



Legal Aid Manitoba
L'Aide Juridique du Manitoba

2018/19 ANNUAL REPORT

*DELIVERING ACCESS TO JUSTICE
FOR LOW-INCOME MANITOBBANS*





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James McLandress, *Vice-Chair*
Herbert Peters
Diane Stevenson
Aileen Madden

Kim Milne
Mark O'Neill
Lisa Settee
Brenda Gunn

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Executive Director and CEO

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*Director of Finance and Labour
Management*

Peter Kingsley
Senior Area Director

Area Directors

Cathy D. Sherman

Letter To The Minister



Legal Aid Manitoba
L'Aide Juridique du Manitoba

FORTY-SEVENTH ANNUAL REPORT
LEGAL AID MANITOBA
Fiscal Year Ending March 31, 2019

The Honourable Cliff Cullen
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 Forty-Seventh Annual Report for the year ending March 31, 2019.

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 \$75,000 in accordance with Section 2 and 4 of *The Public Sector Compensation Act*.

Respectfully submitted,

TIMOTHY VALGARDSON

Chair
Legal Aid Manitoba Management Council



At-a-Glance



1% Increase In Full Representation Certificates

6% Decrease In Administration Costs



Focusing on “Families First” made recommendations to the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)



Participated as one of the organizers of *Tebweta Ajiimowin “To Tell the Truth”* an Indigenous Law Program jointly presented by the Law Society of Manitoba, Manitoba Bar Association, Robson Hall, and the Manitoba Indigenous Law Students’ Association



Awarded the Manitoba Bar Association’s *Access to Justice Award*



Awarded the *Manitoba Service Excellence Award* for our delivery of Immigration and Refugee services



Our Public Interest Law Centre was awarded the Manitoba Human Rights Commission’s *Aaron Berg Award*



Made submissions in the Supreme Court of Canada on behalf of a coalition of organizations representing persons living in poverty in *R. v. Le*

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Message from the Chair

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. Legal Aid Manitoba’s (LAM’s) delivery of legal advice and representation services to nearly 100,000 Manitobans each year contributes to the efficient delivery of access to justice and a fair and balanced justice system.

These are special times for LAM and the delivery of access to justice; demand for our advice and representation services continues to increase year over year while overall funding remains relatively static:



for the 5th consecutive year, the volume of representation services we delivered to Manitobans increased;



for the 5th consecutive year, we were proud to deliver more services within budget and without significant increases in funding; and



for the 2nd consecutive year, we were able to deliver more services while also decreasing administration costs.

Increasing access to justice under these circumstances requires innovative action. During 2018/19 LAM embarked on a bold plan to continue meeting these challenges. The following are highlights of 2018/19 activities and initiatives:

Weekend Bail Project: Manitoba’s Criminal Justice System Modernization Strategy has identified the need to have a more rigorous review of matters remanded into custody. This is even more important on the weekend as detained accused can sit over the weekend without any meaningful review of their matters and no true opportunity to apply for release. After consulting with Manitoba Justice, LAM implemented an enhanced weekend bail duty counsel project on May 26, 2018. Results demonstrate that a large volume of matters are now assisted by weekend duty counsel—reducing delay and resulting in lower volumes of bails in Winnipeg during the week.

Pre-Approval of Out-of-Custody Matters: LAM identified that accused persons released from police detention often do not apply for assistance until their first appearance date, which is often 4-6 weeks after their release date—making the first appearance date more of a triage event and resulting in delay to allow the accused an opportunity to apply for legal aid or retain counsel privately. In partnership with the Winnipeg Police Service and Royal Canadian Mounted Police (effective June 1, 2018) accused persons who are released from police custody are provided with information pamphlets by the police service, encouraging them to apply for legal aid either in person, online, or over the telephone well in advance of their first appearance date. The aim of this initiative is to reduce delay and the number of unrepresented accused. In addition, the early involvement of counsel in matters should contribute to reducing instances of accused persons failing to appear for court and/or failing to comply with court orders. Applicants who apply at this early stage will:

- ✓ have their eligibility assessed well in advance of their first appearance date; and
- ✓ have staff counsel assigned to assist—providing applicants with advice and assistance well in advance of their first appearance date while their eligibility is being assessed.

Staff Criminal Youth Defence Office Reorganization (Wpg): After consulting with staff lawyers practising in the area of youth criminal defence, LAM’s community law office structure in Winnipeg was reorganized (effective September 2018) so that lawyers specializing in the area of youth criminal defence are grouped together in one unit — enhancing quality of service, cost-effectiveness and productivity.

Expanded Criminal Duty Counsel: Many accused will want and need advice about diversion, restorative justice and early disposition options that may be available. In an effort to increase access to justice for individuals appearing in courtrooms across the province, LAM implemented a further expansion of dedicated duty counsel assistance to previously unserved locations in Gimli, Beausejour and Stonewall, as well as bilingual duty counsel assistance to St. Boniface and St. Pierre-Jolys.

Expanded Duty Counsel for Child Protection Matters: Many parents and families will want and need advice regarding child protection issues. In an effort to increase access to justice for all parents and families appearing in courtrooms across the province, LAM expanded child protection duty counsel assistance—making it available to parents and families in many provincial and superior courts throughout the province.

Journey to Reconciliation: LAM acknowledges the importance of the Truth and Reconciliation Commission’s Report and its 94 Calls to Action. Among those Calls to Action was a recommendation that lawyers receive appropriate cultural competency training, which includes the history and legacy of residential schools. During 2018/2019:

- ✓ LAM continued to offer educational training workshops for all staff members;



Tim Valgardson, Chair

- ✓ LAM's Public Interest Law Centre (PILC) participated as one of the organizers of Tebweta Ajiimowin "To Tell the Truth" an Indigenous Law Program jointly presented by the Law Society of Manitoba, Manitoba Bar Association, Robson Hall, and the Manitoba Indigenous Law Students' Association. The program was attended by LAM Senior Management and staff; and
- ✓ PILC engaged with the families of Missing and Murdered Indigenous Women and Girls (MMIWG), Elders and a coalition of service providers to propose a made-in-Manitoba, Indigenous-led process to address the tragedy of MMIWG—making both national and regional recommendations to the National Inquiry into MMIWG on behalf of the families of Missing and Murdered Indigenous Women and Girls.

Performance Measurement: LAM continued to enhance its performance measurement system, supporting the delivery of results and access to justice. 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;
- inform LAM's strategic planning and ensure that resources are allocated based on performance, to optimize results;
- enhance and increase LAM's ability to:
 - achieve its strategic objectives within a fixed budget; and
 - provide evidence that demonstrates value for money to its funders and stakeholders.

Award Winning Service:

- ✓ For the second consecutive year, LAM was a co-recipient of a *Manitoba Service Excellence Award*;
- ✓ Executive Director and CEO Gil D. Clifford was awarded the Manitoba Bar Association's (MBA) *Access to Justice Award*;
- ✓ PILC was awarded the Manitoba Human Rights Commission's *Aaron Berg Award* for their contributions to advancing human rights in Manitoba;
- ✓ Staff lawyer Michael Walker was the recipient of the *Dean's Award for Teaching Excellence for Sessional Instructors*—teaching the Clinical Criminal Law course at Robson Hall Law School and supervising LAM's University of Manitoba Community Law Centre; and
- ✓ Staff lawyers Sandra Bracken and Meredith Mitchell were awarded the *MBA Section Award* for Co-chairing the Child & Youth Law Section.

Since becoming the Chair of LAM's Management Council in November 2012, it has been a personal pleasure for me to have chaired a board that has played a vital role in all those successes.

The talented and dedicated people who sit on our Management Council have been proud to oversee the remarkable work that LAM management and staff have completed in support of the organization's objectives.

The accomplishments of the past year have indisputably supported the four Strategic Directions that were implemented in 2018, and which will continue to guide LAM activities until 2023:

- ✓ Expanding access to justice and providing fair and equal access to eligible applicants across the province;
- ✓ Providing client-focused, high-quality, cost-effective services while promoting innovation;
- ✓ Meeting the highest standards of public administration in Manitoba including the highest standards of transparency and accountability; and
- ✓ Providing more and better services in a more cost-effective way.

If we cross-reference the four Strategic Directions with LAM's achievements, we can see the ways in which general objectives have translated into actual advances.

In my capacity as Chair, I would like to recognize my fellow Council Members as well as the management team and staff who have done exceptional work. In particular, Executive Director and CEO Gil D. Clifford deserves special recognition for the vision and steady leadership he has shown throughout these years of growth and transformation.

We are also profoundly grateful for the support and confidence of the Government of Manitoba. With the successes of 2018/19 now in the history books, we anticipate another busy year and continuing development of innovative action that advances our strategic objectives and increases access to justice.



TIM VALGARDSON
Legal Aid Manitoba Management Council Chair



Message from the Executive Director and CEO

I will be retiring a few short weeks from the writing of this annual report and will take the opportunity to focus on the past decade as Executive Director and CEO rather than the past year.

I began as Executive Director and CEO in 2008 on the heels of the new *Legal Aid Manitoba Act*, a recently appointed Chair of Management Council, and the departure of 4 senior managers. These changes resulted in the creation of a new Executive Management Committee structure, the majority of the members being newly appointed.

This newly formed Executive Management Committee (EMC) has successfully implemented the following changes to Legal Aid Manitoba's (LAM's) fiscal and operational structure:

EMC determined Legal Aid Manitoba should be operated fiscally and administratively on a private enterprise model. We were unable to find such a model anywhere in the public sector in North America;

EMC decided the number of executive officers should be reduced from 7 to 5 and received authorization from Management Council to make this reduction;

the first order of business was to create the means to collect reliable business data which included the creation of a base unit of legal service. We redefined the "legal matter" for this purpose. The new base unit allowed us to more accurately capture the value of work performed;

EMC then looked to provide a credible and expedient way to capture the value of superficially similar cases which varied greatly in complexity. The private bar tariff had operated successfully for some time and billing on the tariff (with accommodation for extremely unusual circumstances) reflected compensation for this work in a manner that was accepted by the private bar. It was determined that staff attorneys could "bill" cases on this model as well, and the Complexity Weighted Caseload productivity measure (CWC) was created. Legal Aid staff lawyers were required to bill all closed files using a system which exactly mirrored private bar billings;

LAM staff perform, and compete for, the same work as the private bar. The fact that the block fee tariff permitted expedient billing, and had been tested and continuously refined in the market place for some 40 years, gave credibility to this approach; and

staff/private bar market share (number of Legal Matters issued to each service provider) provided a means to monitor, and continually optimize service provision for maximum efficiency in locations throughout the province – where the availability of counsel can vary from abundant to severely limited.

A business approach combined with accurate data has provided EMC with a solid basis for evidence-based decision making. This has led to taking business based approaches such as:

a retiring staff lawyer is only replaced when a business case is made by the Community Law Centre Supervisor and approved by EMC;

the restructuring and centralization of our intake system around electronic procedures resulting in a reduction of the number of Area Directors from 4 to 1;

instituting integrated position descriptions, and cross training, for intake officers and assistants;

the creation of smaller, conflict-free, independent Community Law Centres;

the elimination of duplicate services (i.e. "information only" services) and the decision not to develop services that duplicate the work of other organizations;

a strategic focus on our primary mandate to make LAM the most efficient, effective, delivery model for legal representation services in Canada; and

substantial success in the deployment of paperless work and business processes.



Gil Clifford, *Executive Director and CEO*



I think legal aid is essential to the justice system, to make sure that the justice system is strong and fair...



—THE RIGHT HONOURABLE RICHARD WAGNER
Chief Justice of the Supreme Court of Canada, June 2019

This private enterprise approach to the fiscal and administrative work of LAM has provided significant successes in an era when legal aid services elsewhere in Canada have been reducing services due to increased demands, increased costs and fiscal restraint. LAM, within relatively fixed funding levels over the past decade boasts the following successes as of fiscal year ending March 31, 2019:

- ✓ LAM is by all measures the most efficient plan providing the greatest access to justice through legal representation among Canadian Legal Aid Plans;
- ✓ LAM provides the broadest coverage areas for full representation, including all core areas: family law, child protection law, criminal law, immigration and refugee, poverty law and public interest law among Canadian Legal Aid Plans;
- ✓ LAM provides expanded duty counsel services in criminal and child protection law at major court locations throughout Manitoba without charge and without a requirement of financial eligibility;
- ✓ LAM provides the highest financial eligibility guidelines for full representation “free legal aid” (up to \$23,000.00 for a single person and topping out at \$43,000.00 for a large family) among Provincial Legal Aid Plans;
- ✓ LAM also provides an Agreement to Pay Program (ATP) for the working poor who can afford to pay for legal services at low LAM rates of \$80.00/hr. This program provides access to full legal representation, in all areas of coverage, for single people with incomes up to \$35,000.00 and large families with incomes up to \$60,000.00. It is also the most generous ATP program among all the Provincial Legal Aid Plans; and
- ✓ LAM has the lowest cost per case among all the Canadian Legal Aid Plans.

“*Legal Aid Manitoba met increased demand and expanded its coverage areas, universal duty counsel services and family law coverage within its existing funding model...*”

**—WORKING TOWARD ACCESSIBLE JUSTICE:
TRACKING PROGRESS ON CANADA’S JUSTICE DEVELOPMENT GOALS IN 2018**
Action Committee on Access to Justice in Civil and Family Matters

The result of the last decade of work at LAM has made it a strong voice among the Association of Legal Aid Plans of Canada.

The approach of plans who have maintained their operational status quo, and sought to find a solution to fiscal pressures by reducing representation services, or providing partial or “self-help” services, has resulted in substantial reduction of effective services in many provinces. This has affected all areas of service, but in the critical areas of securing fair family law outcomes alone has resulted in removal of legally aided family law representation services in many jurisdictions across the country. The long-term cost of this failure to provide services to low-income people is incalculable.

Our ability to increase effective access to justice in the area of legal representation relates directly, in my opinion, to our dedicated business approach in the management of the Manitoba plan.



GIL CLIFFORD
Executive Director and CEO

“*For our court system to work properly, people in court, particularly in trials that impact their liberty such as criminal and refugee matters, need lawyers.*”

—THE RIGHT HONOURABLE BEVERLY McLACHLIN
Former Chief Justice of the Supreme Court of Canada, October 19, 2017



The Public Interest Disclosure (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 Public Interest Disclosure (Whistleblower Protection) Act* during the period between April 1, 2018 and March 31, 2019. The activity under the *Act* is set forth in the disclosure reporting matrix below:

Information required annually	Fiscal year 2018/19
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 corrective action was taken. subsection 18(2)(c)	NIL

BRUCE GAMMON

Legal Director & Designated Officer under *The Public Interest Disclosure (Whistleblower Protection) Act*
Legal Aid Manitoba



Access to Justice is achieved through fair processes and fair outcomes. A fair process means a justice system that is transparent, affordable and as easy to navigate as possible. A fair outcome results from a person having the opportunity to be heard in a meaningful way.



—ALLISON FENSKE and BEVERLY FROESE

Public Interest Law Centre

Justice Starts Here: A One-Stop Shop Approach for Achieving Greater Justice in Manitoba

Delivering Access to Justice

In Manitoba, there is a continuum of legal and non-legal services provided by publicly funded, non-profit, and volunteer based organizations, that strive to meet the different legal needs of the poor and working poor.

At one end of the continuum is a basic need for legal information and education services. This basic need is met by a number of organizations throughout Manitoba. Legal Aid Manitoba (LAM) does not duplicate the services provided by these organizations.

At the other end of the continuum is the need for highly specialized legal advice and/or representation services that require the skill, knowledge and expertise provided by lawyers.

LAM delivers access to justice by specializing in providing legal advice and/or representation services.

“*Winnipeg Harvest is proud to partner with Legal Aid Manitoba to ensure low-income voices are heard and justly represented in Manitoba. Their work is instrumental in creating an accessible and fair justice system for all.*”

—KAREN TAYLOR-HUGHES
Executive Director, Winnipeg Harvest

POVERTY LAW

2018/19

We provided a range of poverty law services, including disputes involving housing and government benefits and *Mental Health Act* detentions





In the Public Interest

The Public Interest Law Centre: 36 Years of Building Relationships, Affirming Rights & Protecting the Environment

The Public Interest Law Centre (PILC) was established in 1982 to fulfil the mandate under section 4 of *The Legal Aid Manitoba Act* to provide assistance to groups on public interest matters.

Working in close partnership with lawyers from the private bar and with community organizations such as the Consumers Association of Canada (Manitoba Branch), the Council of Canadians with Disabilities and Barrier-Free Manitoba, PILC has earned widespread recognition for its evidence-based approach to issues relating to consumers, the environment, and removing barriers for vulnerable groups. The Centre's creative approach to law reform, and service delivery earned national recognition in a study of innovative approaches to legal aid conducted for the Canadian Bar Association.

PILC and its team were recognized with the Manitoba Human Rights Commission's *Aaron Berg Award* in 2018, a *Service Excellence Award* in 2017, as well as a commendation from the Clerk of the Executive Council in 2016. The PILC team has also been the recipient of honours from the University of Winnipeg (2017), the Manitoba Bar Association (2017), the Canadian Bar Association (2015) and the Manitoba Law Society (2013). A 2015 stakeholder survey highlighted strong reviews regarding the quality of the Centre's work with "high praise" coming "not only from clients but from Government, the Judiciary, the Academy and from private bar lawyers". In March 2018, the CEO of The Law Society of Manitoba noted the "important advocacy work" of the Centre and described the PILC staff as "committed, creative, capable".

PILC staff have appeared before the Supreme Court of Canada on at least ten occasions. Their most recent (and successful) appearance was in October 2017 on a matter relating to the Canadian Transportation Agency. In September 2018, they made submissions to the Supreme Court on a matter relating to the rights of people living in poverty and freedom from uninvited police intrusion. Among the many achievements of PILC are significant roles in:

- ✓ the cessation of work on the \$10.5 billion Conawapa hydro-electric generating station following an adverse report by the Manitoba Public Utilities Board;
- ✓ the innovative development by Enbridge Inc. of Indigenous monitoring of the impacts of pipeline construction in response to a directive by the National Energy Board based upon the recommendation of a PILC client;
- ✓ recognition by the Manitoba Court of Appeal that post-apprehension child-welfare hearings have disproportionate, adverse impacts on First Nation Children;
- ✓ agreements by municipalities to eliminate barriers to community living options for adult persons with intellectual disabilities;
- ✓ rebates to Manitoba consumers of over half a billion dollars of surplus revenues collected by Manitoba Public Insurance;
- ✓ a negotiated settlement removing barriers to the medical profession for Internationally Trained Medical Graduates which has improved access to quality medical services throughout Manitoba; and
- ✓ a regulatory change to the definition of family for purposes of Employment Insurance compassionate care benefits following the launch of a legal challenge.

PILC is also working closely with First Nation Elders and Knowledge Holders on a series of collaborative projects hosted by the Turtle Lodge in Sagkeeng Anicinabe and aimed at promoting dialogue between Government, Industry and First Nation people on the relationship between Indigenous laws, the environment and economic activity. Members of the Provincial Cabinet have attended gatherings at Turtle Lodge in November 2016, July 2017 and September 2018. The model developed in support of this conversation is expected to be used in future efforts focusing on healthy Indigenous families.

Innovative Delivery of Public Services

Central to the PILC model is the ability to stretch scarce resources through collaboration with private bar and community partners, significant cost recovery and innovative service delivery.



In recent years, PILC clients have benefited from the donation of an estimated \$225,000 annually in time from private bar lawyers as well as academics and students. Each year the contribution of the private bar to PILC is recognized in a major Manitoba Bar Association award presented by a member of the Manitoba Court of Appeal.



Due to its focus on cost recovery, the percentage of PILC expenditures as a total of Legal Aid Manitoba (LAM) expenditures has ranged between 0.8% (2016) to 5.0% (2019) over the past three years. Sources of cost recovery have included the Canadian Mental Health Commission, the Federal Office of Consumer Affairs, the Federal Privacy Commissioner, the Canadian Radio-Television and Telecommunications Commission (CRTC), the National Energy Board, the Clean Environment Commission and the Manitoba Public Utilities Board.



A significant source of cost recovery totalling in the hundreds of thousands of dollars annually comes from awards from regulatory tribunals for making significant contributions to their deliberations. As just one example, PILC was awarded over \$100,000 in costs from the CRTC in 2017/18 for its work in seeking to address barriers to internet service for Northern and remote Manitoba First Nations. Over the last two years, the Centre has leveraged over \$450,000 worth of in-kind donations from the private bar, academics and students and generated over \$1.5 million in additional revenues.



Apart from the services delivered by its lawyers and pro bono private bar partners, PILC has also assisted in mitigating overall cost pressures for LAM through the delivery of services by its advocates. For example, in 2020/21 a PILC advocate will begin offering advocacy services before the Immigration and Refugee Board in response to a significant increase in demand with the objective of reducing Legal Aid reliance on more expensive lawyer delivered services. Similarly, the Residential Tenancy Branch has also recognized the value of PILC advocates in improving both hearing efficiency and alternative dispute resolution prospects.



On November 25, 2017 PILC celebrated its 35th anniversary with an afternoon seminar including panel discussions on consumer issues, Indigenous laws, the environment and water, and human rights. The event was attended by over 150 members of the legal, NGO, political communities and other current and former PILC clients and supporters



Performance Measurement: Supporting the Delivery of Results and Access to Justice

Financial Guidelines

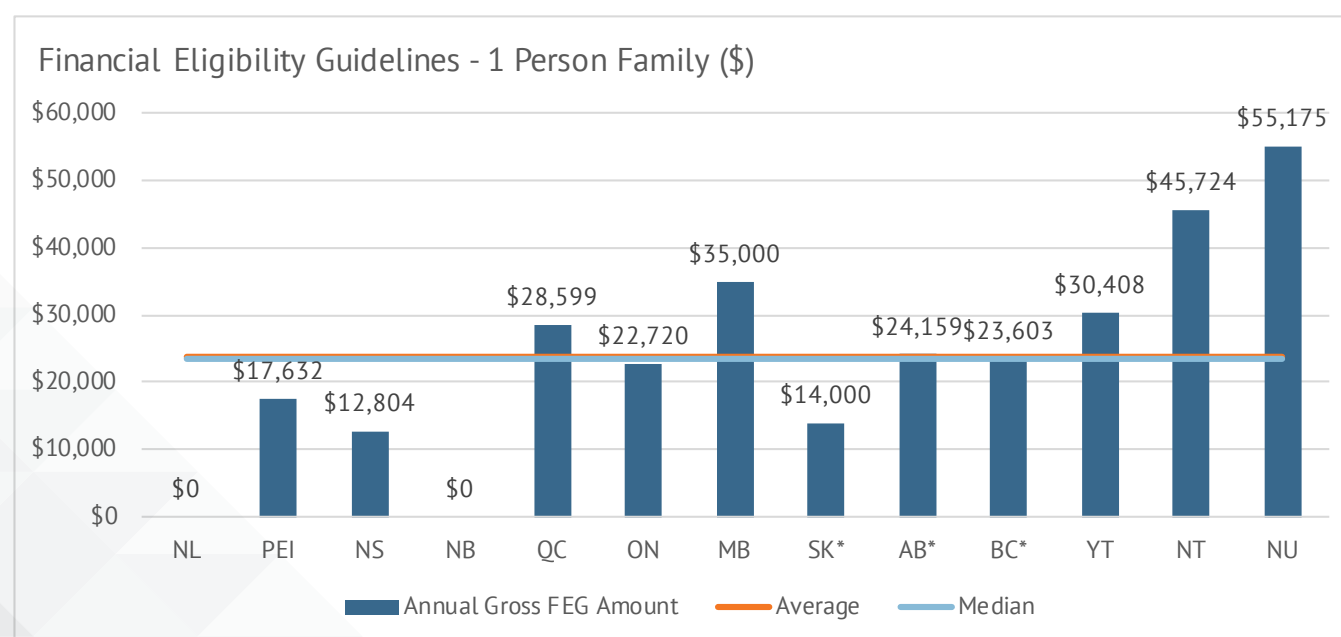
Legal Aid Manitoba's (LAM's) financial eligibility guidelines are designed to provide a greater number of Manitobans with incomes near the poverty line with the opportunity of obtaining legal representation services (see Figure 1). We are able to extend our eligibility guidelines through the Agreement to Pay program which recovers the cost of the services provided at legal aid rates.

Figure 1

Family Size	"Free" Legal Aid Gross Family Income	Agreement to Pay Gross Family Income	Poverty Line [2019 Stats Canada Low-Income Cut Off (LICO) before tax]
1	\$0 - 23,000	\$23,000 - 35,000	\$25,338
2	\$0 - 27,000	\$27,000 - 45,000	\$31,544
3	\$0 - 31,000	\$31,000 - 50,000	\$38,780
4	\$0 - 34,000	\$34,000 - 54,000	\$47,084
5	\$0 - 37,000	\$37,000 - 57,000	\$53,402
6	\$0 - 40,000	\$40,000 - 60,000	\$60,228
More than 6	\$0 - 43,000	\$43,000 - 60,000	\$67,056

LAM's financial eligibility guidelines are the highest among the provincial legal aid plans for a single person and for all family sizes. Figure 2 shows the financial eligibility guidelines for a one person family across Canada.

Figure 2



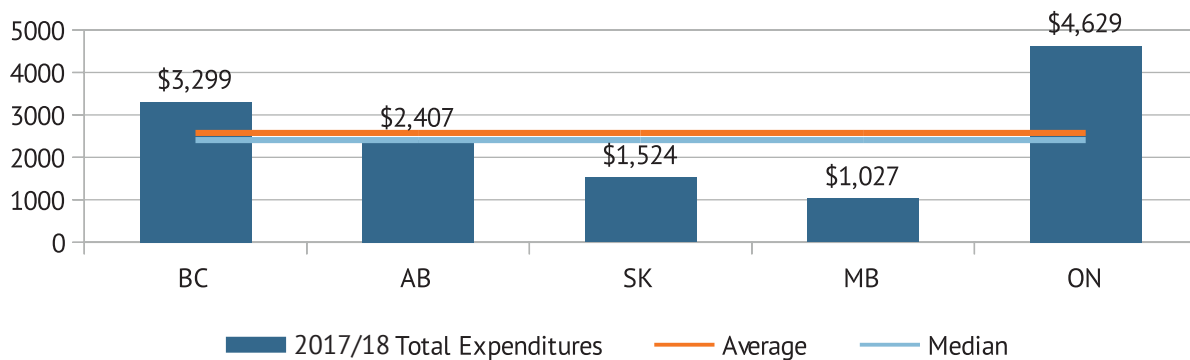
* Jurisdictions that calculate financial eligibility guidelines on a net income amount were adjusted to the gross amount for the comparative purposes.

Cost-Effective Delivery of Services

Legal Aid Manitoba (LAM) is focused on innovations and practices that lead to overall efficiency in the delivery of full representation legal services, while still providing effective legal representation. As a result, our cost per certificate is the lowest when compared to other legal aid plans (see Figure 3) even as we provide more full representation certificates per capita than any other legal aid plan (see Figure 4).

Figure 3

Total Expenditures Per Certificate (\$)



Source: Information published by legal aid plans for fiscal year 2017/18

“

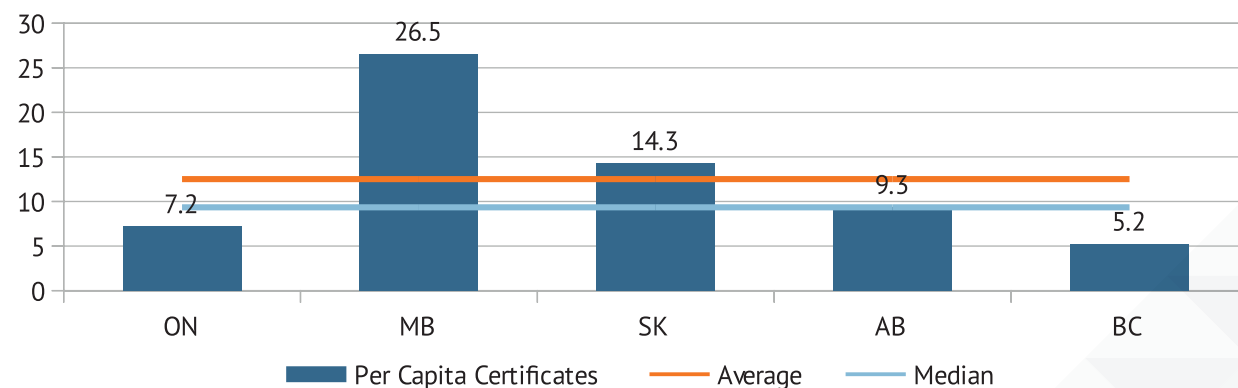
A critical barrier to the public's access to the justice system is the cost of legal services, which can be prohibitive not only for the poor but also for the middle class.

”

—REPORT OF THE ACCESS TO LEGAL SERVICES WORKING GROUP
Action Committee on Access to Justice in Civil and Family Matters

Figure 4

Per Capita Certificates (Certificates/person) Rate per 1,000



Source: Statistics Canada website and information published by legal aid plans for fiscal year 2017/18



Scope of Service Details

Scope of services provided by legal aid plans across Canada:

Legal Aid Manitoba's (LAM's) purpose is to serve the public interest by providing low-income individuals and groups with fundamental and essential legal "advice" and "representation" services that:

- fulfil Manitoba's constitutional obligation to ensure procedural and substantive fairness in the administration of justice; and
- address the constitutional principles of "fairness" and "efficiency" in the areas of:
 - Criminal defence (adult and youth);
 - Child Protection;
 - Family Law;
 - Immigration and Refugee;
 - Poverty Law issues including disputes involving housing issues, government benefits and *Mental Health Act* detentions; and
 - Public Interest (Indigenous, consumer and environmental).

LAM provides more representation services to more people, in more areas of law, than any other provincial legal aid plan (see Figure 5).

Figure 5

	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT	NU
Legal Information		✓	✓			✓				✓	✓		
Legal Advice (not Duty Counsel)	✓	✓	✓			✓	✓			✓	✓		✓
Criminal Representation													
Likelihood of jail	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Loss of means of earning a living	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Youth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Traffic/By-law Offences (unrelated to other CC charges)	✓					✓	✓				✓		✓
Other factors						1				2			
Mental Health Reviews	✓	✓	✓		✓	✓	✓		✓	✓	✓		✓
Institutional Disciplinary Hearings			✓		✓	✓	✓		✓	✓	✓		✓
Family Representation													
Simple Divorce	✓	✓	✓		✓	✓	✓				✓		✓
Divorce with corollary	✓		✓		✓	✓	✓	✓	✓	✓	✓		✓
Property Division (never alone)	✓	✓	✓		✓	✓	✓		✓	✓	✓		✓
<i>Family Maintenance Act</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Emergency Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Child Welfare	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Civil Representation													
<i>Mental Health Act</i>	✓	✓	✓		✓		✓		✓		✓		✓
Income Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Residential Tenancy			✓				✓				✓		✓
Public Interest													
Indigenous, Consumer, Environmental, Human Rights			✓			✓ ³	✓						✓ ⁴
Law Reform/Test Cases			✓			✓	✓						
Immigration - Refugee/Deportation	✓				✓	✓	✓		✓	✓			

Source: Statistics Canada website and information published by legal aid plans

¹ Member of vulnerable group i.e. First Nation, mental health or addiction issues

² Indigenous and case impacts your ability to follow traditional livelihood

³ Consumer Law Excluded

⁴ Consumer and Environmental Law Excluded

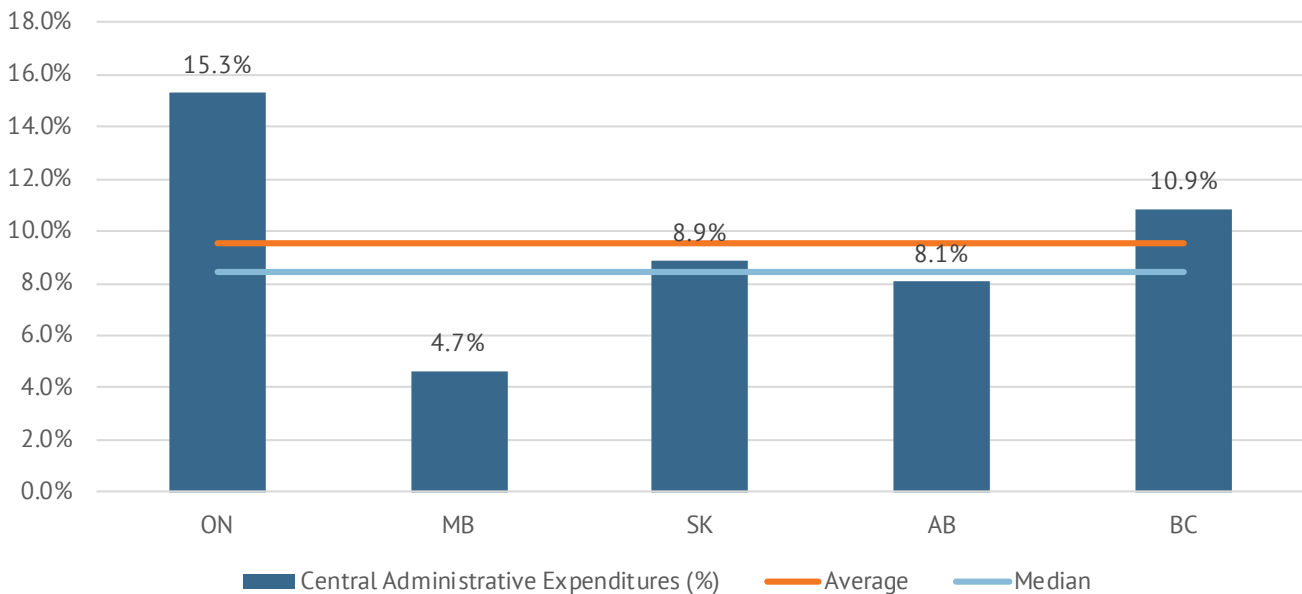
Central Administrative Expenditures

Legal Aid Manitoba (LAM) delivers services in a cost-effective and efficient manner by removing waste and inefficiencies from its processes and structure using sound business practices and principles.

LAM's administrative costs, as a percentage of total expenditures, are the lowest among all legal aid plans across Canada. As a result, a greater number of Manitobans living near the poverty line can access LAM's essential advice and representation services (see Figure 6).

Figure 6

Central Administrative Expenditures



Source: Information published by legal aid plans for fiscal year 2017/18

UMCLC UNIVERSITY OF MANITOBA COMMUNITY LAW CENTRE

Law students provided a range of criminal defence and civil law representation and information services on over 500 matters under the supervision of LAM staff lawyers





Stakeholder Engagement and Corporate Responsibility

Legal Aid Manitoba (LAM) serves the public interest by providing quality legal advice and representation services to eligible low-income individuals and groups in an accountable and transparent manner, with an emphasis on:

- openness;
- ethical standards;
- performance outcomes; and
- fiscal responsibility.

Stakeholders play a key role in LAM's strategic planning and implementation process. Stakeholder engagement ensures that Management Council's oversight of LAM emphasizes the following principles:

1. Transparency

The principle that LAM will conduct its business in an accessible, clear and visible manner and that its activities are open to examination by its stakeholders.

2. Accountability

The principle that LAM is obligated to demonstrate and take responsibility for its actions, decisions and policies, and that it is answerable to the public at large.

In consultation with stakeholders, we will continue our efforts to advance LAM's strategic objectives, and increase access to justice.

Family Law Services



FAMILY LAW 2018/19

We opened over 4,600 family cases, involving matters such as divorce, separation, protection orders and child custody/support

Legal Aid Manitoba (LAM) affords invaluable legal services to thousands of low-income members of our community. A good deal of the legal services given by LAM relates to family law and child protection issues. Through the legal advice and assistance those individuals receive from LAM, they are empowered to not only access justice but also to advance, protect and enforce their legal rights and those of their children. The parties benefit immeasurably, and so does the Court. The board members and staff of LAM deserve to be commended and supported by the broader community in which its good work is carried out.

—THE HONOURABLE JUSTICE MARIANNE RIVOALEN

Former Associate Chief Justice of the Court of Queen's Bench of Manitoba (Family Division)

Mental Health Review Board

The Mental Health Review Board deals primarily with people who are involuntary patients in mental health facilities. Most applicants to the board are being deprived of their personal liberties and freedoms when they apply. Legal Aid Manitoba has adopted an innovative process to help ensure every applicant who wants counsel to help them at a hearing before the board can exercise that right. It plays a critical role in people's lives during a very

vulnerable time, ensuring applicants are heard, and helps ensure rights are protected and respected while the board seeks to balance liberties with the need for individuals to receive treatment.

—EILEEN O'DONNELL
Administrator
Mental Health Review Board



A Woman's Place Domestic Violence Support & Legal Services

In partnership with Legal Aid Manitoba, a Woman's Place Domestic Violence Support & Legal Services, a program of NorWest Co-op Community Health, provides for legal representation for victims of family violence in Manitoba.

This program would not be possible without the ongoing support from Legal Aid Manitoba not only in developing the program but also the years of assistance provided to abused women and children.



The relationship between A Woman's Place and Legal Aid has been a positive experience for the hundreds of women in high-risk situations who utilize the Legal Aid Services to ensure their safety. It goes without saying that the legal services provided to the women who have utilized our program did so with the provision of accessible and timely family law services through Legal Aid Manitoba.

—KIM STORESHAW
Former Director, Family Violence Services, NorWest Co-op Community Health

Inclusion Winnipeg



Access to justice is restricted for marginalized groups of people, and people with intellectual disabilities experience discrimination and barriers to justice at a significantly higher rate than most citizens. Together with the people we support, Inclusion Winnipeg is grateful for the work the Public Interest Law Centre carries out on their behalf.

This year, Inclusion Winnipeg, a member of the Coalition of Vulnerable Persons, celebrated the court ruling on the Stadler case that paved the way for the Social Services Appeal Board to hear Charter cases. It truly was "a victory for those who believe in fairness and equal treatment for all Manitobans". It was a step closer to full access to the Charter for people who continue to be represented at the highest level of complaints to the Human Rights Commission.

The Public Interest Law Centre (PILC - an office of Legal Aid Manitoba) fills a significant gap in our community for people who would not otherwise have their voice heard. Representing people who are denied eligibility to the services they require such as the Community Living Disability Services is another example of the important and critical work that the PILC team does to benefit people with intellectual disabilities and their families. We believe when those individual cases are won we move closer to greater access for all.

Thank you. We couldn't do the work or see the results without you and we look forward to another year of collaboration in pursuit of justice.

—JANET FORBES
Executive Director, Inclusion Winnipeg



Provincial Court of Manitoba



CRIMINAL LAW 2018/19

We approved and issued over 28,000 full representation criminal adult and youth defence matters – safeguarding constitutional rights and ensuring procedural and substantive fairness in the administration of justice in Manitoba

The Judges of the Provincial Court of Manitoba see on a daily basis the service that Legal Aid Manitoba provides to those charged with criminal offences, involved in family court proceedings and child protection proceedings. The Provincial Court is grateful for the legal assistance that is provided to those most vulnerable in our society. Legal Aid Manitoba plays an important role in the delivery of a justice system that is accessible and fair to all.

—THE HONOURABLE CHIEF JUDGE MARGARET WIEBE
Provincial Court of Manitoba

Child Protection



CHILD PROTECTION 2018/19

We opened 2,215 child protection matters providing services that strengthen families and protect children

A healthy family unit is a fundamental building block to the functioning of any society. Manitoba has one of the highest rates of children in care and Legal Aid Manitoba's commitment to provide services in the area of child protection is invaluable. Legal Aid Manitoba provides immediate and important access to justice to those low income families affected...By providing this service Legal Aid Manitoba not only protects and keeps families together but helps build the foundation for healthy well-adjusted adults/parents into the future.

—CRYSTAL KENNEDY
*Chairperson,
Child Protection Defence
Lawyers' Association*

Canadian Automobile Association (CAA) Manitoba



CAA Manitoba is pleased to have worked with the Public Interest Law Centre of Manitoba (PILC an office of Legal Aid Manitoba) numerous times over the past two decades. The support, feedback and sage advice from PILC to our organization has been invaluable. Chief among our interactions has been as a fellow intervener at the Manitoba Public Insurance General Rate Application before the Public Utilities Board. CAA Manitoba has participated in these hearings for 23 years and we appreciate that PILC has become increasingly focused on better road safety programming to ensure auto insurance rates are fair and reasonable. We can confidently say that thanks to PILC's involvement at these hearings, Manitobans can have more faith that their interests are being looked after.

The hard-working, principled PILC team take on legal challenges with enthusiasm, and are fortunate to have Dr. Byron Williams on the team. Dr. Williams' passion for law, and his experience and leadership are a boon to his colleagues and the community through PILC. Whether the team is providing mentorship to young lawyers or advocating on behalf of clients, PILC's unwavering compassion and work is not only inspiring, it makes a positive impact on our city, province and nation at large.

Once again, congratulations on 35 years of serving our community and enhancing the lives of countless Manitobans. We look forward to working with the Public Interest Law Centre of Manitoba for many years to come.

—MICHAEL R. MAGER, FCPA, FCMA
President, CAA Manitoba

The Law Society of Manitoba



The purpose of The Law Society of Manitoba is to uphold and protect the public interest in the delivery of legal services with competence, integrity and independence. One of our strategic objectives is to demonstrate leadership in the advancement, promotion and facilitation of increased access to justice for all Manitobans. To help us achieve that goal we are working to increase and improve collaboration with other justice system stakeholders including Legal Aid Manitoba. Representatives from Legal Aid Manitoba are on the Society's Access to Justice Committees and the organization's input on access issues is invaluable as its lawyers and administrative law advocates come into daily contact with Manitobans who require legal advice and representation. Without the assistance of those lawyers and advocates, many members of the public - including some of Manitoba's most vulnerable persons - would have to attend hearings on their own. It is fair to say that those kinds of circumstances put access to justice out of reach of the poor and working poor.

Legal Aid has demonstrated a real commitment to improve access by increasing its income guidelines, putting its application form online to expedite the appointment of counsel and introducing an Agreement to Pay program which affords legal representation to a wider range of people. Simply put, Legal Aid Manitoba provides an essential public service and The Law Society is pleased to continue its collaboration with the organization to improve access to justice in this province.

—KRISTEN DANGERFIELD
Chief Executive Officer, The Law Society of Manitoba

Manitoba Bar Association



The Manitoba Bar Association (MBA) fully supports the work of Legal Aid Manitoba (LAM). It is through publicly-funded legal aid programs that the justice system remains fair and accessible to our community's most vulnerable and disadvantaged citizens. The MBA commends LAM in ensuring that Manitoba is a fair and just society by providing legal representation to low-income Manitobans covering a broad spectrum of matters, including criminal matters, family matters, immigration matters, and matters of interest to the public (through the Public Interest Law Centre).

—MELISSA BEAUMONT
Past President, Manitoba Bar Association



Who We Serve

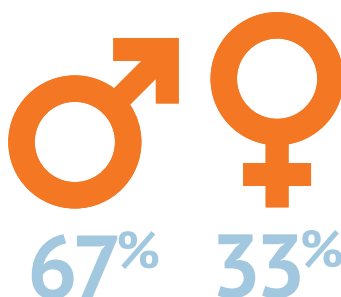
Legal Aid Manitoba (LAM) provides legal services to low-income adults and youth in Manitoba who:

- ✓ qualify financially; and
- ✓ have a case with merit.

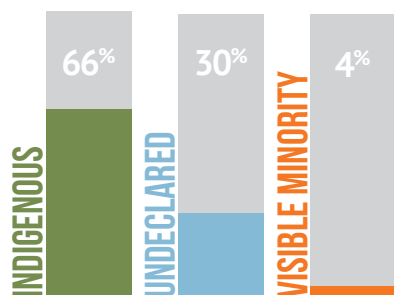
LAM collects statistics on the age, gender, family size, ethnicity and income of people that receive legal aid services. Over the years, statistics show:



GENDER BALANCE FLUCTUATES



MAJORITY OF SERVICES ARE PROVIDED TO SINGLE INDIVIDUALS



PEOPLE SELF-IDENTIFYING AS BEING OF INDIGENOUS ANCESTRY MAKE UP THE BIGGEST PROPORTION OF LAM'S CLIENTS



ONLY 7% OF ALL REQUESTS FOR ASSISTANCE WERE REJECTED BECAUSE CLIENTS DID NOT QUALIFY FINANCIALLY



PEOPLE WITH GROSS FAMILY INCOMES BELOW \$10,000 MAKE UP THE BIGGEST PERCENTAGE OF LAM CLIENTS

“

The focus must be on the people who need to use the system; all people, especially members of immigrant, aboriginal and rural populations and other vulnerable groups.

”

—ACCESS TO CIVIL AND FAMILY JUSTICE

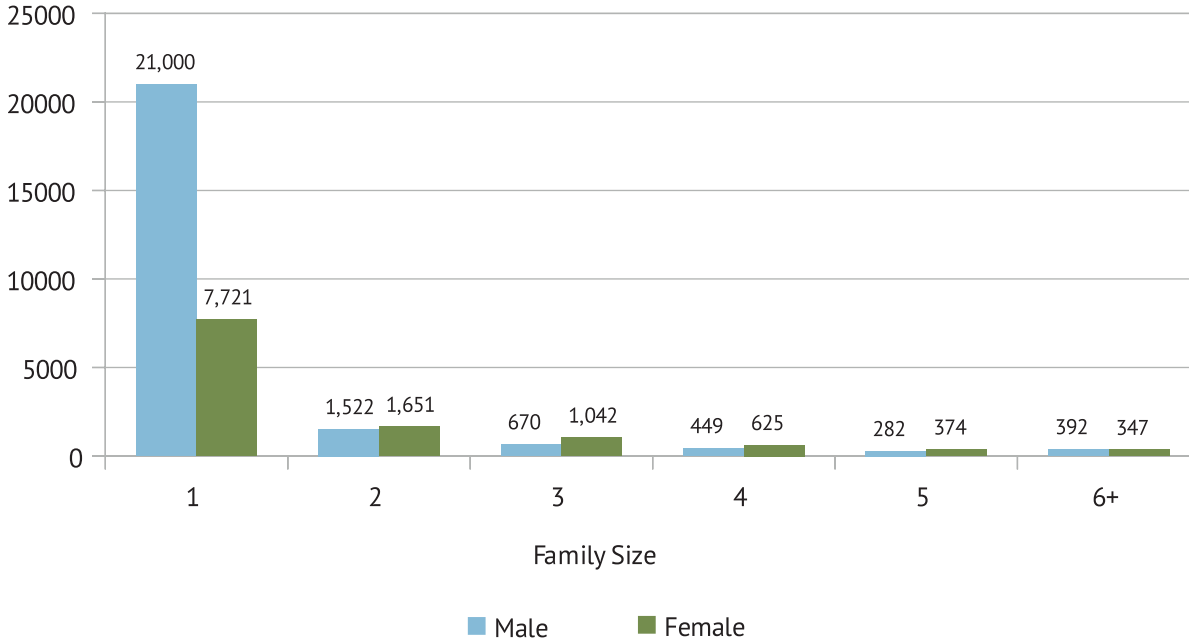
A Roadmap for Change;

Action Committee on Access to Justice in Civil and Family Matters

Client Family Size by Gender Distribution

Majority of services are provided to single individuals.

Figure 7



Ethnicity by Gender Breakdown*

People self-identifying as Indigenous are the biggest percentage of Legal Aid Manitoba (LAM) clients. Undeclared** in Figures 8(a) and 8(b) represent all other ethnicities and people who did not declare as being Indigenous or a Visible Minority.

Figure 8(a)

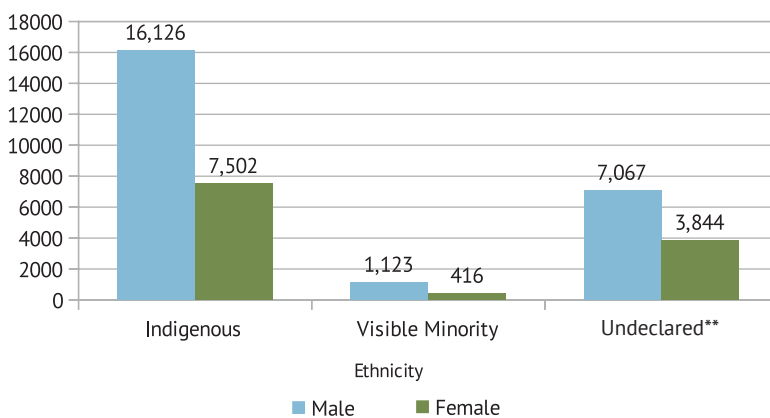
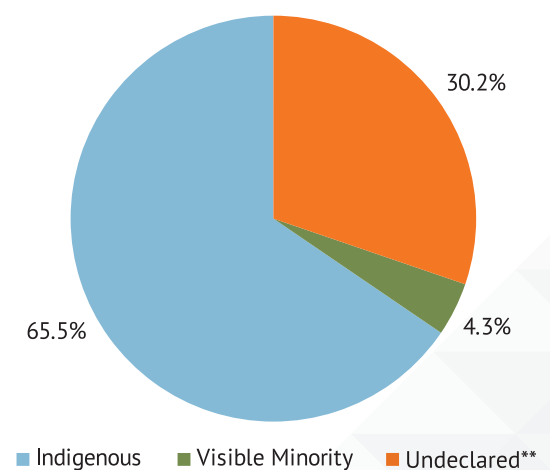


Figure 8(b)



* Where applicable, Indigenous clients were not included in the visible minority count where they also self-declared as being part of a visible minority group.

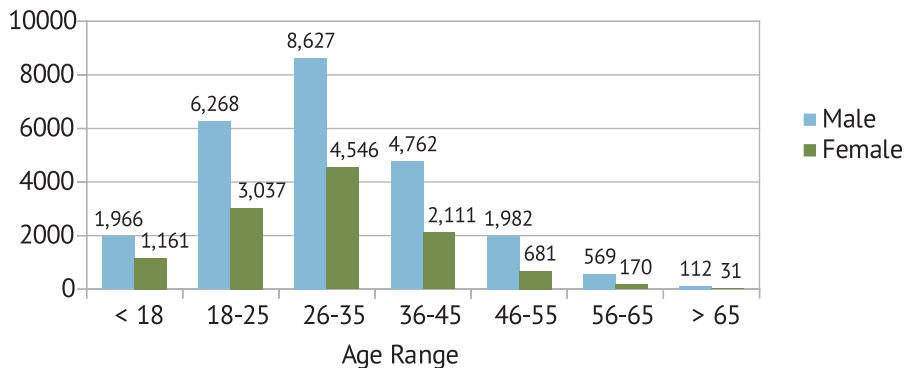
** May include Indigenous and other visible minority groups who chose not to self-identify their ethnicity.



Client Age by Gender Distribution

LAM's client base falls primarily in the 26-35 year age range.

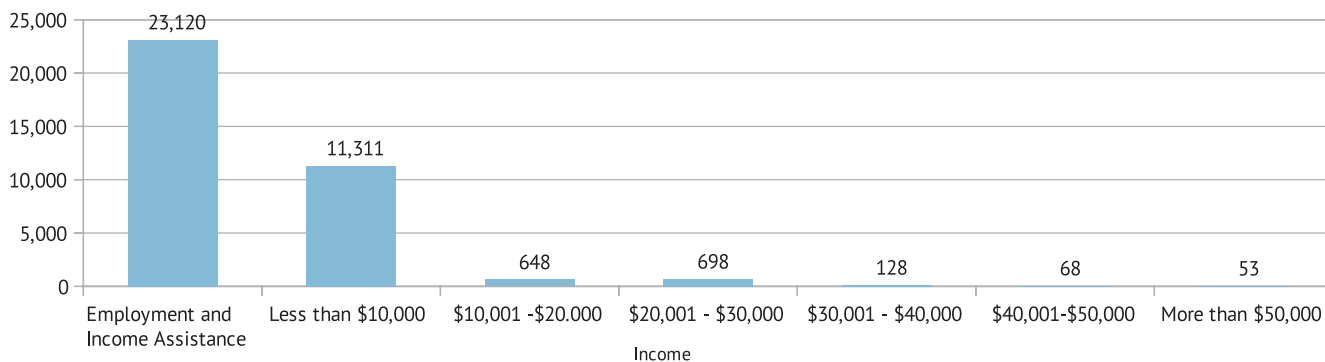
Figure 9



Income Breakdown

People in receipt of Employment and Income Assistance benefits and those with gross family incomes below \$10,000.00 make up the biggest percentage of LAM clients.

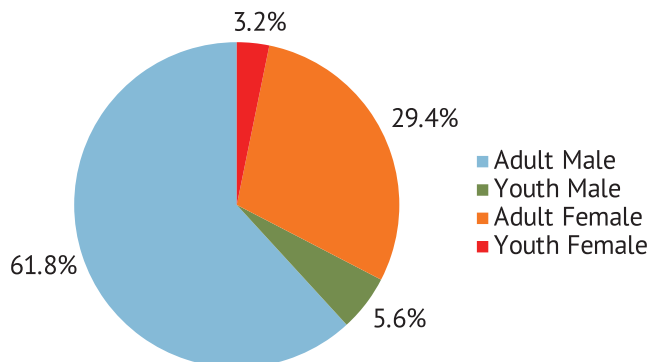
Figure 10



Client Breakdown

Adult males make up the biggest proportion of LAM clients (62.0%).

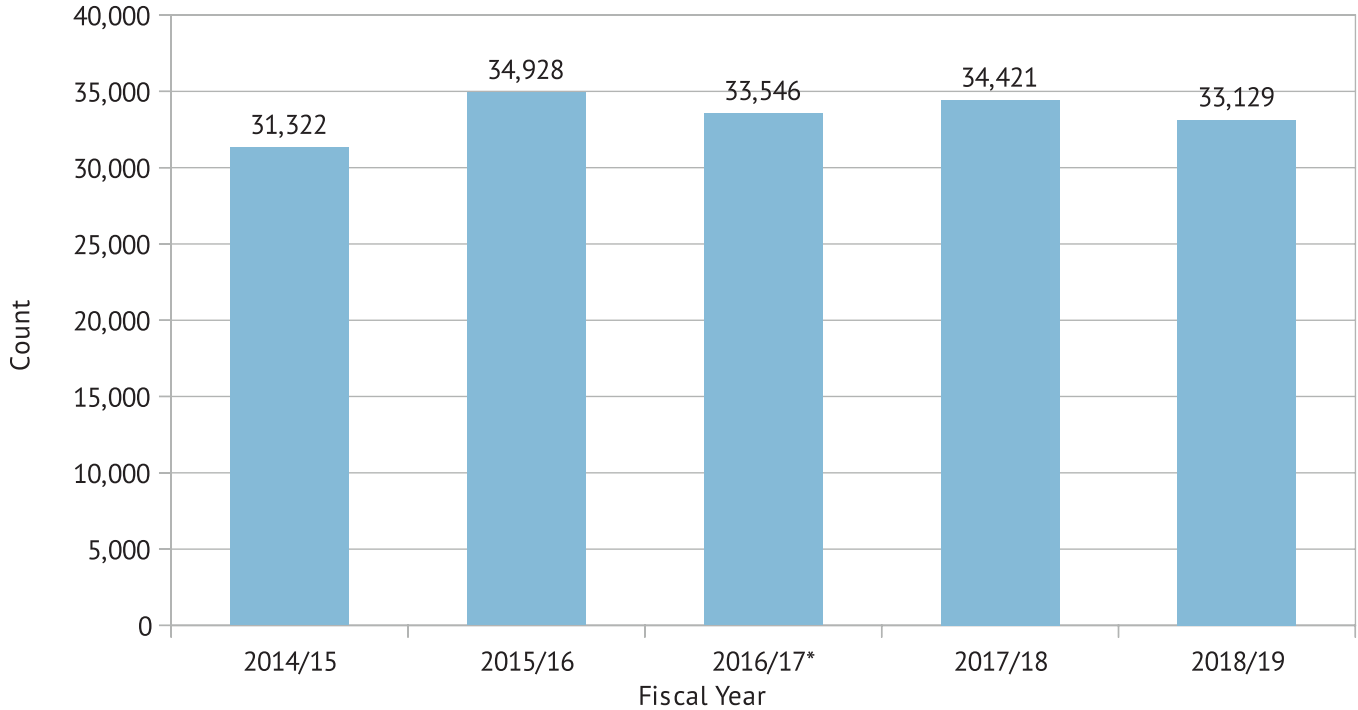
Figure 11



Service Delivery Outcomes

FIGURE 12

Applications Received



* Legal Aid Manitoba no longer tracks subsequent legal matters as separate applications. FY 2016/17 statistics were adjusted eliminating subsequent legal matters.

FIGURE 13

Rejections of Applications Received

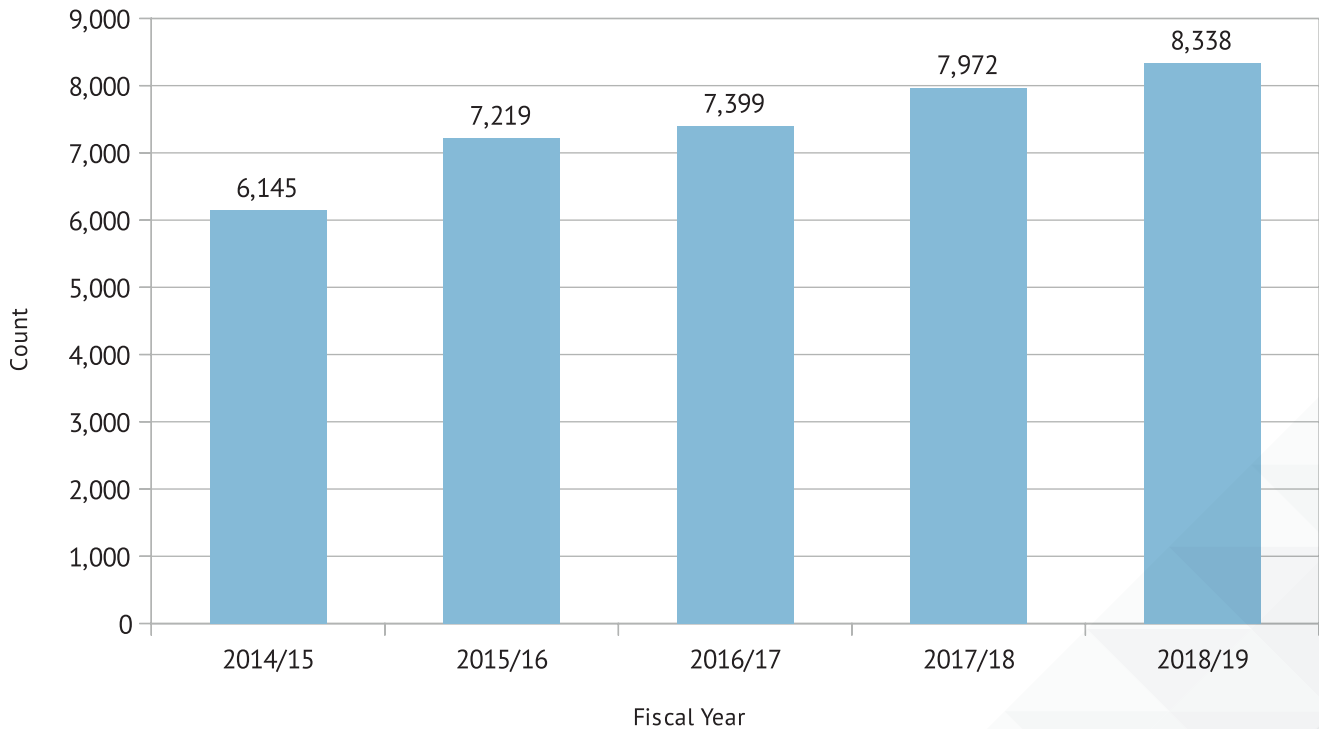
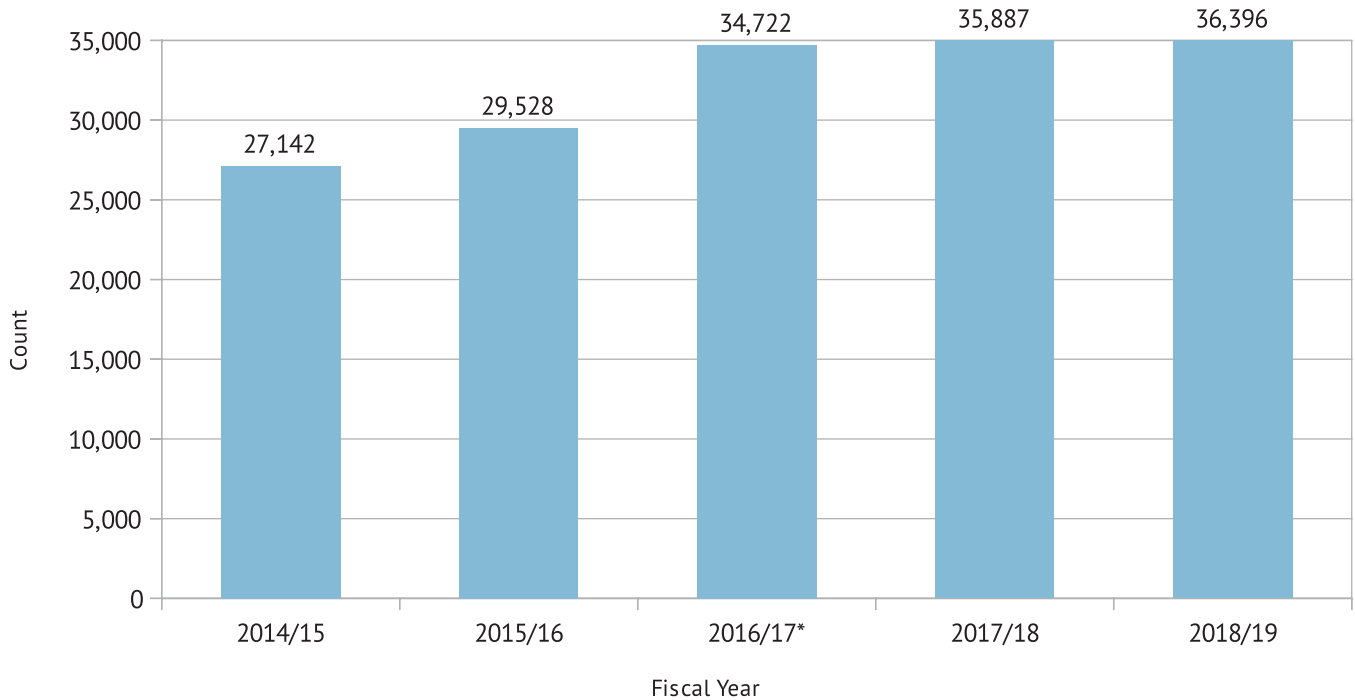




FIGURE 14

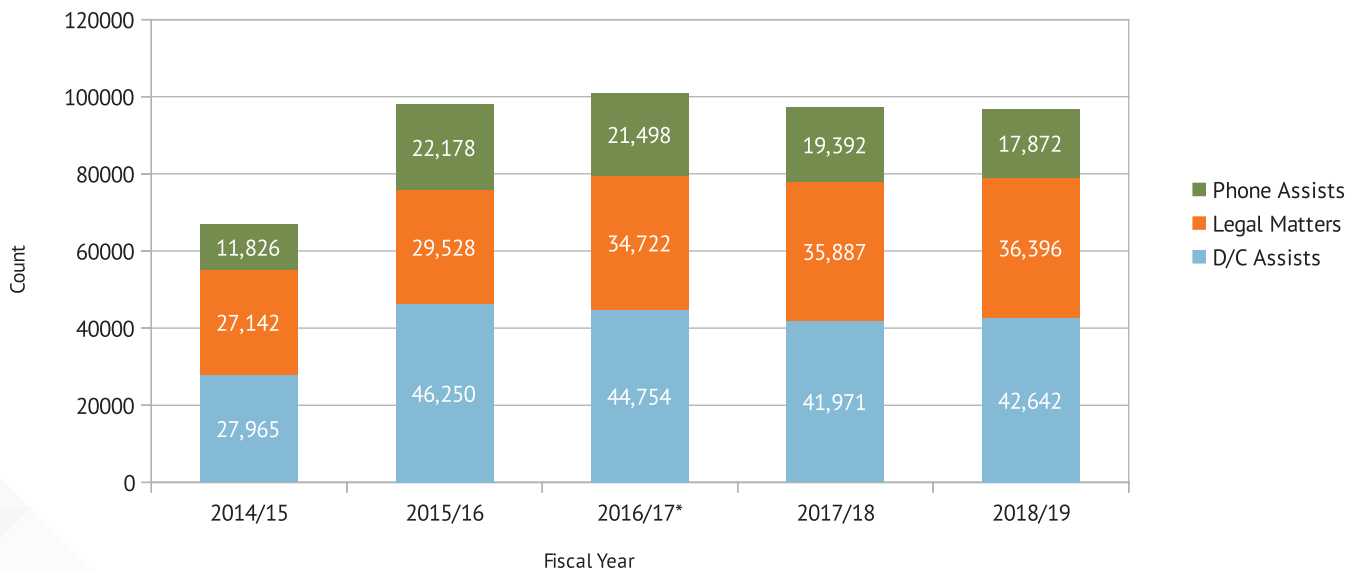
Legal Matters Approved and Issued



* FY 2016/17 statistics were readjusted to include University of Manitoba CLC matters into legal matters issued.

FIGURE 15

Legal Services Delivery Breakdown



* FY 2016/17 Drop-In/Phone Assist statistics were readjusted moving University of Manitoba CLC matters to legal matters issued.

LAM provides duty counsel services to individuals, regardless of their financial circumstances, in many rural circuit points, and the service has been re-introduced in Winnipeg to ensure immediate access to justice where the assistance of legal counsel is reasonably required to prevent a miscarriage of justice and/or fulfil the Charter right to counsel primarily in the areas of criminal defence and child protection. Duty counsel services include:

- meeting with unrepresented persons at court to provide urgent advice and assistance as needed;
- remanding matters from time to time for the appointment or retention of counsel; and
- assisting with impromptu bails, guilty pleas, and negotiated settlements with the Crown where a remand for counsel would significantly prejudice the interests of the Accused, or where a Judge directs that assistance be provided for the instant sitting of the court.

Client Base by Matter Type

4,672 FAMILY LAW

FULL REPRESENTATION CASES APPROVED & ISSUED



2,215 CHILD PROTECTION

FULL REPRESENTATION CASES APPROVED & ISSUED



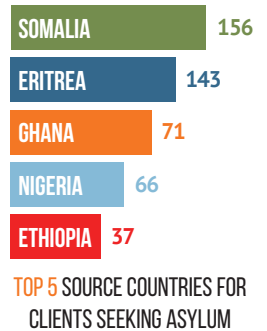
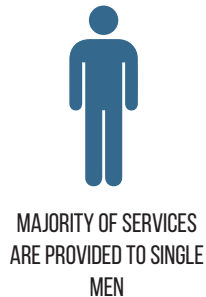
399 POVERTY LAW

FULL REPRESENTATION CASES APPROVED & ISSUED

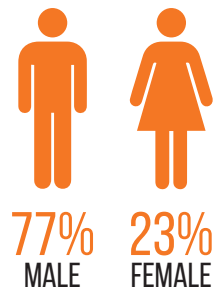




655 IMMIGRATION AND REFUGEE FULL REPRESENTATION CASES APPROVED & ISSUED



25,212 CRIMINAL LAW - ADULT FULL REPRESENTATION CASES APPROVED & ISSUED



2,836 CRIMINAL LAW - YOUTH FULL REPRESENTATION CASES APPROVED & ISSUED



Journey to Reconciliation / Pimohtéwin tati mīnowastānowahk

The Canadian Constitution recognizes three groups of Indigenous Peoples, each with unique cultural practices, heritages, beliefs, protocols and languages.



FIRST NATIONS

Descendants of the original inhabitants of Canada who have lived here for thousands of years.



MÉTIS

Descendants of communities that have historic links to the fur trade with a unique mixed First Nations and European heritage.



INUIT

Inuit are the Indigenous Peoples of the Arctic, living mainly in Northern Quebec, Northwest Territories, Nunavut and Labrador.



It's good to be working for your own community, looking after your own people and trying to assist them, to get them out of the programs where there's corrections involved, there's probations involved, there's fine options, fines. All these matters that our community members are struggling to deal with. Working with Legal Aid Manitoba, the justice committee and myself as community justice worker, we do the best we can to serve our people, to break free from the system.

—LLOYD DANIELS

Community Justice Worker of Nihithawak Justice Committee Based out of Mathias Colomb Cree Nation



“Access to justice concerns remain particularly acute for Indigenous people in Manitoba as they are over-represented in the criminal justice and child welfare systems and experience poverty well above the provincial average.”

—ALLISON FENSKE and BEVERLY FROESE

Public Interest Law Centre

Justice Starts Here: A One-Stop Shop Approach for Achieving Greater Justice in Manitoba

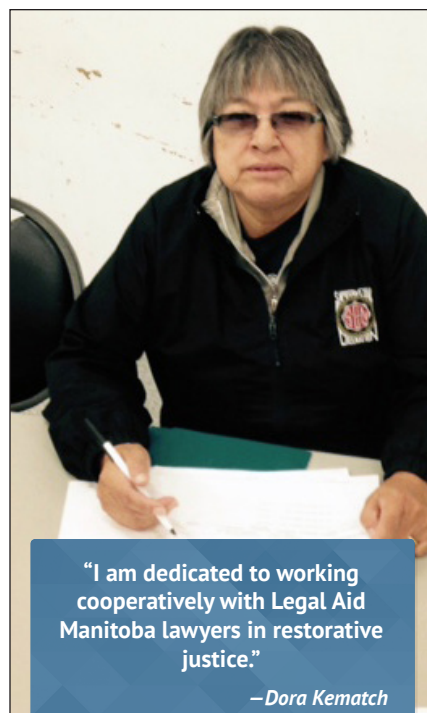
The delivery of services to Indigenous peoples and communities is a sizable core component of Legal Aid Manitoba's (LAM's) mandate. As an organization, LAM promotes the following principles:

- Respect:** Respect for Indigenous nations, Indigenous Peoples and all Manitobans that access our services;
- Engagement:** Engagement with Indigenous nations, Indigenous Peoples and other key stakeholders to inform our strategic planning and implementation; and
- Action:** Concrete and constructive action that improves access to our advice and representation services for Indigenous and non-Indigenous Manitobans in the areas of criminal defence, child protection, family, immigration and refugee, public interest and poverty law matters.

LAM is committed to ongoing engagement with Indigenous Peoples and communities to ensure that they are treated fairly, respectfully and equitably in the justice system.

MISIPAWISTIK CREE NATION JUSTICE COMMITTEE

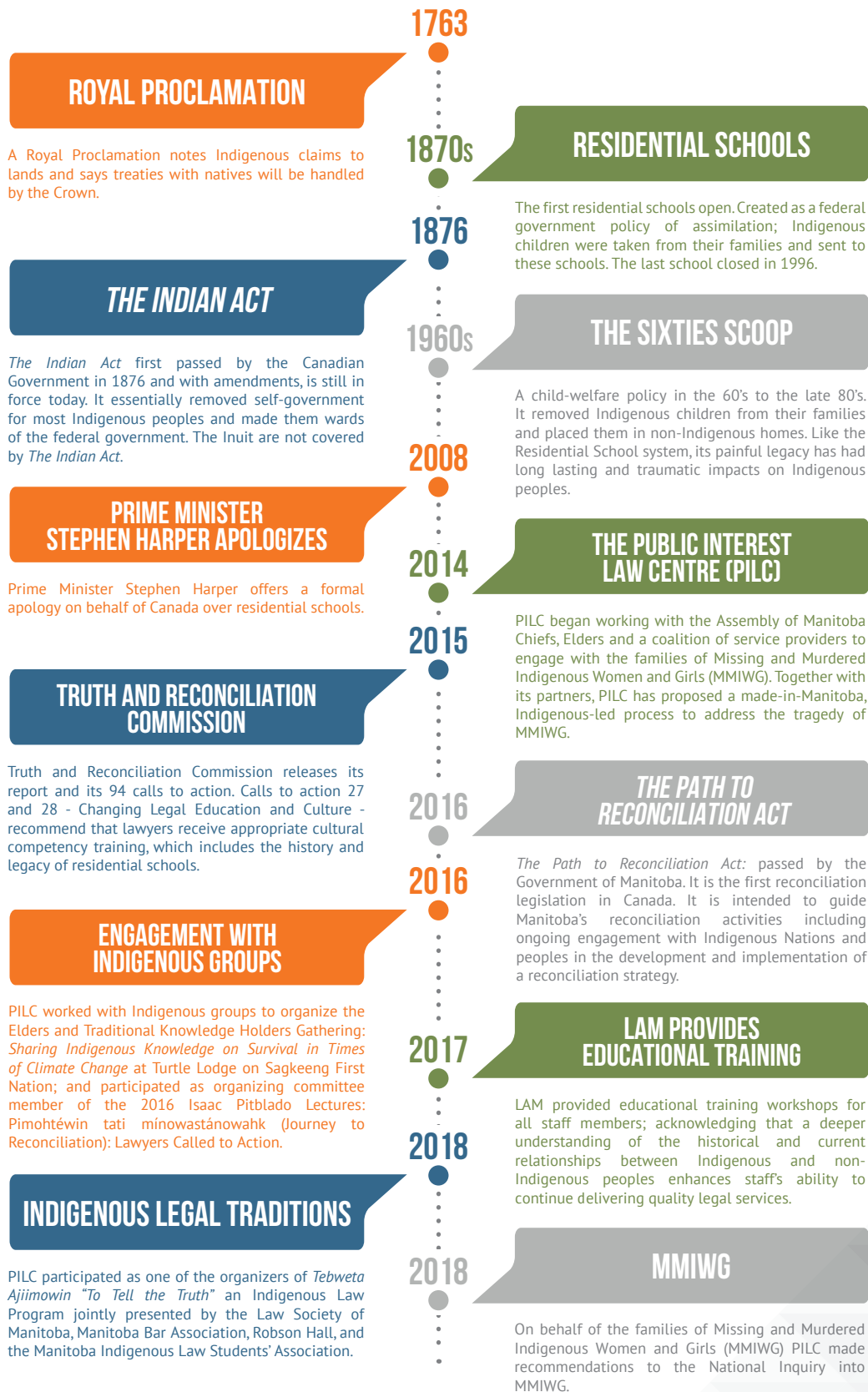
“We are proud to partner with Legal Aid Manitoba to provide the best possible services to our Indigenous people in the spirit of respect, understanding and cooperation.”



“I am dedicated to working cooperatively with Legal Aid Manitoba lawyers in restorative justice.”

—Dora Kematch
Justice Committee Worker
Chemawawin Cree Nation
(Easterville)

Journey to Reconciliation: Connecting the Past, Shaping the Future





Statistics

Community Law Centre (CLC) Statistics						
	Supervising Attorney	Staff Lawyer	Advocate	Articling Student	Support Staff	Total
Winnipeg Offices						
Agassiz CLC	1	4	0	1	4	10
Child Protection Law Office	1	2	0	1	3	7
Criminal Duty Counsel Office	1	5	0	0	1	7
Phoenix CLC	1	3	0	1	3	8
Public Interest Law Centre	1	3	3	1	2	10
Regency CLC	1	3	0	1	2	7
Riel CLC	1	4	0	1	3	9
Riverwood CLC	1	4	0	1	3	9
University of Manitoba CLC	1	0	0	0	1	2
Willow CLC	1	3	0	1	4	9
Outlying Offices						
Amisk CLC, Dauphin	1	2	0	0	2	5
Northlands CLC, The Pas	1	2	0	2	2	7
Thompson CLC, Thompson	1	3	1	2	2	9
Westman CLC, Brandon	1	2	0	0	2	5
All Community Law Centres	14	40	4	12	34	104

Service Delivery Volumes	2018/19	2017/18
Application Services		
Applications Received	33,129	34,241
Applications Refused	8,338	7,972
Legal Matters Issued (Opened Cases)		
Criminal Adult	25,212	23,898
Criminal Youth	2,836	3,180
Family	4,672	4,740
Child Protection	2,215	2,176
Immigration	655	939
University Law Centre	407	525
Civil ¹	399	429
Total Legal Matters Issued² (a)	36,396	35,887
LM issued to Private Bar	24,718	25,781
LM issued to Staff	11,678	10,106
Other Services		
Duty Counsel Assists (b)	42,642	41,971
Drop-In and Phone Assists ³ (c)	17,982	19,392
TOTAL ASSISTS (a + b + c)⁴	97,020	97,250
Legal Matters Closed		
Criminal Adult	23,602	24,431
Criminal Youth	3,013	3,457
Family	4,803	5,023
Child Protection	2,196	2,498
Immigration	557	543
University Law Centre	540	529
Civil	102	129
Total Legal Matters Closed	34,813	36,610
LM closed by Private Bar	24,177	26,129
LM closed by Staff	10,636	10,481

¹ Civil includes the following legal matters: Residential/Landlord Tenant claims, mental health matters, workers compensation claims, Public Interest Law Centre, Employment Income Assistance matters, civil appeals, other civil and administrative matters.

² LAM uses a mixed-model service delivery system. In 2018/19, the ratio of private bar to staff services was 68:32 (72:28).

³ Includes assists provided through LAM's application centres, *Brydges* On-Call and general assistance calls.

⁴ At the end of March 31st 2019, a total of 97,020 (97,250) people were assisted either on a formal or informal basis. This represents a decrease of -0.2% over the previous fiscal year. For 2018/19, LAM observed decreases in drop-ins/phone assists; but experienced a 1.6% increase in duty counsel assists and a 1% increase in legal matters issued.



Financial Overview

Sources of Funding

During 2018/19, 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. Contributions from clients, costs awarded by the Court on behalf of clients, project funding, 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) and immigration and refugee matters. The contribution agreement is in effect until March 31, 2022.

Distribution of Funding

LAM divides its budget into three areas: direct legal services provided through staff; direct legal services provided through the private bar; and administration. The table below shows the distribution.

Significant Pressures

Volume Increase – increases in some criminal adult and youth matters, mainly in administration of justice offences (such as failure to comply with conditions of release) increased the cost of services provided by the private bar over the past year. The private bar continues to absorb the majority of these increases.

Immigration and Refugee Matters (I&R) – the significant increase in applications from asylum seekers that began in November 2016 decreased slightly in 2018/19. The number of legal matters decreased by 30% over 2017/18 (2018 – 939; 2019 – 655) and the cost of providing I&R services remained virtually the same as last year owing to the delay in processing claims—lengthening the time to close cases. There has been a slow down of applicants since February 2018 but it is yet unknown if this trend will continue into 2020.

	2019 (\$000's)	2018 (\$000's)
Operating Fund Revenue:		
Appropriation	\$34,239	\$33,983
Manitoba Law Foundation	\$1,873	\$1,274
Other – 1	\$1,390	\$2,236
Total	\$37,502	\$37,493
Operating Fund Expenses:		
Private bar – 2	\$16,025	\$16,546
Direct legal services – 3	\$20,252	\$21,141
Administration – 4	\$1,608	\$1,716
Total	\$37,885	\$39,403
Excess (deficiency) of revenue over expense	(\$383)	(\$1,910)

1 Other includes client and third party recoveries, net of bad debt expense and collection fees.

2 Private bar fees and disbursements include an accrual for cases outstanding at year-end.

3 Direct legal services expenditures include salaries and benefits, travel, provision of legal services, taxation, collections and other legal expenses.

4 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 Canadian public sector accounting standards for the year ended March 31, 2019.

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 the financial statements. The Auditor's Report outlines the scope of the audit examination and provides the audit opinion.

A handwritten signature in black ink, appearing to read 'Gil Clifford', is positioned above the printed name and title.

GIL CLIFFORD
Executive Director and CEO
Legal Aid Manitoba
July 9, 2019



INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the financial statements of Legal Aid Manitoba, which comprise the statement of financial position as at March 31, 2019, and the statement of operations, the statement of changes in net assets and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Legal Aid Manitoba as at March 31, 2019, and the results of its operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

Basis for Opinion

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Legal Aid Manitoba's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Legal Aid Manitoba's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Legal Aid Manitoba to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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



Office of the Auditor General
Winnipeg, Manitoba
July 9, 2019



Statement of Financial Position

Legal Aid Manitoba Statement of Financial Position as at March 31, 2019

	2019	2018
ASSETS		
Current Assets		
Cash	\$ 2,479,243	\$ 4,182,525
Short-term Investments	\$1,581,819	\$524,861
Client accounts receivable (Note 3)	109,673	163,330
Receivable from the Province of Manitoba	3,300,000	2,476,025
Other receivables (Note 4)	200,277	386,647
Prepaid expenses	214,429	227,695
	<u>7,885,441</u>	<u>7,961,083</u>
Capital Assets (Note 5)	220,230	235,493
Long-term investments	1,303,790	2,321,328
Long-term receivable – charges on land (Note 6)	981,491	829,621
Long-term receivable – severance – Province of Manitoba (Note 7)	716,166	716,166
Long-term receivable – pension – Province of Manitoba (Note 14)	29,437,032	27,732,851
	<u>32,438,479</u>	<u>31,599,966</u>
	<u>\$ 40,544,150</u>	<u>\$ 39,796,542</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 2,649,098	\$ 3,650,266
Accrued vacation pay	1,432,957	1,365,005
Deferred revenue from clients	859,977	715,379
	<u>4,942,032</u>	<u>5,730,650</u>
Provision for employee future benefits (Note 8)	3,401,788	3,186,824
Provision for employee pension benefits (Note 14)	29,437,032	27,732,851
	<u>32,838,820</u>	<u>30,919,675</u>
Net Assets		
Invested in Capital Assets	220,229	235,493
Externally Restricted Net Assets (Note 15)	51,854	78,559
Internally Restricted Net Assets – Access to Justice (Note 16)	1,500,000	1,500,000
Internally Restricted Net Assets – Mega Case Fund (Note 17)	600,000	600,000
Unrestricted Net Assets	391,215	732,165
	<u>2,763,298</u>	<u>3,146,217</u>
	<u>\$ 40,544,150</u>	<u>\$ 39,796,542</u>

Approved by the Management Council

Chairperson

Council Member

Statement of Operations

Statement of Operations for the year ended March 31

	2019	2018
Revenue		
Province of Manitoba (Note 9)	\$ 34,238,607	\$ 33,983,102
Manitoba Law Foundation (Note 10)	1,873,151	1,273,701
Contribution from clients	922,712	787,038
Recoveries from third parties	518,026	1,514,157
Judgement costs and settlements	276,380	342,327
Interest income	77,062	48,252
Other	5,031	7,867
	<u>\$ 37,910,969</u>	<u>\$ 37,956,444</u>
Expense		
Private bar fees and disbursements (Note 13)		
Legal aid certificates	\$ 15,485,296	\$ 15,972,474
Duty counsel services	462,975	454,852
Transcripts	76,958	119,244
	<u>16,025,229</u>	<u>16,546,570</u>
Community Law Centres, Schedule 1	14,770,324	15,721,770
Public Interest Law Centre, Schedule 1	1,953,989	1,928,189
University of Manitoba Community Law Centre, Schedule 1	222,217	212,579
General and Administrative, Schedule 1	5,322,129	5,457,615
	<u>38,293,888</u>	<u>39,866,723</u>
Excess (Deficiency) of revenue over expense	<u>\$ (382,919)</u>	<u>\$ (1,910,279)</u>



Statement of Changes in Net Assets

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

	2019						2018
	Invested in Capital Assets	Externally Restricted Net Assets (Note 15)	Internally Restricted Net Assets (Note 16)	Internally Restricted Net Assets (Note 17)	Unrestricted Net Assets	Total	Total
Balance, Beginning of Year	\$ 235,493	\$ 78,559	\$ 1,500,000	\$ 600,000	\$ 732,165	\$ 3,146,217	\$ 5,056,496
Excess (deficiency) of revenue over expense	-	-	-	-	(382,919)	(382,919)	(1,910,279)
Restricted Net Asset Expenses	-	(26,705)	-	-	26,705	-	-
Capital Asset Additions	49,995	-	-	-	(49,995)	-	-
Capital Asset Amortization	(65,259)	-	-	-	65,259	-	-
BALANCE, END OF YEAR	\$ 220,229	\$ 51,854	\$ 1,500,000	\$ 600,000	\$ 391,215	\$ 2,763,298	\$ 3,146,217

Statement of Cash Flow

Statement of Cash Flow for the year ended March 31

	2019	2018
Cash Flow Provided by (Used In) Operating Activities:		
Excess (Deficiency) of revenue over expense	\$ (382,919)	\$ (1,910,279)
Items not affecting cash		
Amortization	65,259	64,456
Changes in working capital:		
Client accounts receivable	53,657	(4,183)
Province of Manitoba receivable	(823,975)	983,975
Other receivables	186,370	(263,905)
Prepaid expenses	13,266	13,156
Accounts payable and accrued vacation pay	(933,216)	1,236,035
Deferred revenue	144,598	72,352
Charges on land	(151,870)	(4,552)
Long-term funding commitments - pension	(1,704,181)	(1,697,403)
Severance liability	194,164	171,320
Sick leave liability	20,800	2,600
Provision for employee pension benefits	1,704,181	1,697,403
	<u>(1,613,866)</u>	<u>360,975</u>
Cash Flow Provided by (Used In) Investment Activities:		
Proceeds from sale of investments	524,861	-
Purchase of investments	(564,281)	(30,933)
Purchase of capital assets	(49,996)	(8,853)
	<u>(89,416)</u>	<u>(39,786)</u>
Net Increase (Decrease) in Cash for the Year	(1,703,282)	321,189
Cash - Beginning of Year	4,182,525	3,861,336
Cash - End of Year	<u>\$ 2,479,243</u>	<u>\$ 4,182,525</u>
Supplemental Cash Flow Information	2019	2018
Interest Received	\$ 77,062	\$ 48,252



Schedule of Expenses

SCHEDULE 1

Schedule of Expenses for the year ended March 31

	Community Law Centres		Public Interest Law Centre		University of Manitoba Community Law Centre		General and Administrative		Total	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Advertising	\$ 12,949	\$ 13,798	-	-	-	-	-	-	12,949	13,798
Amortization	43,027	38,852	2,420	2,653	120	629	19,692	22,322	65,259	64,456
Bad debts	-	-	-	-	-	-	405,102	458,827	405,102	458,827
Bank charges	-	-	-	-	-	-	5,622	4,197	5,622	4,197
Collection costs	-	-	-	-	-	-	4,079	4,374	4,079	4,374
Computer costs	-	-	-	-	-	-	10,910	18,921	15,039	57,985
Council expenses	3,819	38,420	116	644	194	-	81,146	86,901	81,146	86,901
Duty counsel	-	-	-	-	-	-	-	120	280,345	234,828
Equipment maintenance	270,717	229,606	4,431	4,283	5,197	819	19,826	19,631	90,222	100,941
File disbursements	62,183	73,545	6,699	6,262	1,514	1,503	32,366	27,153	987,565	977,513
Library	238,969	254,554	711,254	686,358	4,976	9,448	891	2,588	69,004	105,490
Meetings	52,833	89,059	14,805	13,014	475	829	14,934	27,145	18,512	48,174
Office expenses	1,344	6,333	1,539	13,459	695	1,237	57,988	70,065	293,145	315,752
Office relocation	213,645	226,033	14,881	13,327	6,631	6,327	-	-	2,608	1,165
Pension costs (Note 14)	2,608	1,165	-	-	-	-	1,853,464	1,849,562	2,845,165	2,714,436
Premise costs	904,058	790,711	75,367	63,447	12,276	10,716	273,273	284,656	1,575,319	1,588,486
Professional fees	1,200,146	1,199,755	101,776	103,935	124	140	90,091	142,759	335,775	392,054
Salaries, benefits, and levy	225,694	229,363	19,990	19,912	-	20	2,116,169	2,161,702	14,270,075	15,218,887
Severance benefits	11,007,930	11,922,959	963,698	960,067	182,278	174,159	226,494	188,362	285,248	274,043
Sick leave provision	58,754	85,681	-	-	-	-	20,800	2,600	20,800	2,600
Staff development	-	-	-	-	-	-	14,247	12,169	72,096	75,925
Staff recruitment	51,344	58,114	4,746	4,283	1,759	1,359	-	188	15,659	28,503
Telephone	15,425	27,832	149	261	85	222	59,463	58,125	333,829	350,704
Transcripts	251,909	268,811	19,879	21,189	2,578	2,579	-	-	15,342	15,038
Travel	15,339	14,966	-	-	3	72	15,572	15,248	168,754	185,076
	137,631	152,213	12,239	15,095	3,312	2,520	-	-	-	-
TOTAL	\$ 14,770,324	\$ 15,721,770	\$ 1,953,989	\$ 1,928,189	\$ 222,217	\$ 212,579	\$ 5,322,129	\$ 5,457,615	\$ 22,268,659	\$ 23,320,153

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

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) Basis of Presentation

The financial statements are prepared in accordance with the Canadian standards for government not-for-profit organizations ("GNFPO") including Public Sector Accounting Handbook 4200 series as issued by the Canadian Public Sector Accounting Standards Board.

b) Financial Instruments

The Corporation's financial instruments include cash, short-term and long-term investments, client accounts receivable, receivable from the Province of Manitoba, other receivables, long-term receivables, and accounts payable.

Financial assets and liabilities are recognized at cost or amortized cost.

Amortized cost is determined using the effective interest rate method.

Gains and losses on financial instruments measured at cost or amortized cost are recognized in the statement of revenue and expense in the period the gain or loss occurs.

c) 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.



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

Estimates include the allowance for doubtful accounts, accrual for private bar fees and the provision for employee future benefits and provision for employee pension benefits. Actual results could differ from these estimates.

d) 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.

e) Short-term and long-term Investments

Short-term investments consist of Guaranteed Investment Certificates (GIC's) with maturity dates within one year or that are expected to be cashed within one year. Long-term investments consist of GIC's with maturity dates after one year from the statement of financial position date. Both short-term and long-term investments are recognized at cost plus accrued interest. Accrued interest is recognized through the statement of operations in the year earned.

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 the Corporation based on the clients' ability to pay.

i) Agreements to Pay – Partial

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 service is provided.

ii) Agreements to Pay – Full

Under terms of Agreements to Pay - Full, clients are required to pay all of the legal costs and an administration fee of 25% of the Corporation's cost of the case. The maximum administration fee is \$300. The revenue and receivable are recognized based on the date of the lawyer's billing which coincide with when the service is provided.

iii) Charges on Land

Charges on land are registered under section 17.1 and 17.2 of *The Legal Aid Manitoba Act* in a land titles office against property owned by clients. The revenue and

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

receivable are recognized at the later of the date the lien is filed or the date of the lawyer's billing which coincide with when the service is provided. 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 & software – 4 years
- Leasehold improvements – over the term of the lease

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. 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 is amortized over the expected remaining service life of the employee group (EARS) which is currently 14 years (2018 – 15 years). Amortization commences the year following the year when the actuarial gain or loss arises.

j) Severance Liability

The Corporation records 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



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

experience is different from that expected and/or because of changes in actuarial assumptions used. The resulting actuarial gains or losses are recognized on a straight-line basis over the expected average remaining service life (EARSL) of the related employee group. Amortization commences the year following the year when the actuarial gain or loss arises.

k) Sick Leave Liability

The Corporation records the estimated liability for accumulated sick leave 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.

3. Client Accounts Receivable

	2019	2018
Agreements to Pay – Partial	\$ 15,904	\$ 24,211
Agreements to Pay – Full	233,565	320,209
	249,469	344,420
Less: Allowance for Doubtful Accounts	139,796	181,090
Client accounts receivable	\$ 109,673	\$ 163,330

4. Other Receivables

	2019	2018
Court costs	\$ 734,318	\$ 1,105,003
Child and Family Services agencies	144,250	104,724
Employment and Income Assistance	30,908	63,420
GST recoverable, and miscellaneous	11,658	197,291
	921,134	1,470,438
Less: Allowance for Doubtful Accounts	720,857	1,083,791
Other receivables	\$ 200,277	\$ 386,647

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

5. Capital Assets

	2019		2018	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture and office equipment	\$ 289,546	\$ 258,945	\$ 289,546	\$ 248,585
Computer hardware & software	380,248	309,242	330,253	274,721
Leasehold improvements	232,354	113,731	232,353	93,353
	<u>\$ 902,148</u>	<u>\$ 681,918</u>	<u>\$ 852,152</u>	<u>\$ 616,659</u>
Net book value		<u>\$ 220,230</u>		<u>\$ 235,493</u>

6. Charges on Land

	2019	2018
Charges on land	\$ 2,258,579	\$ 2,008,904
Less: Allowance for Doubtful Accounts	1,277,088	1,179,283
Charges on land	<u>\$ 981,491</u>	<u>\$ 829,621</u>

7. Long-term Receivable - Severance Benefits

The amount recorded as a receivable from the Province of Manitoba 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 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. Provision for Employee Future Benefits

	2019	2018
Severance benefits	\$ 3,009,388	\$ 2,815,224
Sick leave benefits	392,400	371,600
	<u>\$ 3,401,788</u>	<u>\$ 3,186,824</u>



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

Severance benefits

Effective April 1, 1998, the Corporation 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 on a straight-line basis over the expected average remaining service life (EARS) of the related employee group. Amortization commences the year following the year when the actuarial gain or loss arises.

An actuarial report was completed for the severance pay liability as at March 31, 2019. The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2019 was \$3,009,388 (2018 - \$2,815,224). The report provides a formula to update the 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 9 years of service and that the employee is retiring from the Corporation.

	2019	2018
Balance at beginning of year	\$ 2,414,400	\$ 2,383,900
Benefits accrued	152,957	141,067
Interest accrued on benefits	144,864	143,034
Benefits paid	(91,084)	(102,723)
Actuarial gain	(214,037)	(150,878)
Balance at end of year	2,407,100	2,414,400
Unamortized actuarial losses	602,288	400,824
	\$ 3,009,388	\$ 2,815,224

The Corporation's severance costs consist of the following:

LEGAL AID MANITOBA

Notes to Financial Statements
 for the year ended March 31, 2019

	2019	2018
Benefits accrued	\$ 152,957	\$ 141,067
Interest accrued on benefits	144,864	143,034
Amortization of actuarial losses (gains)	(12,573)	(10,058)
	<u>\$ 285,248</u>	<u>\$ 274,043</u>

Significant long-term actuarial assumptions used in the March 31, 2019 valuation, and in the determination of the March 31, 2019 present value of the accrued severance benefit obligation were:

	2019	2018
Annual rate of return		
Inflation component	2.00%	2.00%
Real rate of return	4.00%	4.00%
	<u>6.00%</u>	<u>6.00%</u>
Assumed salary increase rates		
Annual productivity increase	0.75%	0.75%
Annual general salary increase	2.00%	2.00%
Service, merit, & promotion (SMP) – average	1.00%	1.00%
	<u>3.75%</u>	<u>3.75%</u>

Sick leave benefits

Effective April 1, 2014, the Corporation commenced recording the estimated liability for sick leave benefits for their employees that accumulate but do not vest. The amount of this estimated liability is based on actuarial calculations.

An actuarial report was completed for the sick leave liability as at March 31, 2019. The valuation is based on employee demographics, sick leave usage and actuarial assumptions. These assumptions include an annual rate of return of 6.00% (2018 – 6.00%) and a salary increase rate of 3.75% (2018 – 3.75%). The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2019 was \$392,400 (2018 - \$371,600).



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

9. Revenue from the Province of Manitoba

	2019	2018
Grant	\$ 18,405,367	\$ 19,534,939
Salaries and other payments	13,417,294	12,266,679
Health and post secondary education tax levy	286,305	261,526
Employer portion of employee benefits	2,129,641	1,919,958
	<u>\$ 34,238,607</u>	<u>\$ 33,983,102</u>

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

10. Revenue from the Manitoba Law Foundation

	2019	2018
Statutory grant	\$ 1,607,151	\$ 1,007,701
Public Interest Law Centre	180,000	180,000
University Law Centre	86,000	86,000
	<u>\$ 1,873,151</u>	<u>\$ 1,273,701</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, 2019, all funds received through these grants have been spent in the current year.

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

11. Lease Commitments

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

2020	\$ 1,099,030
2021	1,103,774
2022	1,084,881
2023	754,957
2024	625,854
Thereafter	1,773,254
	<u>\$ 6,441,750</u>

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.

13. Private Bar Fees and Disbursements

	2019			2018	
	Fees	Disbursements	Total	Total	
Legal aid certificates	\$ 14,696,238	\$ 789,058	\$ 15,485,296	\$ 15,972,474	
Duty counsel services	353,854	109,121	462,975	454,852	
Transcripts	–	76,958	76,958	119,244	
	<u>\$ 15,050,092</u>	<u>\$ 975,137</u>	<u>\$ 16,025,229</u>	<u>\$ 16,546,570</u>	

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 annually with the balances for the intervening periods being determined by a formula provided by the actuary. The most recent valuation was completed as at December 31, 2018. The actuary has projected the pension obligation to March 31, 2019.



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

	2019	2018
Balance at beginning of year	\$ 29,552,098	\$ 27,955,942
Benefits accrued	1,001,922	895,648
Interest accrued on benefits	1,695,248	1,673,715
Benefits paid	(1,140,985)	(1,017,033)
Actuarial losses	1,052,909	43,826
Balance at end of year	32,161,192	29,552,098
Unamortized actuarial losses	(2,724,160)	(1,819,247)
	<u>\$ 29,437,032</u>	<u>\$ 27,732,851</u>

The Corporation's pension costs consist of the following:

	2019	2018
Benefits accrued	\$ 1,001,922	\$ 895,648
Interest accrued on benefits	1,695,248	1,673,715
Amortization of actuarial (gains) losses	147,995	145,073
	<u>\$ 2,845,165</u>	<u>\$ 2,714,436</u>
Employee contributions for the year	990,825	885,728

The key actuarial assumptions were a rate of return of 5.75% (2018 – 6.00%), 2.00% inflation (2018 – 2.00%), salary rate increases of 3.50% (2018 – 3.75%) 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, 2019.

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 \$29,437,032 (2018 – \$27,732,851), and has recorded revenue for 2018/19 equal to its increase in the unfunded pension liability during the year of \$1,704,181 (2018 – \$1,697,403). The Province makes payments on the receivable when it is determined that the cash is required to discharge the related pension obligation.

15. Externally 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 incurred expenditures of \$26,705

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

(2018 - nil) for private bar fees and disbursements related to wrongful conviction cases. The balance remaining is \$51,854.

16. Internally Restricted Net Assets – Access to Justice Initiatives

Effective the fiscal year ended March 31, 2015, the Management Council internally restricted \$1,500,000 of the accumulated surplus for the purpose of implementing access to justice initiatives and addressing the low financial eligibility guidelines. These funds are not available for other purposes without approval by the Management Council.

17. Internally Restricted Net Assets – Mega Case Fund

Effective the fiscal year ended March 31, 2016, the Management Council internally restricted \$600,000 of the accumulated surplus to fund legal aid services to eligible individuals charged with indictable offences that are complex and costly. These funds are not available for other purposes without approval by the Management Council.

18. 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 the Corporation is disclosed in a separate statement. The Corporation's Public Sector Compensation Disclosure statements are published in its annual report immediately following the audited financial statements and notes.

19. Financial Risk Management

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

- Credit risk;
- Liquidity risk;
- Market 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.



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

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 and accounts receivable.

The maximum exposure of the Corporation to credit risk at March 31, 2019 is:

Cash	\$ 2,479,243
Short-term investment	1,581,819
Client accounts receivable	109,673
Receivable from the Province of Manitoba	3,300,000
Other receivables	200,277
Long-term investment	1,303,790
Long-term receivables:	
• Charges on land	981,491
• Severance - Province of Manitoba	716,166
• Pension - Province of Manitoba	29,437,032
	<u>\$ 40,109,491</u>

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

Short-term and long-term investments: The Corporation is not exposed to significant credit risk as the short-term and long-term investments consists of several Guaranteed Investment Certificates held by a large financial banking institution.

Client accounts receivable includes clients that contribute toward the cost of their case under the Agreements to Pay – Partial and Agreements to Pay – Full 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.

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

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

Other receivables include court costs, Child and Family Services agencies, Employment and Income Assistance, and miscellaneous. The Corporation is exposed to significant credit risk related to court costs and therefore, 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 GST and other recoverable costs. 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 receivable – 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 based on historical experience.

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.

The Corporation establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is based on management's estimates and assumptions regarding current market conditions, client analysis and historical payment trends. These factors are considered when determining whether past due accounts are allowed for or written off.

The change in the allowance for doubtful accounts during the year was as follows:

	2019	2018
Balance, beginning of the year	\$ 2,444,164	\$ 1,981,380
Provision for bad debts	405,102	458,827
Amounts (written off) recovered	(711,525)	3,957
Balance, end of the year	\$ 2,137,741	\$ 2,444,164

Liquidity risk

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

The Corporation 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



LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

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.

Market risk

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

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 and accounts payable.

The interest rate risk is considered to be low on cash because of its 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.

20. Measurement Uncertainty – Private bar

A certificate is issued to individuals seeking legal aid assistance. Each certificate issued authorizes legal services to be performed within the tariff guidelines based on the type of legal case. The estimated liability on work performed but not yet billed is \$2,300,000 (2018 – \$2,200,000). The estimation is based on an analysis of historical costs and time frames to complete similar cases. The estimated liability is included in accounts payable. It is offset by an associated accounts receivable from the Province of Manitoba, which is included in the Receivable from the Province of Manitoba balance. Additionally, management estimates a future liability related to work not yet performed on outstanding certificates as at March 31, 2019 of \$6,942,000 (2018 – \$6,803,000). This amount has not been recorded in the financial statements.

The estimated liability is subject to measurement uncertainty. Such uncertainty exists when there is a variance between the recognized amount and another reasonable amount, as there is whenever estimates are used. While management's best estimates

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2019

have been used for reporting the private bar liability, it is possible that there will be a material difference between estimated amount and actual costs.

21. Comparative Figures

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



Auditor General MANITOBA

INDEPENDENT AUDITOR'S REPORT

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

Opinion

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 \$75,000 of Legal Aid Manitoba for the year ended March 31, 2019 ("the financial information").

In our opinion, the financial information for the year ended March 31, 2019, is prepared, in all material respects, in accordance with Section 2 and 4 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

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

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 of the financial information, which describes the basis of accounting. The financial information is prepared to assist Legal Aid Manitoba to meet the requirements of Section 2 and 4 of *The Public Sector Compensation Disclosure Act*. As a result, the financial information may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Information

Management is responsible for the preparation of the financial information in accordance with Section 2 and 4 of *The Public Sector Compensation Disclosure Act* and for such internal control as management determines is necessary to enable the preparation of the financial information that is free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Information

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

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

- Identify and assess the risks of material misstatement of the financial information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Legal Aid Manitoba's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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

Office of the Auditor General

Office of the Auditor General
Winnipeg, Manitoba
July 9, 2019



Public Sector Compensation Statement

Legal Aid Manitoba Statement of Private Bar Fees and Disbursements in Excess of \$75,000 For the Year Ended March 31, 2019 (Prepared in accordance with Section 4 of <i>The Public Sector Compensation Disclosure Act</i>)			
Name	Amount	Name	Amount
Amy, Ryan	89,442	Gould, Matthew	120,509
Antila, Crystal	123,138	Harrison, Robert	155,526
Armstrong, Bill	130,325	Hodge, Adam	91,336
Beddome, Aaron	102,479	Jack, Simon	136,345
Bhangu, Mandeep	103,436	Janssens, Jennifer	85,045
Bonney, Bruce	117,586	Jemmett, Meagan	128,689
Boucher, Nolan	97,402	Jones, Zilla	115,885
Braun, Aaron	148,932	Joyce, David	167,559
Bretecher, Jacqueline	115,667	Katsanos, Rita	97,454
Briscoe, Curtis	333,112	Kavanagh, Tony	80,614
Brodsky, G.	89,787	Khan, Bashir A.	131,109
Bueti, Katherine	140,991	Kinahan, Zachary	130,460
Carroll, Margaret	131,287	Mahoney, Carley	159,649
Cellitti, Antonio	77,022	Mariash, Theodore	164,501
Champagne, Gisele	79,348	Marks, William	206,536
Claros, Amado	262,747	Martin-White, Wendy	113,418
Coggan, Derek	221,555	Mayer, Douglas	110,166
Cook, Michael	174,923	McKay, Cameron	278,098
Corona, John	232,963	McKelvey-Gunson, Andrew	124,932
Dawson, Roy	80,815	Mokriy, Don	176,417
Dorion, Desiree	107,171	de Monye, Trinda	85,125
Dyck, Michael	108,103	Munce, Matthew	231,977
English, Chantal	84,242	Murphy, Edmond	81,627
Gladstone, Brett	448,834	Newman, Scott	97,620
Goertzen, Kendra	96,371	Olson, Candace	101,619

Name	Amount	Name	Amount
Omonuwa, Odaro	92,376	Simmonds, Saul	112,685
Ostapiw, Jody	90,696	Sinder, Barry	190,346
Phillips, Cory	162,144	Skinner, John	249,389
Phillips, David	224,856	Smith, Pamela	159,930
Raffey, Matthew	124,617	Smith, Rachel	83,664
Rai, Surinder	291,991	Soldier, Stacey	86,253
Ramsay, John	292,038	Sutherland, Rob	76,990
Rees, Tom	90,121	Synyshyn, Andrew	176,331
Robinson, Laura	119,039	Van Dongen, Lori	155,538
Rogala, Joshua	82,323	Walker, Tara	216,340
Roitenberg, Evan	115,847	Webb, Karen	84,548
Segal, Shimon	82,963	Wishnowski, Eric	122,285
Sigurdson, Chris	77,455	Zaman, Saheel	331,882

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, 2019 <i>(Prepared in accordance with Section 2 of The Public Sector Compensation Disclosure Act)</i>					
Paid to Council Members: In aggregate \$46,613 of this amount, \$35,000 was provided to the Chair Amounts paid to employees of \$75,000 or more:					
Name	Position	Amount	Name	Position	Amount
ANDERSON, L.	ATTORNEY 3	168,080	DILAY, K.	ATTORNEY 1	94,502
ANICETO, L.	ATTORNEY 2	152,686	DOWLE, K.	ATTORNEY 3	170,640
BALNEAVES, S.	INFO TECHNOLOGIST 4	93,317	DWARKA, R.	FINANCIAL OFFICER 7	107,695
BRACKEN, S.	ATTORNEY 3	169,820	FAWCETT, R.	ATTORNEY 3	178,904
CHENG, W.	FINANCIAL OFFICER 4	78,884	FENSKE, A.	ATTORNEY 3	161,944
CLIFFORD, G.	SR LEGAL OFFICER 4	172,756	FERENS, M.	ATTORNEY 2	152,382
COLQUHOUN, L.	ATTORNEY 3	139,773	GAMMON, B.	SR LEGAL OFFICER 3	163,963
COTTAM, G.	ATTORNEY 2	105,446	HANSLIP, M.	ATTORNEY 2	145,069



Name	Position	Amount	Name	Position	Amount
HAWRYSH, G.	ATTORNEY 4	186,594	ROBBINS, J.	ATTORNEY 3	152,255
HENDERSON, D.	ATTORNEY 2	152,483	ROBINSON, G.	ATTORNEY 3	179,824
HORST, A.	ATTORNEY 3	110,165	RUTHERFORD, J.	ATTORNEY 1	97,437
HWOZDULYCH, B.	ATTORNEY 2	152,710	SANDULAK, T.	ATTORNEY 1	87,616
KENNEDY, C.	ATTORNEY 3	175,499	SANSREGRET, A.	ATTORNEY 4	183,776
KINGSLEY, P.	SR LEGAL OFFICER 3	166,561	SANTOS, M.	ATTORNEY 3	180,790
KOTURBASH, T.	ATTORNEY 3	178,910	SHERMAN, C.	ATTORNEY 3	182,160
LIBMAN, A.	ATTORNEY 3	175,660	SIEKLIICKI, P.	ATTORNEY 1	128,879
LIU, W.	INFO TECHNOLOGIST 3	85,909	SIMPSON, P.	INFO TECHNOLOGIST 2	79,660
LONEY, A.	ATTORNEY 3	175,660	SINGH, S.	ATTORNEY 1	92,469
LOVEGROVE, C.	ATTORNEY 4	186,874	SNEESBY, K.	ATTORNEY 3	177,593
MACAULAY, G.	ATTORNEY 3	175,660	STEWART, W.	ATTORNEY 2	142,163
McDONALD, T.	ATTORNEY 3	106,596	STRANG, K.	ATTORNEY 2	151,825
McLEAN, K.	ATTORNEY 1	99,284	TAILLEUR, L.	ATTORNEY 3	175,660
McNAUGHT, I.	ATTORNEY 2	138,906	TAIT, C.	ATTORNEY 2	152,671
MENDELSON, L.	ATTORNEY 1	101,923	TASCHE, H.	ATTORNEY 2	143,833
MITCHELL, M.	ATTORNEY 2	136,494	TONGE, P.	ATTORNEY 3	136,048
MUNCE, A.	ATTORNEY 1	94,869	VALCOURT, G.	INFO TECHNOLOGIST 4	93,317
NYGAARD, D.	ATTORNEY 2	155,973	VAN SCHIE, S.	ATTORNEY 3	175,660
PALER, S.	ATTORNEY 3	175,355	WALKER, M.	ATTORNEY 3	178,915
PALUK, M.	ATTORNEY 3	178,910	WEISENSEL, S.	ATTORNEY 1	94,984
PASTORA SALA, J.	ATTORNEY 1	102,388	WHIDDEN, S.	ATTORNEY 1	82,933
PAULS, C.	ATTORNEY 3	178,910	WIEBE, C.	INFO TECHNOLOGIST 2	121,440
PURANEN, S.	ATTORNEY 3	116,598	WILLIAMS, B.	ATTORNEY 4	184,363
RAPOSO, S.	SR LEGAL OFFICER 3	163,375	WOODMAN, R.	ATTORNEY 3	175,660
REID, A.	ATTORNEY 1	87,479			

Notes to Financial Information

LEGAL AID MANITOBA

Notes to Financial Information for the year ended March 31, 2019

1. Basis of Accounting

a) Private Bar Fees and Disbursements of \$75,000 or More

The financial information discloses every person who received \$75,000 or more during the fiscal year ended March 31, 2019 for providing legal aid. The amounts are calculated in accordance with *The Public Sector Compensation Disclosure Act* of Manitoba.

b) Aggregate Compensation to Council Members

The financial information discloses the amount of the payments, in aggregate, to the Council Members during the fiscal year ended March 31, 2019. The amounts are calculated in accordance with *The Public Sector Compensation Disclosure Act* of Manitoba.

c) Compensation of \$75,000 or More

The financial information lists employees who received compensation of \$75,000 or more during the fiscal year ended March 31, 2019. The amounts are calculated in accordance with *The Public Sector Compensation Disclosure Act* of Manitoba.



Directory of Legal Aid Offices

Administration Office

4th Floor - 287 Broadway
Winnipeg MB R3C 0R9
Ph: 204.985.8500
Toll-free: 1.800.261.2960
Fax: 204.944.8582

Agassiz CLC

520 - 136 Market Avenue
Winnipeg MB R3B 0P4
Ph: 204.985.5230
Toll-free: 1.800.300.2307
Fax: 204.985.5237

Child Protection Law Office

300 - 287 Broadway
Winnipeg MB R3C 0R9
Ph: 204.985.8560
Toll-free: 1.855.777.3753
Fax: 204.985.5224

Criminal Duty Counsel Office

100 - 287 Broadway
Winnipeg MB R3C 0R9
Ph: 204.985.8500
Toll-free: 1.800.261.2960
Fax: 204.949.9216

Phoenix CLC

500 - 175 Carlton Street
Winnipeg MB R3C 3H9
Ph: 204.985.5222
Toll-free: 1.855.777.3759
Fax: 204.942.2101

Public Interest Law Centre

200 - 393 Portage Avenue
Winnipeg MB R3B 3H6
Ph: 204.985.8540
Toll-free: 1.800.261.2960
Fax: 204.985.8544

Regency CLC

300 - 287 Broadway
Winnipeg MB R3C 0R9
Ph: 204.985.9440
Toll-free: 1.855.777.3756
Fax: 204.947.2976

Riel CLC

410 - 330 Portage Avenue
Winnipeg MB R3C 0C4
Ph: 204.985.8555
Toll-free: 1.855.777.3758
Fax: 204.774.7504

Riverwood CLC

200 - 175 Hargrave Street
Winnipeg MB R3C 3R8
Ph: 204.985.9810
Toll-free: 1.855.777.3757
Fax: 204.985.8554

University of Manitoba CLC

Faculty of Law
101 Robson Hall
University of Manitoba
Winnipeg MB R3T 2N2
Ph: 204.985.5206
Fax: 204.985.8551

Willow CLC

102 - 433 Main Street
Winnipeg MB R3C 1B3
Ph: 204.985.9732
Toll-free: 1.855.777.3760
Fax: 204.942.7362

Winnipeg Application Centre

100 - 287 Broadway
Winnipeg MB R3C 0R9
Ph: 204.985.8500
Toll-free: 1.800.261.2960
Fax: 204.949.9216

Amisk CLC

138 1st Avenue SW, Unit A
Dauphin MB R7N 1S2
Ph: 204.622.7000
Toll-free: 1.800.810.6977
Fax: 204.622.7029

Northlands CLC

Box 2429, 236 Edwards Ave
The Pas MB R9A 1M2
Ph: 204.627.4820
Toll-free: 1.800.268.9790
Fax: 204.627.4838

Thompson CLC

3 Station Road
Thompson MB R8N 0N3
Ph: 204.677.1211
Toll-free: 1.800.665.0656
Fax: 204.677.1220

Westman CLC

236 - 11th Street
Brandon MB R7A 4J6
Ph: 204.729.3484
Toll-free: 1.800.876.7326
Fax: 204.726.1732





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