemented two pilot projects to improve client services. LAM established the Winnipeg Law Courts Application Centre. The office lends assistance to clients providing another avenue through which clients can apply for legal aid in criminal and youth matters. It also provides clients and the judiciary with easier access to information regarding the status of a client's eligibility for legal aid representation.

LAM also implemented the Domestic Violence Full Service Duty Counsel pilot project. Subject to review, LAM will begin issuing staff lawyer certificates to represent financially eligible clients charged with domestic violence matters. Historically, LAM only provided limited duty counsel coverage for domestic violence matters.

## **CORE STRATEGIC INITIATIVE 2: Improve internal support services**

Goal: To review and revamp LAM's delivery of support services to its employees, thereby strengthening employee knowledge and satisfaction within the work environment.

1. Improve human resource management
2. Improve our resource management
3. Improve support staff management
4. Technological improvements
5. Communications

In 2009/10, the Executive Management Committee (EMC) revised the organizational structure and RACI charts; incorporating changes to the roles, responsibilities and reporting structure of all employees within the organization. In conjunction with this initiative, LAM undertook the revision of its general policy manual updating service policies and processes as well as human resource guidelines. LAM anticipates completing the policy manual's revision in the 2010/11 fiscal year.

LAM identified issues with the distribution of legal work to private bar and staff lawyers. Consequently, LAM made changes to existing policies to improve service delivery and ensure a more equitable distribution of work. Notably:

Y.C.J.A. S.25 Appointments – LAM eliminated choice of counsel for s.25 appointments where parents are found to be financially ineligible. Choice of counsel is no longer honoured where financially ineligible clients are seeking private bar representation.

Change of Counsel Requests – LAM introduced an administrative policy limiting the appointment of alternate lawyers in change of counsel requests. Wherever possible, all private bar initiated change of counsel requests will now issue to staff lawyers.

In Custody/Out of Custody Representation – LAM altered its administrative policy to encourage earlier client contact by staff lawyers. Where staff have reasonably established a client's financial eligibility for legal aid representation, LAM will allow staff lawyers to immediately initiate client contact before a certificate issues.

Duty Counsel Representation on Circuit – LAM began sending staff lawyers to circuits which have traditionally had a strong private bar lawyer presence. The rationale for this change was to encourage diversity in choice of counsel for clients in rural circuits and more evenly distribute work between private bar and staff lawyers.

In 2009/10, LAM continued with the delivery of team building training for line supervisors. The sessions are geared towards providing staff with current management practices and strategies. It is anticipated that once completed, team training will provide staff with the necessary tools to operate more autonomously. Increasing staff control allows offices/units to function more efficiently, stay within budget, minimize human resource issues, and pro-actively solve issues as they emerge on the ground level.

LAM implemented a new staff lawyer productivity measurement tool (i.e. Complexity Weighted Caseload) which tracks productivity using staff lawyer billings for case closings, drop-in, duty counsel and outreach activities using the private bar tariff of fees. During 2009/10, the model tracked staff lawyer billings in order to establish realistic baseline benchmarks. In the coming fiscal year, LAM will be reviewing the information to set caseload benchmarks in consultation with supervising attorneys.

LAM has continued its commitment to improve its technological capabilities. More specifically, LAM continued routine maintenance on the Legal Aid Manitoba Application System (LAMAS) to improve the application's functionality, updated its accounting software package, and assessed the organization's current and future technological needs.

LAM has also continued improving its resource management by sharing more detailed financial information within the organization. In 2009/10, LAM continued developing an internal controls binder to codify processes and protocols for all financial transactions within the organization. LAM anticipates ratification of the internal control binder in the next fiscal year.

In 2009/10, LAM continued several internal communication initiatives within the organization,

such as: a weekly Intranet news column, a quarterly newsletter and monthly lunch information sessions. LAM continued several external communication initiatives, such as: developing and revising brochures and fact sheets as well as maintaining representation at the University of Manitoba Law School's Career Day and Law Day.

### **CORE STRATEGIC INITIATIVE 3: Implement new governance structure**

Goal: To clearly delineate and communicate the roles of Management Council and EMC within Legal Aid Manitoba.

Initiatives:

1. Review Council and Executive roles
2. Develop self-assessment and appraisal tools

Through various standing and ad-hoc committees, Management Council provided oversight in the areas of risk management, strategic direction, financial management, human resource management, communication with external stakeholders and confidentiality issues. Management Council also established its protocols for an annual performance review and evaluation of council members and core activities.

For the upcoming fiscal year, Management Council and LAM will continue to further revise specific guidelines and principles within the governance manual. Succession planning will also be undertaken for Management Council, EMC and other key supervisory positions within Legal Aid Manitoba.

# Whistleblower Protection Act

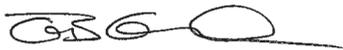
The *Public Interest Disclosure (Whistleblower Protection) Act* came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds 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: 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 counselling 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 18 of the Act.

There were no disclosures under section 10 or section 14 of the *Whistleblower Protection Act* during the period between April 1, 2009 and March 31, 2010. The activity under this Act is set forth in the disclosure reporting matrix below:

Information required annually (per section 18 of the Act)	Fiscal year 2009/10
The number of disclosures received and the number acted on and not acted on. subsection 18(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. subsection 18(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 correction action was taken. subsection 18(2)(c)	NIL



Bruce Gammon  
Legal Director & Designated Officer under the *Whistleblower Protection Act*  
Legal Aid Manitoba

# Tracking Work Issued by Legal Aid

With the implementation of Legal Aid Manitoba's (LAM) revised Area Director's Manual, changes were made to how certificate matters will be reported internally/externally to key stakeholders. Starting April 1, 2009, all criminal and youth certificates issue with a separate paragraph identifying each Criminal Code Information. Common offence notices are typically attached to the Criminal Code matter out of which they arise. Where charges on an Information warrant separate coverage (re. matters can proceed to trial by themselves), these charges will be highlighted as a separate legal matter having a distinct identifying number under a client's certificate. This provides counsel with the ability to bill legal matters separately after disposition so long as they were not jointly disposed of with other legal matters on the client's certificate.

Consequently, LAM will now be reporting the number of legal matters issuing instead of certificate counts. The adopted tracking methods simplifies both the certificate issuance and billing processes thereby increasing their transparency. This is not a change to the tariff of fees and is revenue neutral.

## Community Law Office Statistics

	Agassiz Law Office	Criminal Law Office	Northlands Community Law Centre	Parklands Community Law Centre	Public Interest Law Centre	Somerset Law Office	Thompson Community Law Centre	University Law Centre	Westman Community Law Centre	Winnipeg Law Office	All Community Law Offices
Supervising Attorney	1	3	1	1	1	3	1	0	1	1	13
Staff Lawyer	4	17	2	3	4	9	4	0	2	6	51
Paralegal	1	5	1	3	1	1	1	0	1	0	14
Articling Student	1	3	0	0	2	3	3	0	1	1	14
Office Manager	0	1	0	0	0	0	0	0	0	0	1
Support Staff	3	7	3	2	3	9	2	1	3	5	38
<b>Total</b>	<b>10</b>	<b>36</b>	<b>7</b>	<b>9</b>	<b>11</b>	<b>25</b>	<b>11</b>	<b>1</b>	<b>8</b>	<b>13</b>	<b>131</b>

# Legal Aid Activity by Area

## Service Delivery Volumes

Area	Applications Received		Legal Matters Issued (A)							
			Criminal		Youth		Family		Other Civil	
	2010	2009	Adult 2010	Adult 2009	Youth 2010	Youth 2009	2010	2009	2010	2009
Brandon	2,359	1,928	1,309	890	183	209	459	509	9	9
Dauphin	2,210	1,784	1,165	868	351	300	443	377	5	11
Thompson & The Pas	4,518	3,394	2,720	2,264	889	668	842	533	0	4
Winnipeg <sup>1</sup>	21,542	16,980	11,347	7,685	2,751	2,375	4,123	4,068	229	179
<b>Total</b>	<b>30,629</b>	<b>24,086</b>	<b>16,541</b>	<b>11,707</b>	<b>4,174</b>	<b>3,552</b>	<b>5,867</b>	<b>5,487</b>	<b>243</b>	<b>203</b>

LAM changed its tracking method for applications in 2009/10. LAM's intake process now tracks non-initial legal matters. Non-initial matters include any subsequent legal matter that may attract coverage under an existing (open) client certificate. Non-initial legal matters are judged on the same eligibility criteria applied to all applications. Statistics for 2010 and 2009 include applications and non-initial legal matters.

## Duty Counsel Volumes

Area	Duty Counsel Assists (B)		Drop In and Phone Assists (C)		Total Assists (A+B+C)	
	2010	2009	2010	2009	2010	2009
Brandon	2,848	2,296	715	1,819	5,523	5,732
Dauphin	520	2,388	1,404	2,779	3,888	6,723
Thompson & The Pas	7,266	8,204	979	1,518	12,696	13,191
Winnipeg <sup>1</sup>	28,030	27,091	6,787	7,842	53,267	49,240

## Service Delivery Outcomes

Area	Applications Refused		Legal Matters Completed							
			Criminal		Youth		Family		Other Civil	
	2010	2009	Adult 2010	Adult 2009	Youth 2010	Youth 2009	2010	2009	2010	2009
Brandon	626	524	1,147	909	184	220	504	534	8	18
Dauphin	406	366	1,052	739	355	320	470	454	10	17
Thompson & The Pas	981	514	2,032	2,057	571	420	820	678	2	7
Winnipeg <sup>1</sup>	5,340	4,974	9,355	7,959	2,550	1,993	3,800	4,399	114	355
<b>Total</b>	<b>7,353</b>	<b>6,378</b>	<b>13,586</b>	<b>11,664</b>	<b>3,660</b>	<b>2,953</b>	<b>5,594</b>	<b>6,065</b>	<b>134</b>	<b>397</b>

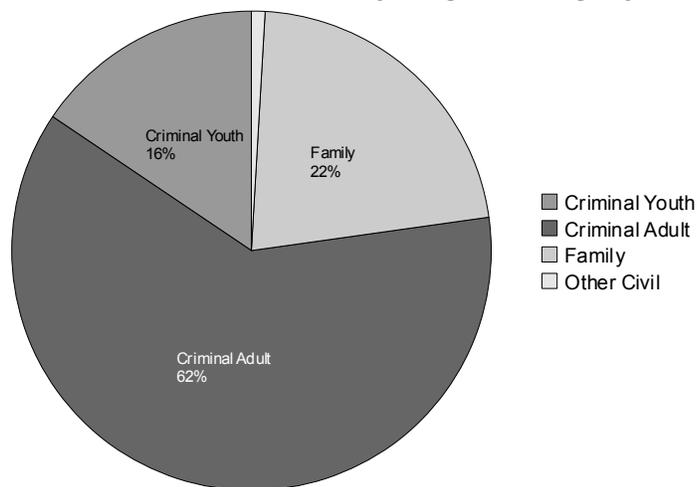
<sup>1</sup> Includes the following offices: Somerset Law Office, Criminal Law Office, Agassiz Law Office, Winnipeg Law Office, Administration Office, Public Interest Law Centre and the University Law Clinic.

## Appeals

Area	Management Council Appeals	
	2010	2009
Brandon	-	-
Dauphin	-	-
Thompson & The Pas	-	-
Winnipeg	76	70
<b>Total</b>	<b>76</b>	<b>70</b>

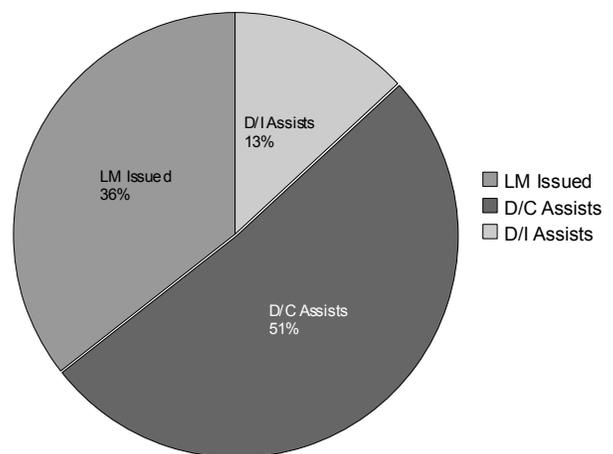
Includes all regional client appeals heard by Management Council. Management Council appeals reflect all matters where refusals and cancellations were upheld by the Executive Director. Management Council heard 35 (26) criminal, 32 (33) family and 9 (11) civil appeals. In total, Management Council refused 56 (46) appeals, granted legal coverage in 19 (23) appeals and adjourned 1 (1) appeal.

### Caseload Breakdown by Legal Category



The number of legal matters issued to both staff and members of the private bar. The breakdown is based on the major type of service: criminal adult, criminal youth, family and other civil matters. Family includes domestic and child protection matters; other civil includes immigration, administrative and poverty law.

### Total Assists Breakdown

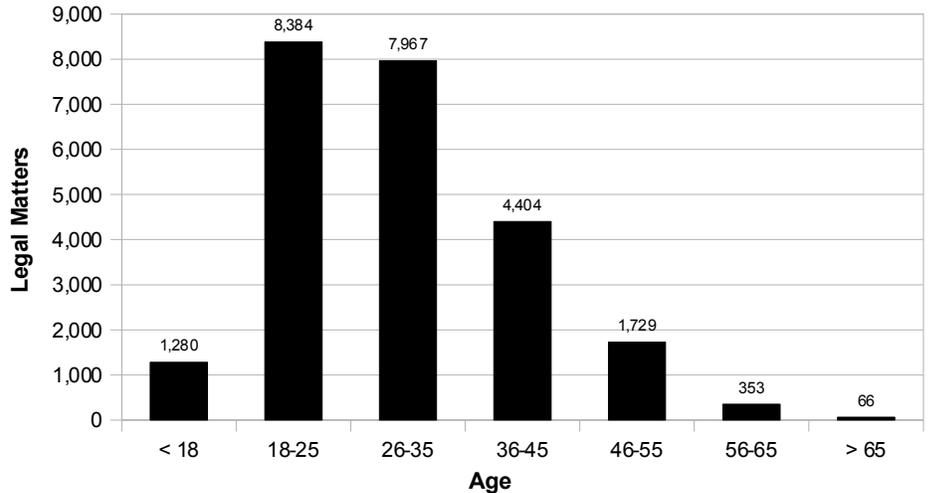


For the year ending on March 31, 2010, a total of 75,374 (74,886) people were assisted either on a formal or informal basis. This represents an increase of 0.7% over the previous fiscal year.

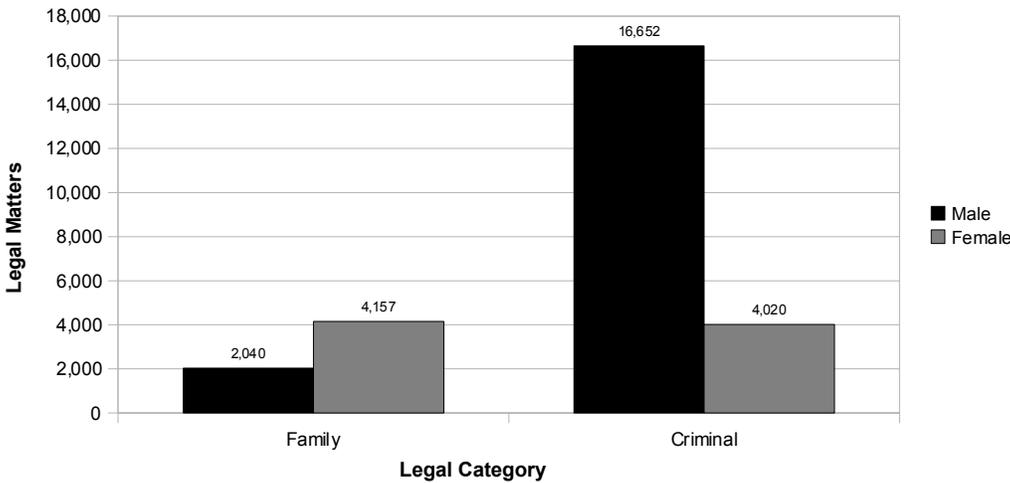
# Client Base

LAM collects statistics on the age, gender and family size of people that apply for legal aid services. Over the years, statistics show that the largest number of clients fall between 18 and 35 years of age. The majority of services are provided to single individuals. The gender balance fluctuates between 60 to 70% male vs 30 to 40% female.

### Legal Matters Issued by Age

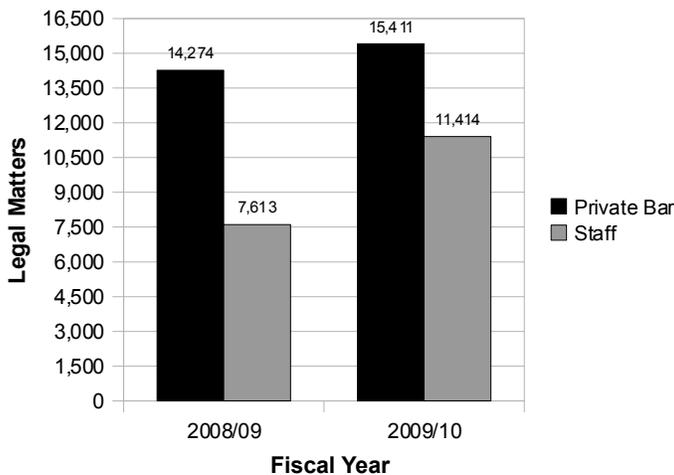


### Caseload Breakdown by Gender and Legal Category

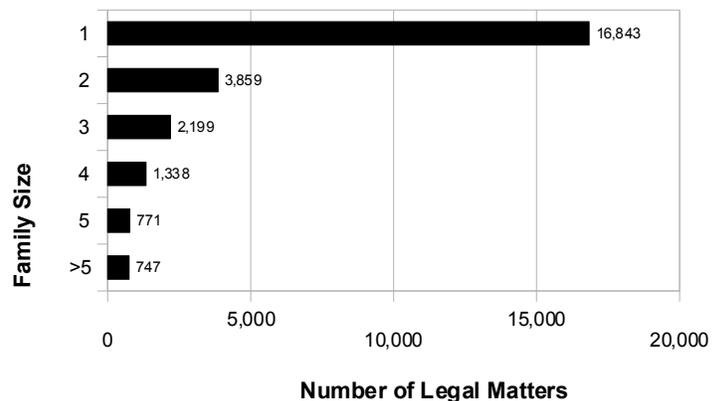


LAM uses a mixed service delivery model which utilizes both staff and private bar lawyers. The ratio of staff to private bar services varies over years. In 2009/10, the ratio of private bar services to staff was 57:43 (65:35).

### Legal Matters by Service Delivery Type



### Legal Matters by Family Size



# Private Bar/Staff Lawyer Statistics

## Fees and Disbursements by Area

	Total Fees and Disbursements		Completed Cases		Average Cost per Case	
	2010	2009	2010	2009	2010	2009
<b>Criminal Adult</b>						
Brandon	\$ 502,972	\$ 349,319	1,147	843	\$ 438.51	\$ 414.38
Dauphin	\$ 469,269	\$ 361,856	1,052	804	\$ 446.07	\$ 450.07
Thompson & The Pas	\$ 1,057,077	\$ 1,020,092	2,032	2,173	\$ 520.22	\$ 469.44
Winnipeg	\$ 6,339,759	\$ 5,095,048	9,355	7,821	\$ 677.69	\$ 651.46
<b>Subtotal</b>	<b>\$ 8,369,077</b>	<b>\$ 6,826,315</b>	<b>13,586</b>	<b>11,641</b>	<b>\$ 616.01</b>	<b>\$ 586.40</b>
<b>Criminal Youth</b>						
Brandon	\$ 68,681	\$ 65,597	184	233	\$ 373.27	\$ 281.53
Dauphin	\$ 129,121	\$ 72,703	355	222	\$ 363.72	\$ 327.49
Thompson & The Pas	\$ 268,989	\$ 248,949	571	533	\$ 471.08	\$ 467.07
Winnipeg	\$ 1,388,652	\$ 1,108,940	2,550	2,235	\$ 544.57	\$ 496.17
<b>Subtotal</b>	<b>\$ 1,855,443</b>	<b>\$ 1,496,189</b>	<b>3,660</b>	<b>3,223</b>	<b>\$ 506.95</b>	<b>\$ 464.22</b>
<b>Civil</b>						
Brandon	\$ 418,022	\$ 323,944	512	489	\$ 816.45	\$ 662.46
Dauphin	\$ 354,122	\$ 242,069	480	406	\$ 737.75	\$ 596.23
Thompson & The Pas	\$ 517,391	\$ 365,258	822	543	\$ 629.43	\$ 672.67
Winnipeg	\$ 3,786,675	\$ 3,941,260	3,914	4,914	\$ 967.47	\$ 802.05
<b>Subtotal</b>	<b>\$ 5,076,210</b>	<b>\$ 4,872,531</b>	<b>5,728</b>	<b>6,352</b>	<b>\$ 886.21</b>	<b>\$ 767.09</b>
<b>Total</b>	<b>\$ 15,300,730</b>	<b>\$ 13,195,035</b>	<b>22,974</b>	<b>21,216</b>	<b>\$ 666.00</b>	<b>\$ 621.94</b>

Note: The figures above represent the cost of certificate/legal matter work completed and billed during the fiscal year. The amounts reported in the financial statements represent the total expenditures paid to private bar and staff during the year for all services provided.

## Duty Counsel Fees and Disbursements

Area	Total Fees and Disbursements		Completed Cases		Average Cost D/C Assist	
	2010	2009	2010	2009	2010	2009
Brandon	\$ 106,187	\$ 67,946	2,848	2,296	\$ 37.28	\$ 29.59
Dauphin	\$ 49,408	\$ 52,220	520	2,388	\$ 95.02	\$ 21.87
Thompson & The Pas	\$ 560,623	\$ 782,893	7,266	8,204	\$ 77.16	\$ 95.43
Winnipeg	\$ 885,795	\$ 1,030,449	28,030	27,091	\$ 31.60	\$ 38.04
<b>Total</b>	<b>\$ 1,602,013</b>	<b>\$ 1,933,508</b>	<b>38,664</b>	<b>39,979</b>	<b>\$ 41.43</b>	<b>\$ 48.36</b>

Note: The figures above represent the cost for duty counsel completed and billed during the fiscal year. The amounts reported in the financial statements represent the total expenditures paid for duty counsel including call service and government air service.

# Financial Overview

## Sources of Funding

During 2009/2010, Legal Aid Manitoba (LAM) received funding from three sources:

1. Funds appropriated by the Provincial Government through Manitoba Justice.
2. Statutory and discretionary grants from the Manitoba Law Foundation.
3. Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed to March 31, 2011.

## Distribution of Funding

LAM divides its budget into two general areas of direct legal service and administration. The table below shows the distribution.

## Significant Pressures on LAM

The decrease in Bank of Canada interest rates substantially reduced statutory grants from the Manitoba Law Foundation. In response, several cost-cutting initiatives were implemented to reduce operating expenditures.

The full impact of the private bar tariff increase implemented in April, 2008 was felt this year at the same time that we experienced an increase in the overall number cases issued to the private bar. This resulted in a significant increase in fees and disbursements paid to the private bar compared to 2009.

	2010 (\$000's)	2009 (\$000's)
<b>Operating fund revenue:</b>		
Appropriation	\$26,645	\$21,287
Other	3,676	5,590
<b>Total</b>	<b>30,321</b>	<b>26,877</b>
<b>Operating fund expenses:</b>		
Private bar <sup>1</sup>	10,805	8,996
Direct legal services <sup>2</sup>	19,279	16,250
Administration <sup>3</sup>	1,416	1,408
<b>Total</b>	<b>31,500</b>	<b>26,654</b>
Operating fund excess (deficiency) of revenue over expenses	(\$1,179)	\$223

<sup>1</sup> Private bar fees and disbursements include an accrual for outstanding cases at the end of the year.

<sup>2</sup> Direct legal services expenditures include salaries and benefits, travel, provision of legal services, taxation, collection and other legal expenses.

<sup>3</sup> Administration includes Management Council, the Executive Management Committee, and other administrative expenses for Winnipeg.

# Responsibility for Financial Reporting

The accompanying financial statements of Legal Aid Manitoba are the responsibility of management and have been prepared in accordance with the accounting policies stated in Note 2 to the financial statements for the year ended March 31, 2010.

As management is responsible for the integrity of the financial statements, management has established systems of internal control to provide reasonable assurance that assets are properly accounted for and safeguarded from loss.

The responsibility of the Auditor General is to express an independent professional opinion on whether the financial statements are fairly presented in accordance with the accounting policies stated in the financial statements. The Auditor's Report outlines the scope of the audit examination and provides the audit opinion.



Gil Clifford  
Executive Director  
Legal Aid Manitoba

August 17, 2010



OFFICE OF THE  
AUDITOR GENERAL  
MANITOBA

## AUDITORS' REPORT

**To the Legislative Assembly of Manitoba  
To the Management Council of Legal Aid Manitoba**

We have audited the balance sheet of Legal Aid Manitoba as at March 31, 2010 and the statements of revenue and expense, changes in net assets and cash flow for the year then ended. These financial statements are the responsibility of Legal Aid Manitoba's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Legal Aid Manitoba as at March 31, 2010 and the results of its operations and its cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

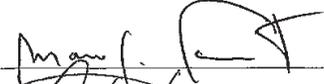
Winnipeg, Manitoba  
August 17, 2010

LEGAL AID MANITOBA

Balance Sheet  
as at March 31

ASSETS	2010	2009
<b>Current Assets</b>		
Cash	\$ 877,765	\$ 2,496,588
Short term investment	1,400,000	1,400,000
Client accounts receivable, net (Note 3)	235,669	192,588
Receivable from the Province of Manitoba	5,237,000	4,043,300
Receivable from the Government of Canada	110,396	-
Other receivables, net (Note 4)	103,848	142,069
Prepaid expenses	181,680	182,716
	8,146,358	8,457,261
<b>Capital Assets (Note 5)</b>		
	294,369	320,796
Long-term receivable - charges on land, net (Note 6)	714,505	757,549
Long-term receivable - severance - Province of Manitoba (Note 7)	716,166	716,166
Long-term receivable - pension - Province of Manitoba (Note 14)	16,629,700	13,244,586
	\$ 26,501,098	\$ 23,496,358
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 4,797,734	\$ 4,110,061
Accrued vacation pay	992,192	951,364
Deferred revenue from clients	406,357	417,888
Deferred contribution from Province of Manitoba	30,000	30,000
	6,226,283	5,509,313
Severance liability (Note 8)	1,719,000	1,637,600
Provision for employee pension benefits (Note 14)	16,629,700	13,244,586
	18,348,700	14,882,186
<b>Net Assets</b>		
Invested in Capital Assets	294,368	320,796
Restricted Net Assets (Note 15)	78,559	78,559
Unrestricted Net Assets	1,553,188	2,705,504
	1,926,115	3,104,859
	\$ 26,501,098	\$ 23,496,358

Approved by the Council

 Chairperson  
 Council Member



## LEGAL AID MANITOBA

### Statement of Revenue and Expense for the year ended March 31

	<u>2010</u>	<u>2009</u>
<b>Revenue</b>		
Province of Manitoba (Note 9)	\$ 26,645,026	\$ 21,286,572
Manitoba Law Foundation (Note 10)	2,147,184	4,009,943
Contributions from clients	1,089,291	973,985
Recoveries from third parties	428,831	686,340
Government of Canada	110,396	1,875
Judgment costs and settlements	78,517	134,690
Interest income	52,383	21,522
Other	<u>6,265</u>	<u>7,222</u>
	<u>\$ 30,557,893</u>	<u>\$ 27,122,149</u>
<b>Expense</b>		
Private bar fees and disbursements (Note 13)		
Legal aid certificates	\$ 9,941,105	\$ 7,895,270
Duty counsel services	806,424	1,032,273
Transcripts	<u>57,141</u>	<u>68,812</u>
	10,804,670	8,996,355
Community Law Centres, Schedule 1	11,782,461	11,109,909
Public Interest Law Centre, Schedule 1	1,082,053	860,764
University Law Centre, Schedule 1	116,071	122,521
General and Administrative, Schedule 1	<u>7,951,382</u>	<u>5,809,195</u>
	<u>\$ 31,736,637</u>	<u>\$ 26,898,744</u>
<b>Excess of Revenue (Expense)</b>	<u>\$ (1,178,744)</u>	<u>\$ 223,405</u>

**LEGAL AID MANITOBA**

Statement of Changes in Net Assets  
for the year ended March 31

	<b>2010</b>				<b>2009</b>
	<u>Invested in Capital Assets</u>	<u>Restricted Net Assets (Note 15)</u>	<u>Unrestricted Net Assets</u>	<u>Total</u>	<u>Total</u>
Balance, Beginning of Year	\$ 320,796	\$ 78,559	\$ 2,705,504	\$ 3,104,859	\$ 2,881,454
Restricted Net Assets Expenses	-	-	-	-	-
Excess of Revenue over Expense	(112,492)	-	(1,066,252)	(1,178,744)	223,405
Capital Asset Additions	86,064	-	(86,064)	-	-
<b>BALANCE, END OF YEAR</b>	<b>\$ <u>294,368</u></b>	<b>\$ <u>78,559</u></b>	<b>\$ <u>1,553,188</u></b>	<b>\$ <u>1,926,115</u></b>	<b>\$ <u>3,104,859</u></b>



## LEGAL AID MANITOBA

### Statement of Cash Flow for the year ended March 31

	2010	2009
Cash Flow Provided by (Used In) Operating Activities:		
Excess of Revenue over Expense	\$ (1,178,744)	\$ 223,405
Add items not affecting cash		
Amortization	112,492	98,322
Bad debt expense	231,026	227,500
Changes in working capital:		
Client accounts receivable	(203,187)	(142,866)
Province of Manitoba receivable	(1,193,700)	1,874,700
Government of Canada receivable	(110,396)	73,025
Other receivables	(27,851)	(177,441)
Prepaid expenses	1,036	19,436
Accounts payable and accrued vacation pay	728,501	(182,517)
Deferred revenue	(11,530)	(3,170)
Deferred contribution from Province of Manitoba	-	30,000
Charges on land	38,194	20,278
Long-term funding commitments - pension	(3,385,114)	(1,180,830)
Severance liability	81,400	103,891
Provision for employee pension benefits	3,385,114	1,180,830
	(1,532,759)	2,164,563
Cash Flow Provided by (Used In) Investing Activities:		
Purchase of short term investment	-	(1,400,000)
Purchase of capital assets	(86,064)	(72,375)
	(86,064)	(1,472,375)
Net Increase (Decrease) in Cash for the Year	(1,618,823)	692,188
Cash - Beginning of Year	2,496,588	1,804,400
Cash - End of Year	\$ 877,765	\$ 2,496,588

**LEGAL AID MANITOBA**

Schedule of Expenses  
for the year ended March 31

SCHEDULE 1

	COMMUNITY LAW CENTRES		PUBLIC INTEREST LAW CENTRE		UNIVERSITY LAW CENTRE		GENERAL AND ADMINISTRATIVE		TOTAL	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,357	\$ 30,213	\$ 30,357	\$ 30,213
Amortization	69,024	66,857	3,781	3,548	1,452	900	38,235	27,017	112,492	98,322
Bad debts	-	-	-	-	-	-	231,026	227,500	231,026	227,500
Bank charges	-	-	-	-	-	-	2,172	2,565	2,172	2,565
Collection costs	-	-	-	-	-	-	5,996	17,494	5,996	17,494
Computer costs	15,756	2,428	114	692	-	5,720	12,219	37,442	28,089	46,282
Council expenses	-	-	-	-	-	-	147,240	147,584	147,240	147,584
Duty counsel	244,925	174,266	5,228	4,220	-	-	1,207	2,998	251,360	181,484
Equipment maintenance	103,419	92,291	9,858	9,454	939	353	42,486	56,231	156,702	158,329
Expert witnesses and consultants	-	-	-	61,157	-	-	-	-	-	61,157
File disbursements	361,104	283,914	181,406	232,462	806	1,327	24,131	23,424	567,447	541,127
Library	62,437	64,384	12,103	12,901	120	134	2,913	6,152	77,573	83,571
Meetings	17,702	22,848	443	5,214	3,221	265	18,735	25,489	40,101	53,816
Office expenses	193,240	209,255	19,232	13,664	4,657	7,321	122,231	114,556	339,360	344,796
Office relocation	856	3,345	1,226	-	-	-	1,415	-	3,497	3,345
Pension costs (note 14)	-	-	-	-	-	-	4,063,251	1,967,126	4,063,251	1,967,126
Premise costs	668,396	693,687	23,004	26,152	112	1,771	166,108	177,218	857,620	898,828
Professional fees	144,748	100,808	12,447	10,176	570	590	110,012	110,618	267,777	222,192
Salaries, benefits and levy	9,528,420	8,954,988	792,416	463,115	93,494	93,516	2,658,445	2,568,774	13,072,775	12,080,393
Severance benefits	-	-	-	-	-	-	170,333	165,145	170,333	165,145
Staff development	117,757	163,525	3,699	5,994	-	-	16,112	11,569	137,568	181,088
Staff recruitment	21,782	37,353	129	136	10	1,435	1,521	4,581	23,442	43,505
Telephone	103,195	103,808	7,593	6,227	3,207	3,187	60,109	56,103	174,104	169,325
Transcripts	26,370	25,446	75	-	327	63	-	-	26,772	25,509
Travel	103,330	110,706	9,299	5,652	7,156	5,939	25,128	29,396	144,913	151,693
<b>TOTAL</b>	<b>\$ 11,782,461</b>	<b>\$ 11,109,909</b>	<b>\$ 1,082,053</b>	<b>\$ 860,764</b>	<b>\$ 116,071</b>	<b>\$ 122,521</b>	<b>\$ 7,951,382</b>	<b>\$ 5,809,195</b>	<b>\$ 20,931,967</b>	<b>\$ 17,902,389</b>



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

#### 1. Nature of the Corporation

Legal Aid Manitoba (the Corporation) was established by an Act of the Legislative Assembly of Manitoba.

The purpose of the Corporation, as set out in the Act, is to service the public interest by:

- a) Providing quality legal advice and representation to eligible low-income individuals;
- b) Administering the delivery of legal aid in a cost-effective and efficient manner; and
- c) Providing advice to the Minister on legal aid generally and on the specific legal needs of low-income individuals.

The Corporation is economically dependent upon the Province of Manitoba. Other revenue sources include the Manitoba Law Foundation, individual clients, and third party agencies.

#### 2. Significant Accounting Policies

##### a) General

The financial statements are prepared in accordance with Canadian generally accepted accounting principles (GAAP).

##### b) New Accounting Policies

Effective April 1, 2009, Legal Aid Manitoba (LAM) adopted changes to CICA handbook section 4400. The primary impact is the applicability of section 1540 "Cash Flow Statements." Adoption of this section has resulted in additional disclosure on the Cash Flow Statement.

##### c) Financial Instruments and Risk Management

Financial assets and liabilities are initially recorded at fair value. Measurement in subsequent periods depends on the financial instrument's classification. Financial instruments are classified into one of the following five categories: held for trading; available for sale; held to maturity; loans and receivables; and other financial liabilities. All financial instruments classified as held for trading or available for sale are subsequently measured at fair value with any change in fair value recorded in net earnings. All other financial instruments are subsequently measured at amortized cost.

The financial assets and liabilities of Legal Aid Manitoba are classified and measured as follows:

Financial Asset/Liability	Category	Subsequent Measurement
Cash	Held for trading	Fair value
Short term investment	Held for trading	Fair value
Client accounts receivable	Loans and receivables	Amortized cost
Receivable from the Province of Manitoba	Loans and receivables	Amortized cost
Receivable from the Government of Canada	Loans and receivables	Amortized cost
Other receivables	Loans and receivables	Amortized cost

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

Financial Asset/Liability	Category	Subsequent Measurement
Long term receivables:		
– Charges on land	Loans and receivables	Amortized cost
– Severance - Province of Manitoba	Loans and receivables	Amortized cost
– Pension - Province of Manitoba	Loans and receivables	Amortized cost
Accounts payable	Other financial liabilities	Amortized cost
Accrued vacation pay	Other financial liabilities	Amortized cost

Amortized cost is determined using the effective interest rate method.

Gains and losses on financial instruments subsequently measured at amortized cost are recognized in the statement of revenue and expense in the period the gain or loss occurs. Changes in fair value on financial instruments classified as held for trading are recognized in the statement of revenue and expense for the current period. Changes in fair value on financial instruments classified as available for sale are recorded in statement of changes in net assets until realized, at which time they are recorded in the statement of revenue and expense.

The Corporation has continued to apply Section 3861: Financial Instruments - Disclosure and Presentation in place of sections 3862 and 3863.

#### **Fair value of financial instruments**

The fair value of a financial instrument is the estimated amount that the Corporation would receive or pay to settle a financial asset or financial liability as at the reporting date.

Due to the redeemable nature of cash and short term investment, carrying value is considered to be fair value.

The fair values of the client accounts receivable, receivable from the Province of Manitoba, receivable from the Government of Canada, other receivables and accounts payable and accrued vacation pay approximates their carrying values due to their short-term maturity.

The fair value of the long-term receivable - Charges on land approximates the carrying value because it is estimated from an analysis of expected recoveries based on recent experience and discounted to reflect the time value of money.

The fair value of the long-term receivable from the Province of Manitoba - severance approximates its carrying value as the receivable includes an interest component as described in Note 7.

The fair value of the long-term receivable from the Province of Manitoba - pension approximates its carrying value as the receivable includes an interest component as described in Note 14.

The fair values of financial assets and liabilities, together with the carrying amounts shown in the balance sheet are as follows:



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

Financial Asset/Liability	2010		2009	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Cash	\$ 877,765	\$ 877,765	\$ 2,496,588	\$ 2,496,588
Short term investment	1,400,000	1,400,000	1,400,000	1,400,000
Client account receivable	235,669	235,669	192,588	192,588
Receivable from Province of Manitoba	5,237,000	5,237,000	4,043,300	4,043,300
Receivable from Government of Canada	110,396	110,396	-	-
Other receivables	103,848	103,848	142,069	142,069
Long-term receivables:				
– Charges on land	714,505	714,505	757,549	757,549
– Severance – Province of Manitoba	716,166	716,166	716,166	716,166
– Pension – Province of Manitoba	16,629,700	16,629,700	13,244,586	13,244,586
Accounts payable	4,797,733	4,797,733	4,110,061	4,110,061
Accrued vacation	992,192	992,192	951,364	951,364

#### Financial risk management - overview

The Corporation has exposure to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk;
- Interest rate risk; and
- Foreign currency risk

The Corporation manages its exposure to risks associated with financial instruments that have the potential to affect its operating performance. The Corporation's Management Council has overall responsibility for the establishment and oversight of the Corporation's objectives, policies and procedures for measuring, monitoring and managing these risks.

#### Credit risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Corporation to credit risk consist principally of cash, term deposits and accounts receivable.

The maximum exposure of Legal Aid Manitoba to credit risk at March 31, 2010 is:

Cash and short term investment	\$ 2,277,765
Client accounts receivable	235,669
Receivable from the Province of Manitoba	5,237,000
Other receivables	103,848
Long-term receivables:	
– Charges on land	714,505
– Severance – Province of Manitoba	716,166
– Pension – Province of Manitoba	16,629,700
	\$ 25,914,653

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

Cash and short term investment: The Corporation is not exposed to significant credit risk as the cash and short term investment are held by a large financial banking institution.

Clients accounts receivable includes clients that contribute toward the cost of their case under the agreements to pay and expanded eligibility payment programs based on a contract. The Corporation manages its credit risk on these accounts receivables which are primarily small amounts held by a large client base. It is typically expected that clients will settle their account based on their payment program. The Corporation establishes an allowance for doubtful accounts that represents its estimate of potential credit losses.

Receivables from the Province of Manitoba: The Corporation is not exposed to significant credit risk as the receivable is from the provincial government.

Other receivables includes court costs, Child and Family Services agencies, Employment and Income Assistance, and miscellaneous. The Corporation is not exposed to significant credit risk related to court costs as an allowance of 95% is set up to recognize the likelihood of collection. In the case of receivables from Child and Family Services agencies and Employment and Income Assistance, they are funded through the Province of Manitoba. Miscellaneous includes employee advances, GST and other recoverable costs. Employee advances are usually paid within one month, GST is received quarterly and other recoverable costs are usually paid within 90 days of receipt of an order to pay by the courts or other authority.

Long-term receivables - charges on land: The Corporation manages its credit risk on these accounts receivables which primarily consists of small amounts held by a large client base for which payment is secured by a lien on property. The Corporation establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is calculated on a specific identification basis and a general provision for the remainder.

Long-term receivables - severance and pension - Province of Manitoba: The Corporation is not exposed to significant credit risk as the receivables are with the provincial government.

#### **Liquidity risk**

Liquidity risk is the risk that Legal Aid Manitoba will not be able to meet its financial obligations as they come due.

Legal Aid Manitoba manages liquidity risk by maintaining adequate cash balances. The Corporation prepares and monitors detailed forecasts of cash flows from operations and anticipated investing and financing activities. Identified funding requirements are requested, reviewed and approved by the Minister of Finance to ensure adequate funding will be received to meet the obligations. The Corporation continuously monitors and reviews both actual and forecasted cash flows through periodic financial reporting.



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

#### **Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The interest rate exposure relates to cash, short term investment and accounts payable.

The interest rate risk is considered to be low on cash and short term investment because of their short-term nature and low on accounts payable because they are typically paid when due.

#### **Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Corporation is not exposed to significant foreign currency risk as it does not have any financial instruments denominated in foreign currency.

#### **Market Risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect Legal Aid's income or the fair values of its financial instruments. The significant market risks Legal Aid is exposed to are: interest rate risk; foreign currency risk; and other price risk.

#### d) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

#### e) Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### f) Recognition of Contributions from Clients

Clients may be required to pay a portion or all of the legal costs incurred on their behalf by Legal Aid Manitoba based on the clients' ability to pay.

#### i) Agreements to Pay

Clients who are able to pay, sign an agreement to pay for their portion of the applicable legal costs. The amount the client is required to pay is specified on the Legal Aid Certificate. The revenue and receivable are recognized when the certificate is signed.

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

ii) **Expanded Eligibility**

Under terms of expanded eligibility, clients are required to pay all of the legal costs and an administration fee of 25% of the Corporation's cost of the case up to a maximum of \$250. The revenue and receivable are recognized based on the date of the lawyer's billing.

iii) **Charges on Land**

Charges on Land are registered under Section 17 of the *Corporations Act* in a Land Titles Office against property owned by clients. The revenue and receivable are recognized at the later of the date the lien is filed or the date of the lawyer's billing. Collection of these accounts in the future is dependent on the client disposing of the property or arranging for payment.

g) **Allowance for Doubtful Accounts**

The allowances for doubtful accounts are determined annually based on a review of individual accounts. The allowances represent management's best estimate of probable losses on receivables. Where circumstances indicate doubt as to the ultimate collectability of an account, specific allowances are established for individual accounts. In addition to the allowances identified on an individual account basis, the Corporation establishes a further allowance representing management's best estimate of additional probable losses in the remaining accounts receivable.

h) **Capital Assets**

Capital assets are recorded at cost less accumulated amortization. Amortization of capital assets is recorded on a straight-line basis over the estimated useful lives of the capital assets as follows:

- Furniture and office equipment - 10 years
- Computer hardware and software - 4 years
- Leasehold improvements - over the term of the lease

Work in progress assets are not amortized until the asset is available to be put into service.

i) **Pension Plan**

Employees of the Corporation are pensionable under the *Civil Service Superannuation Act*. The Civil Service Superannuation Plan is a defined benefit pension plan. Legal Aid Manitoba is a non-matching employer. Under provisions of the *Civil Service Superannuation Act* non-matching employers defer contributing their share of employee pension benefits until they are billed for 50% of the benefit payments processed. The Corporation accrues a provision for the liability for the employer's share of employee pension benefits, including future cost of living adjustments, based on actuarial calculations. When actual experience varies from actuarial estimates, the adjustment needed is recognized immediately in net revenue (expense) in the year that the actuarial gain or loss arises.



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

#### 3. Client Accounts Receivable, net

	<b>2010</b>	<b>2009</b>
Agreements to Pay	\$ 64,751	\$ 57,974
Expanded Eligibility	570,705	411,211
	635,456	469,185
Less: Allowance for Doubtful Accounts	399,787	276,597
Client Accounts Receivable, net	\$ 235,669	\$ 192,588

#### 4. Other Receivables, net

	<b>2010</b>	<b>2009</b>
Court Costs	\$ 216,009	\$ 205,390
Child and Family Services Agencies	4,419	31,131
Employment and Income Assistance	53,736	78,371
Employee Advances, GST Recoverable, and Miscellaneous	42,216	27,194
	316,380	342,086
Less: Allowance for Doubtful Accounts	212,532	200,017
Other Receivables, net	\$ 103,848	\$ 142,069

#### 5. Capital Assets

	<b>2010</b>		<b>2009</b>	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture and Office Equipment	\$ 239,178	\$ 115,595	\$ 232,691	\$ 92,001
Computer Hardware and Software	239,854	137,783	194,032	122,113
Leasehold Improvements	314,736	246,021	314,736	206,549
Work in Progress	-	-	-	-
	\$ 793,768	\$ 499,399	\$ 741,459	\$ 420,663
Net Book Value	\$ 294,369		\$ 320,796	

#### 6. Charges on Land, net: see note 2(f)

	<b>2010</b>	<b>2009</b>
Charges on Land	\$ 1,394,003	\$ 1,432,197
Less: Allowance for Doubtful Accounts	679,498	674,648
Charges on Land, net	\$ 714,505	\$ 757,549

#### 7. Long-term Receivable - Severance Benefits

The amount recorded as a receivable from the Province for severance pay was initially based on the estimated value of the corresponding actuarially determined liability for severance pay as at March 31, 1998. Subsequent to March 31, 1998, the Province provides annual grant funding for severance expense. As a result, the change in the severance liability each year is

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

fully funded. The interest component related to the receivable is reflected in the funding for severance expense. The receivable for severance pay will be paid by the Province when it is determined that the cash is required to discharge the related severance pay liabilities.

#### 8. Severance Liability

Effective April 1, 1998, Legal Aid commenced recording the estimated liability for accumulated severance pay benefits for their employees. The amount of this estimated liability is based on actuarial calculations. The periodic actuarial valuation of this liability may determine that an adjustment is needed to the actuarial calculation when actual experience is different from that expected and/or because of changes in actuarial assumptions used. The resulting actuarial gains or losses are recognized immediately in net revenue (expense) in the year that the actuarial gain or loss arises.

An actuarial report was completed for the severance pay liability as at March 31, 2010 by Ellement & Ellement Consulting Actuaries. The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2010 was \$1,719,000 (2009 - \$1,637,600). The report provides a formula to update liability on an annual basis.

Severance pay, at the employee's date of retirement, will be determined using the eligible employee's years of service and based on the calculation as set by the Province of Manitoba. The maximum payout is currently 23 weeks at the employee's weekly salary at the date of retirement. Eligibility will require that the employee has achieved a minimum of nine years of service and that the employee is retiring from the Corporation.

Significant long-term actuarial assumptions used in the March 31, 2010 valuation, and in the determination of the March 31, 2010 present value of the accrued severance benefit obligation were:

Annual rate of return	
Inflation component	2.50%
Real rate of return	4.00%
	6.50%
Assumed salary increase rates	
Annual productivity increase	0.75%
Annual general salary increase	2.50%
	3.25%

#### 9. Revenue from the Province of Manitoba

		<b>2010</b>		<b>2009</b>
Grant	\$	14,052,743	\$	11,473,617
Salaries and other payments		10,866,910		8,861,749
Health and post secondary education tax levy		230,541		195,210
Employer portion of employee benefits		1,464,832		755,996
Other Government Agencies		30,000		-
	\$	26,645,026	\$	21,286,572

Grant revenue from the Province of Manitoba includes the Corporation's share of provisions recorded for unfunded pension liabilities.

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

#### 10. Revenue from the Manitoba Law Foundation

	<b>2010</b>	<b>2009</b>
Statutory Grant	\$ 1,881,184	\$ 3,743,943
Public Interest Law Centre	180,000	180,000
University Law Centre	86,000	86,000
	<u>\$ 2,147,184</u>	<u>\$ 4,009,943</u>

A statutory grant, pursuant to subsection 90(1) of the *Legal Profession Act*, is received annually from the Manitoba Law Foundation. The Corporation's share under the Act is 50% of the total interest on lawyers' trust accounts as received by the Foundation or a minimum of \$1,007,629, whichever is greater. In the event that interest received by the Foundation in the preceding year, after deduction of the Foundation's operational expenses, is not sufficient to pay the statutory minimum of \$1,007,629 to the Corporation, the Act provides for pro-rata sharing of the net interest.

Other grants from the Manitoba Law Foundation are received pursuant to subsection 90(4) of the *Legal Profession Act*. These grants are restricted for the Public Interest Law Centre and the University Law Centre. At March 31, 2010, there were no funds remaining from these grants.

#### 11. Commitments

##### a) Lease

The Corporation rents facilities under operating leases. Unpaid remaining commitments under the leases, which expire at varying dates are:

2011	\$ 687,029
2012	471,356
2013	120,229
2014	40,603
Thereafter	-
	<u>\$ 1,319,217</u>

##### b) Private Bar

Estimated total commitments for future billings on outstanding Legal Aid Certificates amount to \$2,063,000 as at March 31, 2010 (2009 - \$2,284,000).

#### 12. Related Parties Transactions

The Corporation is related in terms of common ownership to all Province of Manitoba created departments, agencies and crown corporations. The Corporation enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount.

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

#### 13. Private Bar Fees and Disbursements

	<b>Fees</b>	<b>Disbursements</b>	<b>2010 Total</b>	<b>2009 Total</b>
Legal Aid Certificates	\$ 8,549,484	\$ 1,391,621	\$ 9,941,105	\$ 7,895,270
Duty Counsel	806,424	-	806,424	1,032,273
Transcripts and Other	-	57,141	57,141	68,812
<b>Total</b>	<b>\$ 9,355,908</b>	<b>\$ 1,448,762</b>	<b>\$ 10,804,670</b>	<b>\$ 8,996,355</b>

Management Council declared a hold back holiday for all certificates processed during the fiscal year April 1, 2009 - March 31, 2010. Certificates issued in this fiscal year were not subject to a hold back.

#### 14. Provision for Employee Pension Benefits

Pension costs consist of benefits accrued, interest accrued on benefits and experience (gain) loss. This liability is determined by an actuarial valuation every three years with the balances for the intervening years being determined by a formula provided by the actuary. The most recent valuation was completed as at December 31, 2009 by Ellement & Ellement Consulting Actuaries. The actuary has projected the pension obligation to March 31, 2010.

	<b>2010</b>	<b>2009</b>
Balance at beginning of year	\$ 13,244,586	\$ 12,063,756
Benefits accrued	656,047	573,555
Interest accrued on benefits	978,127	918,821
Benefits paid	(678,137)	(786,296)
Experience (Gain) Loss	2,429,077	474,750
<b>Balance at end of year</b>	<b>\$ 16,629,700</b>	<b>\$ 13,244,586</b>

The Corporation's pension costs consist of the following:

	<b>2010</b>	<b>2009</b>
Benefits accrued	\$ 656,047	\$ 573,555
Interest accrued on benefits	978,127	918,821
Experience (Gain) Loss	2,429,077	474,750
	<b>\$ 4,063,251</b>	<b>\$ 1,967,126</b>

The key actuarial assumptions were a rate of return of 6.50% (2007 - 6.50%), 2.50% inflation (2007 - 2.50%), salary rate increases of 4.25% (2007 - 4.25%) and post retirement indexing 2/3 of the inflation rate. The projected benefit method was used and the liability has been extrapolated to March 31, 2010 using a formula provided by the actuary.



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2010

The Province of Manitoba has accepted responsibility for funding of the Corporation's pension liability and related expense which includes an interest component. The Corporation has therefore recorded a receivable from the Province equal to the estimated value of its actuarially determined pension liability \$16,629,700 (2009 - \$13,244,586), and has recorded revenue for 2009/10 equal to its increase in the unfunded pension liability during the year of \$3,385,114 (2009 - \$1,180,830). The Province makes payments on the receivable when it is determined that the cash is required to discharge the related pension obligation.

15. Restricted Net Assets - Wrongful Conviction Cases

During the fiscal year ended March 31, 2006 the Province of Manitoba approved a reallocation of \$130,000 from the Corporation's unrestricted net assets. This funding was provided for section 696 applications under the Criminal Code for wrongful conviction appeals. In the current fiscal year, the Corporation did not incur any expenses (2009 - \$ nil) for private bar fees and disbursements related to wrongful conviction cases. The balance remaining is \$78,559.

16. Capital Management

The Corporation's objective when managing capital is to maintain sufficient capital to cover its costs of operations.

The Corporation's capital consists of the total of the various net asset balances in the amount of \$1,926,115 (2009 - \$3,104,859).

The Corporation is not subject to externally imposed capital requirements.

There were no changes in the Corporation's approach to capital management during the period.

17. Public Sector Compensation Disclosure

For the purposes of the *Public Sector Compensation Disclosure Act*, all compensation for employees, Management Council members, and the private bar fees and disbursements from Legal Aid Manitoba is disclosed in a separate statement.

18. Legal Aid Manitoba Application System (LAMAS)

A new software application system was installed and implemented fiscal 2006/07 at a cost of \$764,850. The system was paid for by the Department of Justice and therefore, a capital asset has not been recorded in these financial statements.

19. Comparative Figures

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



OFFICE OF THE  
AUDITOR GENERAL  
MANITOBA

**AUDITORS' REPORT**  
**Supplementary Financial Information Prepared in Accordance**  
**with The Public Sector Compensation Disclosure Act**

**To the Legislative Assembly of Manitoba, and**  
**To the Management Council of Legal Aid Manitoba**

We have audited the Statement of Compensation Paid to Council Members and Employees and the Statement of Private Bar Fees and Disbursements in Excess of \$50,000 for the Legal Aid Manitoba for the year ended March 31, 2010 prepared in accordance with Sections 2 and 4 of The Public Sector Compensation Disclosure Act. This financial information is the responsibility of the management of the Legal Aid Manitoba. Our responsibility is to express an opinion on this financial information based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial information is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial information. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial information.

In our opinion, these statements present fairly, in all material respects, the compensation payments to council members and employees, and payments to persons providing legal aid services for the year ended March 31, 2010 by the Legal Aid Manitoba in accordance with the provisions of The Public Sector Compensation Disclosure Act.

*Office of the Auditor General*

Office of the Auditor General

Winnipeg, Manitoba  
August 17, 2010

**Legal Aid Manitoba**  
**Statement of Private Bar Fees and Disbursements in Excess of \$50,000**  
**For the Year Ended March 31, 2010**  
(Prepared in accordance with Section 4 of the *Public Sector Compensation Disclosure Act*)

Name of Firm	Amount
Phillips, Aiello	1,186,599.35
Smith Corona VanDongen	804,687.88
Saheel Zaman Law Corporation	585,798.97
Brodsky & Company	487,749.57
Cassidy Ramsay	365,448.07
Campbell Gunn Inness	354,964.00
William L. Malcolm Law Corporation	349,048.67
Hunt, Miller & Company	282,197.71
Gindin, Wolson, Simmonds	265,926.61
Dawson Law Office	244,372.91
Skinner Law Office	243,736.53
McRoberts Law Offices	205,711.70
Phillips Law Office	196,342.77
McDonald Thompson	182,225.33
Jeff D. Nichols Barrister & Solicitor	176,434.05
Regan Thatcher Law Office	167,205.90
Killeen Rolston Wiebe	162,204.25
Edmond & Associates	147,668.12
Taylor Law Office	145,180.25
Poole Law Office	144,533.01
Bueti Wasyliv & Associates	132,769.06
Bill Armstrong	127,180.90
Eagle Law Office	122,610.95
Ginnell Bauman Watt Corporation	121,881.82
Chris Sigurdson Law	104,599.34
Kreklewich Barrister & Solicitor	99,709.59
Gisele Champagne Law Corporation	99,256.50
Scott Newman Law Office	96,945.02
Sims & Company	80,412.47
Martin Glazer Law Office	79,909.01
Kohaykewych & Associates	78,921.47
Burgess Law Office	78,661.27
Purvis Law Office	76,004.38
Sandip Sett	61,427.59
Wendy Martin White	57,759.70
Irwin Law Office	57,142.14
Robertson Shypit Soble	55,876.63
McCoy Law Office	53,536.43
Mugerwa Law Office	50,312.57

The payments reflected in this statement are on a cash basis.

**Legal Aid Manitoba**  
**Statement of Compensation Paid to Council Members and Employees**  
**For the Year Ended March 31, 2010**

(Prepared in accordance with Section 2 of the *Public Sector Compensation Disclosure Act*)

Paid to Council Members:	In aggregate	\$28,675.00
	Santos, Mario – Council Chair	\$77,190.12

Paid to employees in excess of \$50,000:

Name	Position	Amount	Name	Position	Amount
Clifford, G.	Executive Director	\$145,219.88	Craft, A.	Staff Attorney	79,725.06
McDonald, T.	Supervising Attorney	139,962.55	Anderson, L.	Staff Attorney	79,616.48
Giesbrecht, L.D.	Supervising Attorney	139,260.78	Tait, C.	Staff Attorney	78,738.08
Kingsley, P.	Supervising Attorney	135,303.37	Dowle, K.	Staff Attorney	78,375.58
Williams, J.B.	Director, PILC	134,624.08	Koshy, S.	Staff Attorney	77,985.23
Bates, G.D.	Supervising Attorney	134,048.78	Merrett, W.	Area Director, ret	77,034.88
Joyce, D.	Supervising Attorney	134,048.78	Henderson, D.	Staff Attorney	75,790.58
Paluk, M.D.	Supervising Attorney	134,014.78	Ferens, M.	Staff Attorney	73,812.10
Pauls, C.	Supervising Attorney	132,283.78	Fazenda, N.	Staff Attorney	73,121.92
Walker, M.	Supervising Attorney	132,283.78	Poudrier, C.	Staff Attorney	72,900.12
Sansregret, A.	Staff Attorney	131,525.68	Valcourt, G.	Info. Services	72,054.12
Sherman, C.D.	Deputy Area director	131,483.78	Laberge, C.	Staff Attorney	71,059.10
Gammon, G.B.	Legal Director	131,104.57	Wiebe, C.	Info. Services	70,416.70
Cadloff, K.A.	Staff Attorney	131,058.78	Tonge, P.	Staff Attorney	70,207.69
Libman, A.	Staff Attorney	130,793.78	Heinrichs, R.M.	Staff Attorney	69,284.41
Brecht, R.B.	Staff Attorney	129,293.78	Perchal, J.M.	Accountant	67,717.28
MacAulay, G.G.	Staff Attorney	129,293.78	Moir, J.	Staff Attorney	67,098.52
Woodman, R.	Staff Attorney	128,334.89	White, D.	Staff Attorney	64,136.82
Dzydz, D.	Staff Attorney	128,036.60	McNaught, I.	Staff Attorney	62,783.59
Funke, J.	Supervising Attorney	126,926.14	Swait, M.	Policy Analyst	61,947.71
Raposo, S.	Acting Deputy Ex. Dir.	126,777.50	Makar, L.C.	Intake Officer	60,467.98
Lovegrove, C.	Supervising Attorney	125,906.01	Poneira, M.	Intake Officer	59,035.20
Tailleur, L.J.	Staff Attorney	125,731.77	Simpson, P.	Info. Services	58,912.52
McAmmond, J.	Staff Attorney	125,312.71	O'Connor, L.	Staff Attorney	57,349.30
Hawrysh, G.B.	Staff Attorney	124,684.12	Hanslip, M.	Staff Attorney	57,324.84
Van Schie, S.	Staff Attorney	124,674.30	Loreth, L.M.	Intake Officer	56,776.20
Robinson, G.B.	Staff Attorney	123,867.72	Unger, J.	Intake Officer	56,289.19
Birks, C.G.	Supervising Attorney	122,024.16	Drewniak, B.	Intake Officer	56,080.20
Loney, A.	Staff Attorney	117,399.72	Muchnik, A.	Intake Officer	54,697.13
Janis, R.	Staff Attorney	117,291.32	Tasche, H.	Staff Attorney	54,061.62
Strang, K.	Staff Attorney	115,509.86	Dorion, D.	Staff Attorney	54,032.83
Pellettieri, M.	Staff Attorney	114,159.82	Chastellaine, M.	Paralegal	52,648.18
Stewart, C.	Staff Attorney	113,980.68	Laham-Szutiak, M.	Staff Attorney	52,632.07
Stewart, W.	Staff Attorney	112,790.98	Settee, S.	Intake Officer	51,936.88
Horst, A.	Supervising Attorney	112,750.39	Clifford-Johnson, T.	Paralegal	51,792.90
Sneesby, K.	Staff Attorney	112,523.36	Ross, M.	Paralegal	51,792.90
Paler, S.	Staff Attorney	112,215.68	Settee, L.	Paralegal	51,758.90
Hwozdulych, B.A.	Staff Attorney	111,791.48	Skinner, C.	Staff Attorney	50,848.96
Cottam, G.	Staff Attorney	105,319.05	Barclay, J.A.	Staff Attorney	50,659.16
Schwartz, B.	Staff Attorney	104,804.76	Bakker, N.	Paralegal	50,027.90
Kennedy, C.	Staff Attorney	100,057.72	Beatty, M.	Paralegal	50,027.90
Bowman, M.	Staff Attorney	98,400.04	Crowe, J.	Admin Officer	50,027.90
Aniceto, L.	Staff Attorney	97,561.91	Langford, K.	Paralegal	50,027.90
Froese, B.	Staff Attorney	92,005.90	Laquette, J.J.	Paralegal	50,027.90
Nygaard, D.	Staff Attorney	91,276.10	Maloney, M.E.	Paralegal	50,027.90
Dwarka, R.N.	Director of Finance	83,125.00	McRae, C.M.	Paralegal	50,027.90
Balneaves, S.	Info. Services	82,913.60	Vlaming, D.	Paralegal	50,027.90
Fawcett, R.	Staff Attorney	80,228.37			



# Directory of Legal Aid Offices

## **Administration Office & Winnipeg Area Office**

402-294 Portage Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-8500  
Toll-free: 1-800-261-2960  
TTY: 943-1131  
Fax: (204) 944-8582

## **Agassiz Law Office**

416-294 Portage Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-5230  
Toll-free: 1-800-300-2307  
Fax: (204) 985-5237

## **Application Centre**

300-294 Portage Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-8500  
Toll-free: 1-800-261-2960  
Fax: (204) 944-8582

## **Criminal Law Office**

514 St. Mary Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-8570  
Toll-free: 1-800-672-1043  
Fax: (204) 774-7504

## **Public Interest Law Centre**

610 - 294 Portage Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-8540  
Toll-free: 1-800-261-2960  
Fax: (204) 985-8544

## **Somerset Law Office**

300-294 Portage Avenue  
Winnipeg, MB R3C 0B9  
Ph: (204) 985-8550  
Toll-free: 1-800-766-2148  
Fax: (204) 956-4146

## **University of Manitoba Law Centre**

Faculty of Law - 101 Robson Hall  
University of Manitoba  
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