



# ANNUAL REPORT 2015/16

*Delivering Access  
to Justice for  
Low-Income Manitobans*



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

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Diane Stevenson

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*Winnipeg*

Theresa McDonald

*Rural*



# Letter to the Minister



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

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**FORTY-FOURTH ANNUAL REPORT**  
**LEGAL AID MANITOBA**  
**Fiscal Year Ending March 31, 2016**

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

Dear Madam:

Pursuant to Section 28 of *The Legal Aid Manitoba Act*, I am pleased to submit the Forty-Fourth Annual Report for the year ending March 31, 2016.

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

Respectfully submitted,

**TIMOTHY VALGARDSON**  
Chair  
Legal Aid Manitoba Management Council



2015/16



Legal Aid Manitoba  
L'Aide Juridique du Manitoba

# At a Glance



Worked with families to develop a broad national strategy that puts missing and murdered Indigenous women and girls first.



Helped a Manitoban exercise their right to die with the help of a doctor.



Provided more full representation certificates *per capita* than any other legal aid plan in Canada.



Provided more representation services to more people, in more areas of law, than any other provincial legal aid plan.



Increased financial eligibility guidelines - the highest among provincial legal aid plans for a single person and for all family sizes.



Had the lowest average cost per approved application (certificate) in Western Canada.

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## Message from the Chair

We began this fiscal year with a continued focus on ensuring that we provide quality legal advice and representation services to eligible, low-income individuals and groups in an accountable and transparent manner, with an emphasis on openness, ethics, performance outcomes and fiscal responsibility.

Throughout the year, we developed and implemented several initiatives to advance Legal Aid Manitoba's (LAM's) strategic plan, including:

- enhancing stakeholder engagement by reconstituting the Advisory Committee of LAM and participating in a number of representative committees that promote access to justice and a fair and balanced justice system;
- rolling out an online billing system for private bar counsel and improving our intake, assessment and application form processing functions through the development of an interactive online version of the LAM application form for staff;
- enhancing information and representation services for patients appearing before the Mental Health Review Board;
- enhancing information and representation services for tenants appearing before the Residential Tenancies Branch and Residential Tenancies Commission;
- challenging systemic barriers and advancing the rights of vulnerable groups and individuals by:
  - helping families of missing and murdered Indigenous women and girls in Manitoba develop a broad national strategy that focuses on putting the families of missing and murdered Indigenous women and girls first;
  - assisting with a Manitoban's *Charter* application to the court seeking the right to die with the help of a doctor; and
- increasing access to justice through the re-introduction of the Agreement to Pay (ATP) program at increased income threshold levels.



Tim Valgardson, Chair

## ATP Program

The ATP program is designed to provide a greater number of Manitobans with incomes near the poverty line with the opportunity of obtaining legal representation services if they:

- meet LAM's merit criteria in accordance with the *Area Directors' Manual*;
- have a demonstrated ability to pay for the legal cost of their case; and
- fall within the ATP financial guidelines (see Figure 1 on page 3).

**“Financial eligibility criteria needs to be significantly raised to a realistic level.”**

—REPORT OF THE LEGAL AID REVIEW, MICHAEL TREBILCOCK, 2008

## Financial Eligibility Guidelines

LAM's current financial eligibility guidelines as compared to the Low-Income Cut-Off (LICO)

**FIGURE 1**

Family Size	"Free" Legal Aid Gross Family Income	Agreement to Pay Gross Family Income	Poverty Line [2015 Stats Canada Low-Income Cut Off (LICO) before tax]
1	\$0 - 23,000	\$23,000 - 35,000	\$23,861
2	\$0 - 27,000	\$27,000 - 45,000	\$29,706
3	\$0 - 31,000	\$31,000 - 50,000	\$36,520
4	\$0 - 34,000	\$34,000 - 54,000	\$44,340
5	\$0 - 37,000	\$37,000 - 57,000	\$50,290
6	\$0 - 40,000	\$40,000 - 60,000	\$56,718
More than 6	\$0 - 43,000	\$43,000 - 60,000	\$63,147

## Striving for Fairness

The notion of "fairness" in the justice system is a core Canadian value. Canada's justice system is adversarial in nature. Imbalances between the power and resources of the Crown and the power and resources of an individual are readily apparent in the areas of criminal defence, immigration and refugee, child protection and many poverty law matters. From LAM's perspective, power and resource imbalances are equally apparent between parties in family law matters, notwithstanding the fact that the Crown is not engaged.

*Imbalances  
of power and  
resources are  
apparent.*

LAM's purpose is to provide low-income individuals and groups with fundamental and essential legal advice and representation services that address the core value of "fairness" and ensure that Manitoba's justice system operates fairly and effectively in the following areas of law:

- Criminal defence (adult and youth);
- Immigration and Refugee;
- Child Protection;
- Family law;
- Poverty law issues including disputes involving housing issues, government benefits, and *Mental Health Act* detentions; and
- Public Interest matters, (Indigenous, consumer, and environmental matters).

In the coming year, we will continue our efforts to advance our strategic plan, and increase access to justice by establishing sustainable, scalable and accessible full representation programs and services for low-income individuals, the "working poor", and groups, in an accountable and transparent manner.



TIM VALGARDSON, LAM Chair

## Message from the Executive Director

One would think that in the year 2016 all legal aid plans across Canada would provide core legal services for the poor and working poor (people and families who cannot afford to pay for private legal assistance). Canada's Low-Income Cut-Off (LICO) is an accepted measure of persons who effectively have little income beyond provision for the bare essentials of life and who, absent significant disposable assets, cannot afford to pay for private legal assistance even when they desperately need it.

"Core legal services" consist of, at the very least, full representation for all financially eligible individuals and groups in the following areas:

- persons charged with serious criminal offences (indictable offences or those that will result in jail or the loss of employment);
- all areas of family law (including separation, divorce, protection/prevention orders, child custody/support and spousal support);
- parents/guardians whose children are being taken away, and children who are being removed from their family home;
- people who are facing the forced loss of their ability to meet their basic needs such as shelter, food, water, heat and electricity;
- immigrants and refugees facing loss of status or deportation; and
- groups of people whose basic rights and interests are being affected by government policy, laws, regulations, or the actions of corporations.

Unfortunately, in the year 2016, legal aid plans across Canada are not even close to meeting this minimal level of legal services. Very few legal aid plans (Legal Aid Manitoba is one) provide full representation in these core areas of coverage. Even among these plans the financial eligibility levels vary significantly.



Gil Clifford, Executive Director

*Legal aid plans across Canada are not even close to meeting the minimal level of services.*

### Inadequate Funding

Some provinces have the desire to provide full representation in core areas, but are precluded from doing so by inadequate provincial and federal funding. Some have reduced representation in family law and other civil law areas and have attempted to replace these services with "innovations" like pamphlets, internet information services, and partial representation. Of even more concern is the assertion in some quarters that these "innovations" are appropriate replacements for full representation despite the continued existence of a litigation-based court system where basic rights are decided, and enforceable remedies provided.

*I find this growing disparity very troubling.*

### Growing Disparity

There is a longstanding and growing disparity in the full legal representation services provided to low-income persons across Canada. From a position of leadership at LAM, I find this growing disparity very troubling.

***"Legal representation is primarily limited to persons with relatively high incomes or the very poor, and full legal representation only in the case of those with considerable discretionary resources."***

—INCREASING ACCESS TO FAMILY JUSTICE THROUGH COMPREHENSIVE ENTRY POINTS AND INCLUSIVITY,  
THE LAW COMMISSION OF ONTARIO, FEBRUARY 2013



## Full Representation in Core Areas

Canadians want a justice system with faster, less expensive, and less adversarial ways of resolving disputes; the same fair manner of resolving disputes for rich and poor alike. Unless and until that system is in place, LAM is of the view that full representation for the poor and working poor, in the core areas indicated above, remains absolutely necessary for a fair justice system. Justice cannot be served by sending a low-income litigant to court armed with a pamphlet, against a well-resourced litigant who has retained experienced counsel.

LAM takes its legislated mandate to provide full, effective representation to eligible applicants very seriously. As a result of innovations in efficiency, and having diligently developed and applied a business approach to management of services, LAM is currently funded at a level which allows us to meet this legislated mandate to provide full representation in the core areas while approximating LICO levels in our guidelines.

## Eligibility

An annual income of \$23,000 will permit a single person to have legal services without having to pay a contribution. A single person whose income is between \$23,000 and \$35,000 will receive legal services if they enter into an appropriate agreement to repay the modest tariff rate for the services LAM provides (Figure 1 on page 3 shows LAM's financial eligibility levels for all family sizes).

LAM's funding sources are:

- Provincial Government;
- Federal Government;
- Manitoba Law Foundation; and
- cost recovery programs provided for in our legislation.

Regrettably the federal proportion of funding has decreased to approximately 14%. The Provincial Government has been left to shoulder the vast majority of the funding burden.

## Our Challenge to the Federal Government

LAM's challenge to the Federal Government is to re-engage after more than a decade of decreasing their proportionate contribution to legal aid plans. Our challenge is for the Federal Government to increase its contribution back to 50% in criminal law and to initiate a 50% contribution to civil law.

We would also challenge the Federal Government to introduce a condition on this funding that legal aid plans meet a national minimum standard for full representation in core legal services. Such a bold move would ensure all poor and working poor people in Canada have a guarantee of access to justice where legal representation is needed to ensure fair treatment where basic legal rights are in issue.

*Such a bold move would ensure that Canada's poor and working poor have access to justice.*

## Our Approach to Success

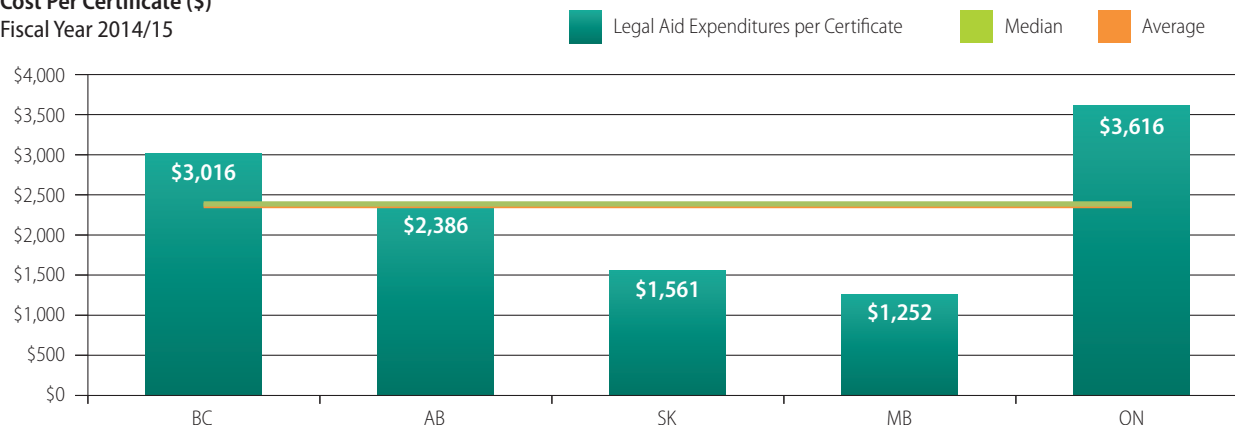
LAM employs a business-oriented approach to managing the public funds entrusted to us. We use a competitive mixed delivery model with both private bar and staff lawyers competing for the same work. We measure productivity using the same tariff system regardless of whether the lawyer is a civil service staff lawyer or a private bar lawyer.

Our legal services are based on a very modest rate, with reasonable incentives for cases that can be resolved more quickly, and carefully audited increases in compensation where they are extremely complicated and lengthy.

We are 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 case is the lowest when compared to other legal aid plans (see Figure 2 below) even as we provide more full representation certificates *per capita* than any other legal aid plan (see Figure 3 below).

**FIGURE 2****Cost Per Certificate (\$)**

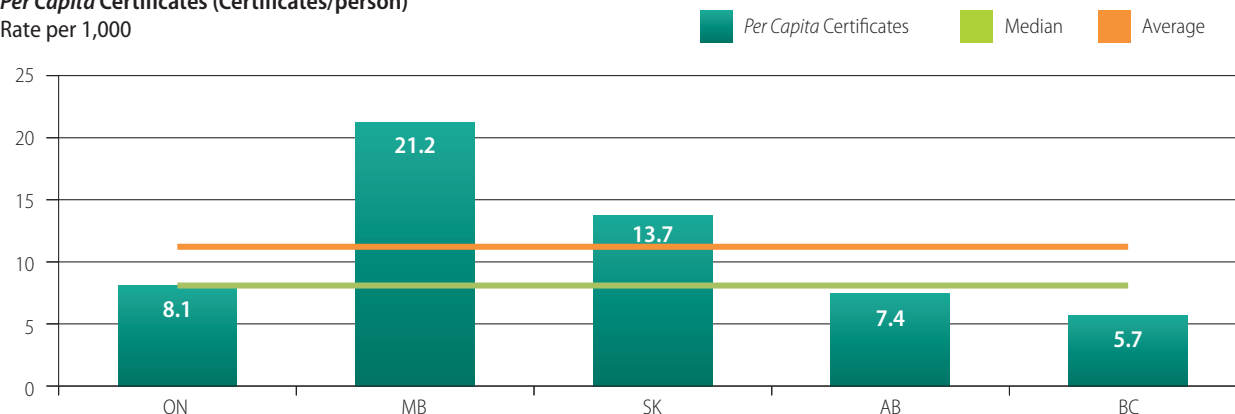
Fiscal Year 2014/15



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

**FIGURE 3****Per Capita Certificates (Certificates/person)**

Rate per 1,000



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

LAM is on track to ensure the continued provision of full representation for core legal services to poor and working poor people in Manitoba. We do, however, remain vulnerable going forward without the security of a fair federal funding contribution with requisite national standards.

Fairness cannot be achieved in a justice system where those who can afford effective legal representation have more effective access to a litigation based court system in which basic rights and remedies are determined.

GIL CLIFFORD, Executive Director

## 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, 2015 and March 31, 2016. The activity under the *Act* is set forth in the disclosure reporting matrix below:

Information required annually (per section 18 of the Act)	Fiscal year 2015/16
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

## Delivering Access to Justice

*“A more vulnerable person may need the assistance of a lawyer or paralegal while another individual may require access to clear and correct information.”*

—THE GEOGRAPHY OF CIVIL LEGAL SERVICES IN ONTARIO: REPORT OF THE MAPPING PHASE OF THE ONTARIO CIVIL LEGAL NEEDS PROJECT, JAMIE BAXTER AND ALBERT YOON, NOV 2011

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. 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.

*“Providing justice—not just in the form of fair and just process but also in the form of fair and just outcomes—must be our primary concern.”*

—ACTION COMMITTEE ON ACCESS TO JUSTICE IN CIVIL AND FAMILY MATTERS, ACCESS TO CIVIL AND FAMILY JUSTICE: A ROADMAP FOR CHANGE (OTTAWA, ACTION COMMITTEE: 2013)

### Poverty Law

2015/16

We provided a range of poverty law legal services, including disputes involving housing and government benefits.



## Access to Lawyers

Unlike some other legal aid plans, LAM's mandate is narrowly focused on providing low-income individuals and groups with fundamental and essential legal "advice" and "representation" services that address the core value of "fairness". LAM's resources are primarily devoted to providing Manitobans with access to lawyers. LAM provides more representation services to more people, in more areas of law, than any other provincial legal aid plan (see Figure 4).

*“The most consistently cited reason for self-representation was the inability to afford to retain, or to continue to retain, legal counsel.”*

—THE NATIONAL SELF-REPRESENTED LITIGANTS PROJECT: IDENTIFYING AND MEETING THE NEEDS OF SELF-REPRESENTED LITIGANTS, DR. JULIE MACFARLANE, FINAL REPORT, MAY 2013

## Scope of Service Details

Scope of services provided by legal aid plans across Canada:



**FIGURE 4**

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

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

<sup>2</sup> Aboriginal and case impacts your ability to follow traditional livelihood

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



## Financial Eligibility Guidelines

LAM increased its financial eligibility guidelines on October 5, 2015, making them the highest among the provincial legal aid plans for a single person and for all family sizes. 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 (see Figure 5 below).

**“Target: By 2020, all Canadians living at and below the poverty line... are eligible for full coverage of essential public legal services.”**

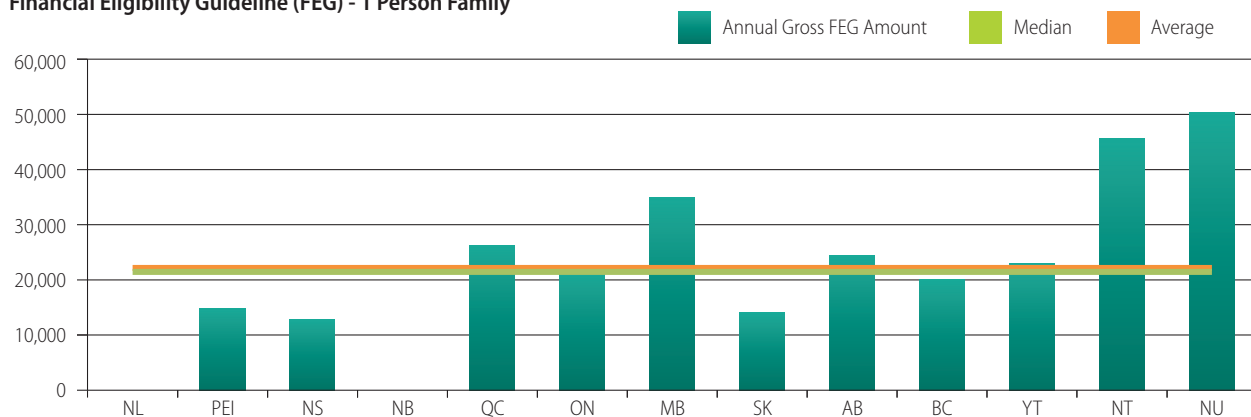
—REACHING EQUAL JUSTICE: AN INVITATION TO ENVISION AND ACT A SUMMARY  
REPORT BY THE CBA ACCESS TO JUSTICE COMMITTEE, AUGUST 2013

### Financial Eligibility Guideline – 1 Person Family (\$)

- One-person financial eligibility guideline (FEG) for jurisdictions across Canada, as at January 2016.
- Jurisdictions that calculate financial eligibility guidelines on a net income amount (Alberta, Saskatchewan and British Columbia) adjusted to the gross amount for comparative purposes.

**FIGURE 5**

**Financial Eligibility Guideline (FEG) – 1 Person Family**



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

## Administration Costs

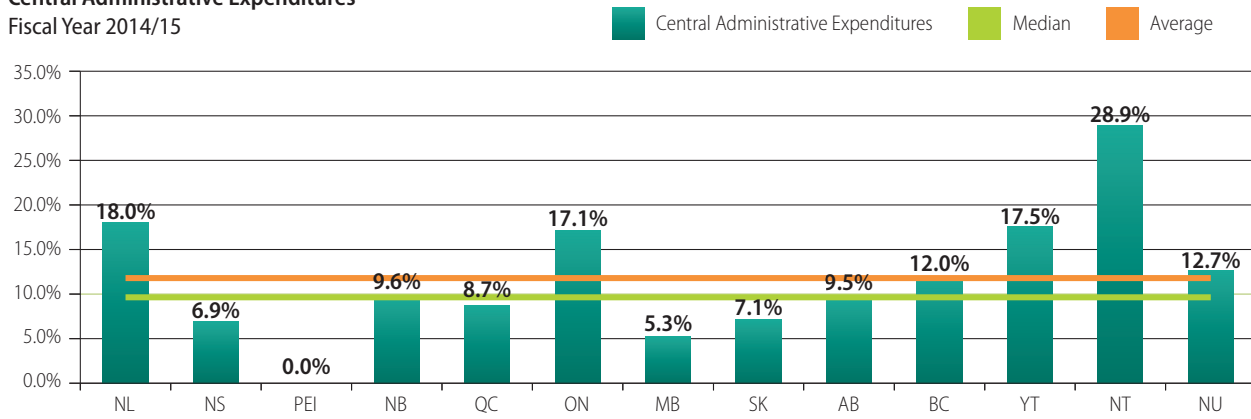
LAM delivers services in a cost-effective and efficient manner by removing waste and inefficiencies from its processes and structure using sound business practices and principles. As a result, a greater number of Manitobans living near the poverty line can access LAM's essential advice and representation services.

## Central Administrative Expenditures

LAM's use of technology in its application and certificate issuing processes is one of the biggest reasons why our administrative costs, as a percentage of total expenditures, are the lowest among all legal aid plans across Canada.

**FIGURE 6**

**Central Administrative Expenditures**  
Fiscal Year 2014/15



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

## Family Law 2015/16

We opened 6,496 family and child protection cases, involving matters such as divorce, separation, protection orders, and child custody/support.

# 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.

**Legal Aid Manitoba fulfills an admirable mandate.** The representation it provides to financially challenged litigants enhances access to justice and contributes greatly to the efficiency of the courts across Manitoba. Nowhere is that more critical than in the family law context, where disputes often involve fundamentally important, even life-changing, issues and events. All of us in the legal system have reason to be grateful to those at Legal Aid Manitoba who have done so much in the service of others and who continue its good work.

—MARIANNE RIVOALEN

*Associate Chief Justice, Court of Queen's Bench of Manitoba (Family Division)*

**Legal Aid Manitoba is a longstanding leader** in the provision of both access to justice and legal education in Manitoba, not least through its support over decades for the University of Manitoba Community Law Centre at the Faculty of Law. Through this engagement with students in the faculty, Legal Aid Manitoba is able to provide additional services to Manitobans while also providing rich learning experiences for our students. The opportunities to serve that our students receive are also rich opportunities to learn. The students develop knowledge and skills in providing people-centered legal services, guided by top-notch role models of humane and ethical professionals. At the same time, the students develop a keen understanding of the challenges faced by many Manitobans to exercise their basic rights and a deeper appreciation of their own responsibility as lawyers to serve the public interest and the administration of justice. These benefits are invaluable to our whole community.

—DR. LORNA TURNBULL

*Dean, Faculty of Law, University of Manitoba*



**The work of Legal Aid Manitoba is of utmost importance** to the functioning of our legal system. Public-funded legal services, generally referred to as legal aid programs, are an indispensable component of a fair, efficient, healthy and equal justice system. Legal aid alone will not cure all barriers to access to justice, and it is important not to conflate the two, but the Canadian Bar Association has often said that legal aid is our most important access to the justice program. Our justice system cannot operate fairly and efficiently without a healthy legal aid system. The Manitoba Bar Association sees the work of Legal Aid Manitoba as an integral part of access to justice for Manitobans.

—BRADLEY D. REGEHR

*President, Manitoba Bar Association*

**The Law Society of Manitoba upholds and protects the public interest** in the delivery of legal services with competence, integrity and independence. As part of that mandate the Society has explored with the legal profession and other stakeholders, including Legal Aid Manitoba, how to most effectively address the recognized gap in the provision of domestic legal services to the working poor in Manitoba. The Law Society commends Legal Aid Manitoba for having expanded eligibility guidelines and for creating the Agreement To Pay Pilot Project in 2015. These initiatives have, in a significant way, enhanced access to justice for the citizens of Manitoba.

—KRISTIN DANGERFIELD

*Chief Executive Officer, The Law Society of Manitoba*

A photograph of a Black woman and a young Black child. The woman is in the background, smiling, wearing a white sweater with a blue collar. The child is in the foreground, also smiling, wearing a dark blue turtleneck sweater. They are outdoors with green foliage in the background.

## Immigration Law

2015/16

We helped over 170 people with immigration issues like seeking refugee status or opposing deportation or removal orders.

## **Legal Aid Manitoba provides duty counsel services to the Winnipeg Mental Health Court.**

The court was established in April 2012 and is designed to divert people with mental illness away from a more traditional criminal court to a treatment based rehabilitation approach.

The core of the program is the Forensic Assertive Community Treatment team (FACT). This is a team of mental health and social work professionals. Each participant is assessed and supported in an individualized plan to suit their needs. The plan covers a broad range of needs - housing, mental health treatment, drug treatment, recreation, school and volunteering. To date, 15 participants have graduated from the program.

The program is a success. One man, upon entering the program, was homeless. His mental illness had gone untreated for years. He had lost all contact with his family and had been in and out of jail. After two years in the program he was living independently, visiting regularly with family and maintaining a part-time job.

A young woman struggling with schizophrenia and addicted to street drugs entered the program after a long period in custody. After taking advantage of the supports provided, she now lives in a clean and sober group home and works part-time in her family's business. When asked how life is now, her response said it all - "It's awesome."

—PETER TONGE

*Staff Lawyer, Phoenix Community Law Centre*

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**The criminal justice system cannot function fairly** and effectively if only the Crown or well-resourced accused have access to legal advice and representation services provided by lawyers. Legal Aid Manitoba routinely seeks feedback and input from the Criminal Defence Lawyers' Association of Manitoba (CDLAM) with respect to both policy, and the practical aspects of providing legal services to low-income Manitobans. This relationship is important to ensure that our clients are receiving legal aid when they are entitled to it, and that our members are properly compensated for the work they do.

—JODY OSTAPIW

*President, Criminal Defence Lawyers' Association of Manitoba*



## Client Base

Legal Aid Manitoba (LAM) collects statistics on the age, gender and family size of people that apply for legal aid services. Over the years, statistics show:

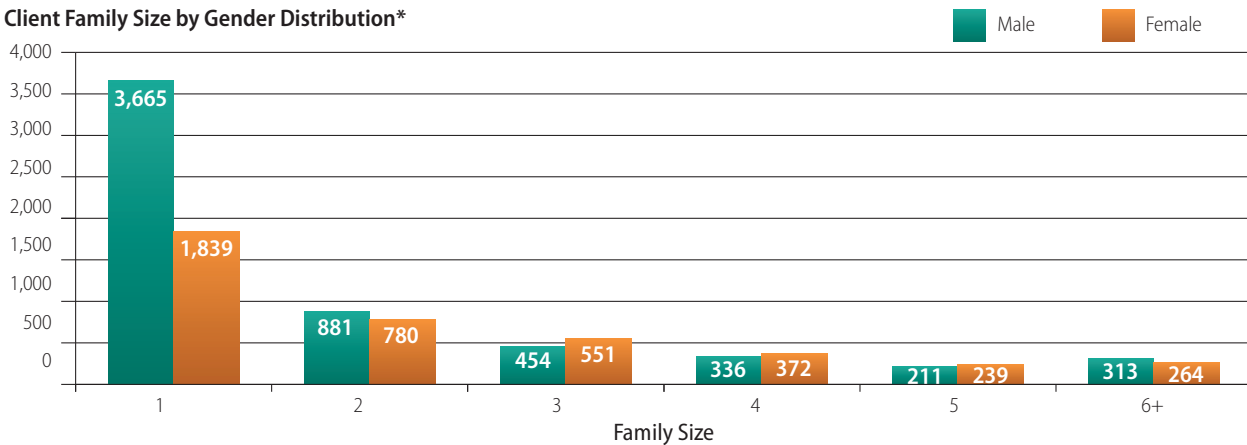


*“The focus must be on the people who need to use the system; all people, especially members of immigrant, aboriginal and rural populations and other vulnerable groups.”*

—ACCESS TO CIVIL AND FAMILY JUSTICE: A ROADMAP FOR CHANGE,  
ACTION COMMITTEE ON ACCESS TO JUSTICE IN CIVIL AND FAMILY MATTERS, OCTOBER 2013

**FIGURE 7**

**Client Family Size by Gender Distribution\***

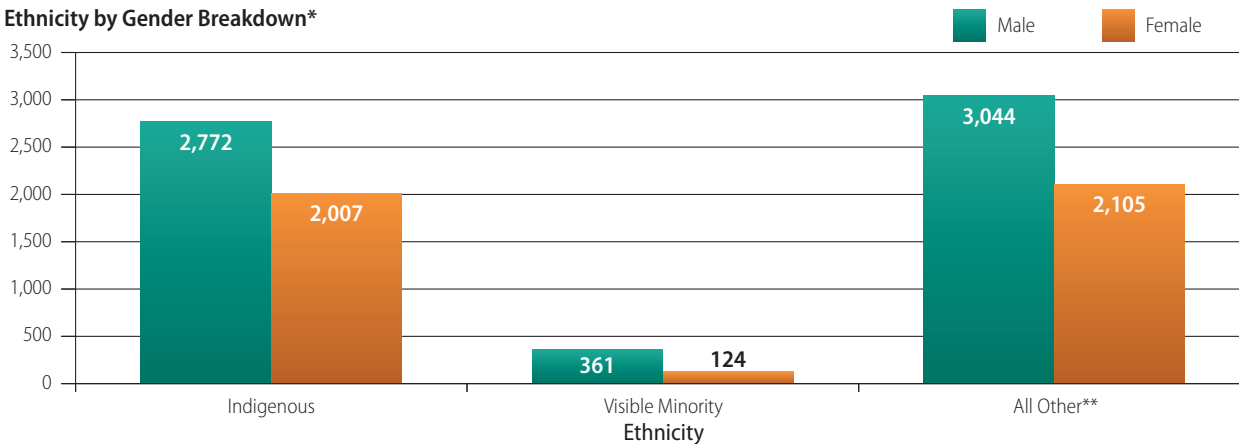


## Ethnicity by Gender Breakdown

People self-identifying as Indigenous make up the biggest percentage of LAM clients. The category “All Other” in Figure 8 below represents all other ethnicities and people who did not declare as being Indigenous or a Visible Minority.

**FIGURE 8**

**Ethnicity by Gender Breakdown\***

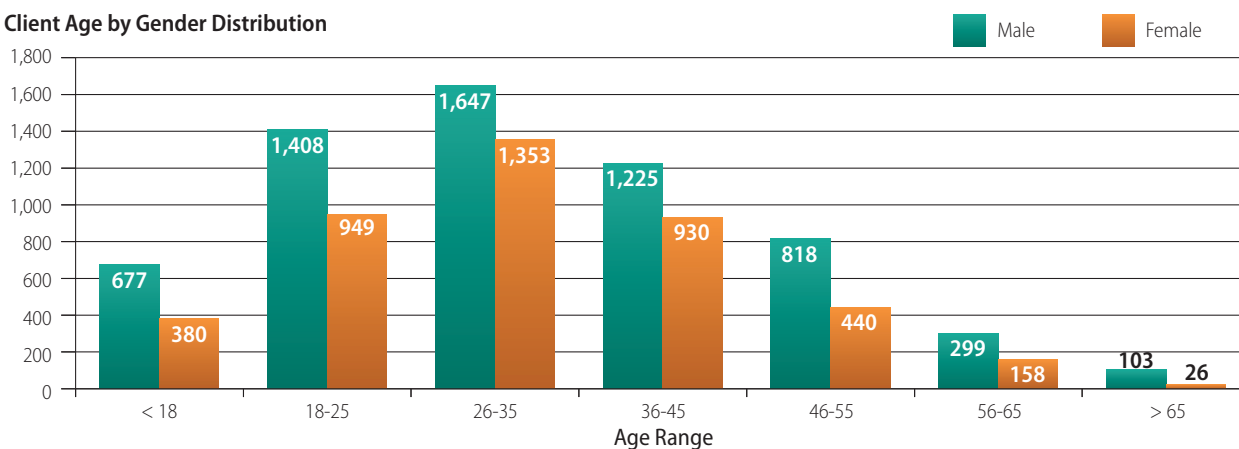


## Client Age by Gender Distribution

LAM's client base falls primarily in the 18-35 year age range.

**FIGURE 9**

**Client Age by Gender Distribution**



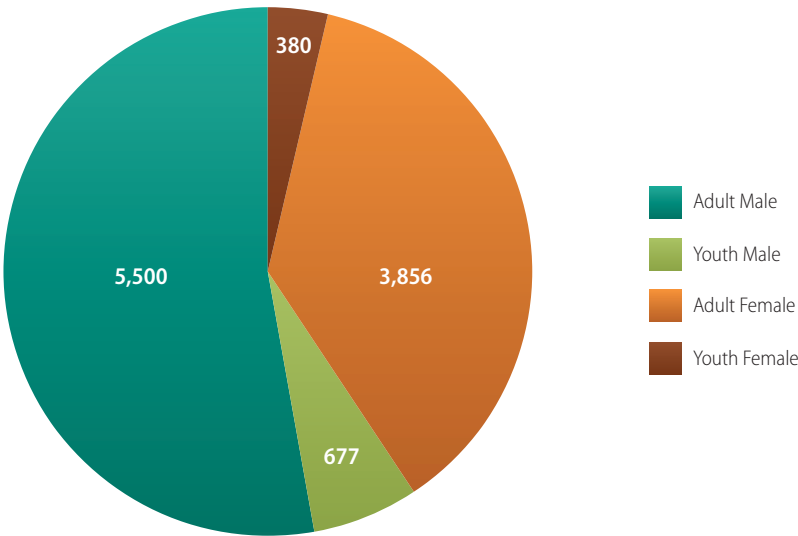
*“Our central animating principle must be envisioning a truly equal justice system that provides meaningful and effective access to all, taking into account the diverse lives that people live.”*

—ACCESS TO CIVIL AND FAMILY JUSTICE: A ROADMAP FOR CHANGE,  
ACTION COMMITTEE ON ACCESS TO JUSTICE IN CIVIL AND FAMILY MATTERS, OCTOBER 2013

## Client Breakdown

Adult males make up the biggest proportion of LAM clients (52.8%).

**FIGURE 10**  
Client Breakdown

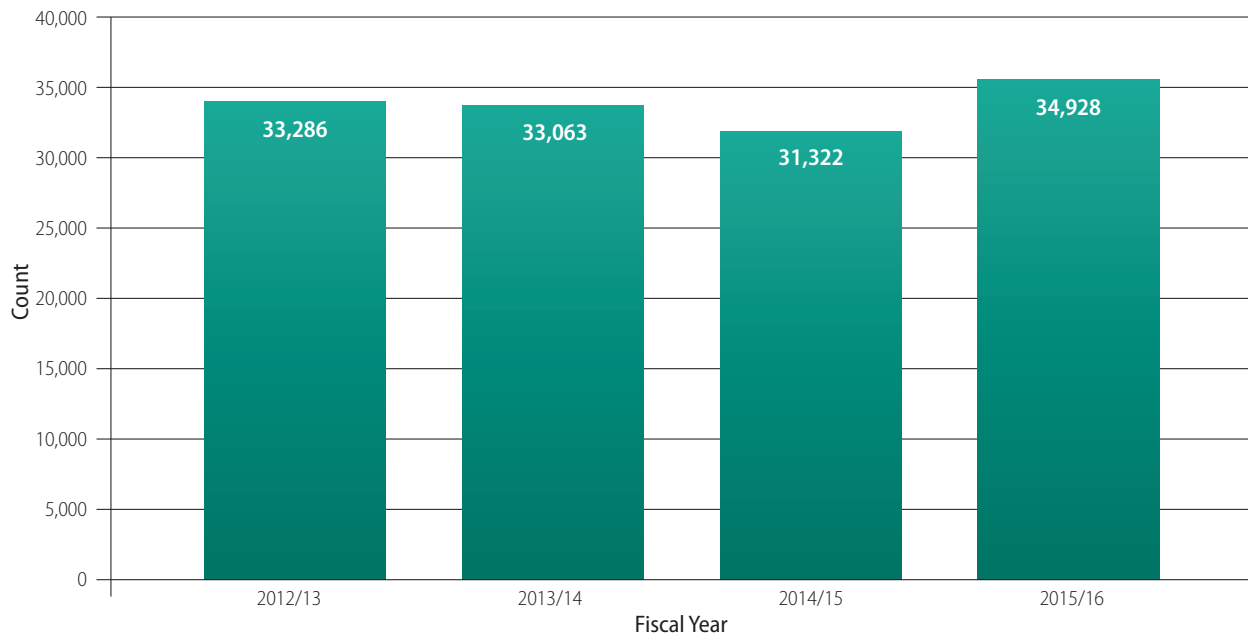


## Public Interest Law 2015/16

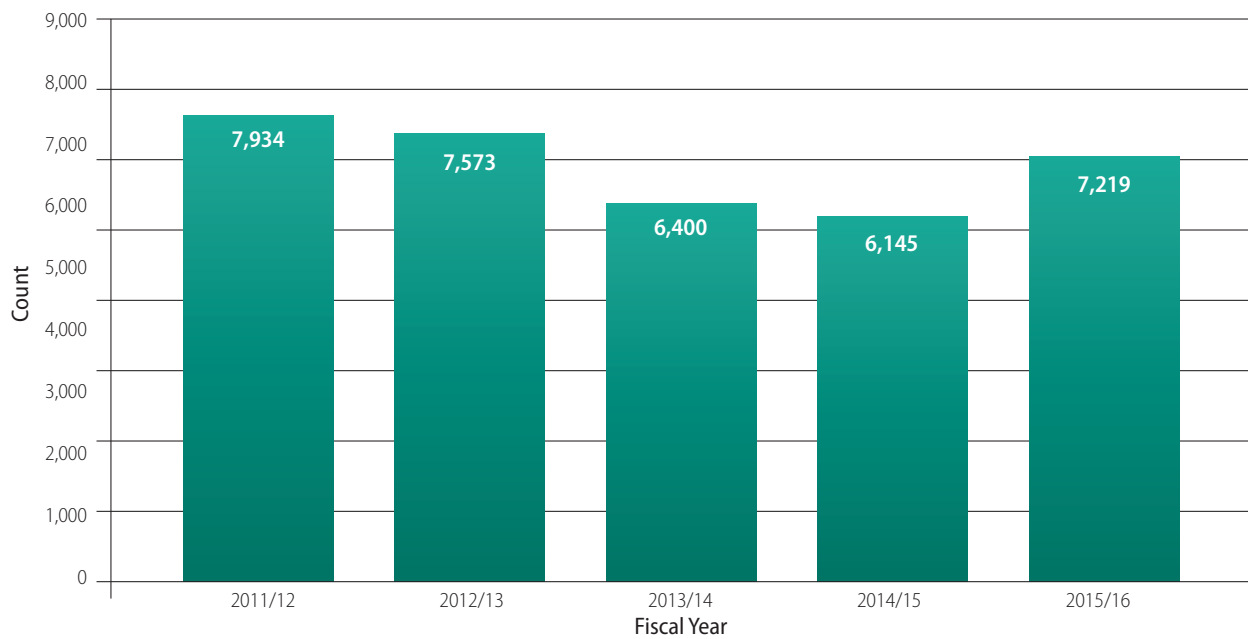
On behalf of the Consumer's Association of Canada, we are reviewing the cumulative effects of hydro-electric development on the Churchill, Burntwood, and Nelson River Systems.

## Service Delivery Outcomes

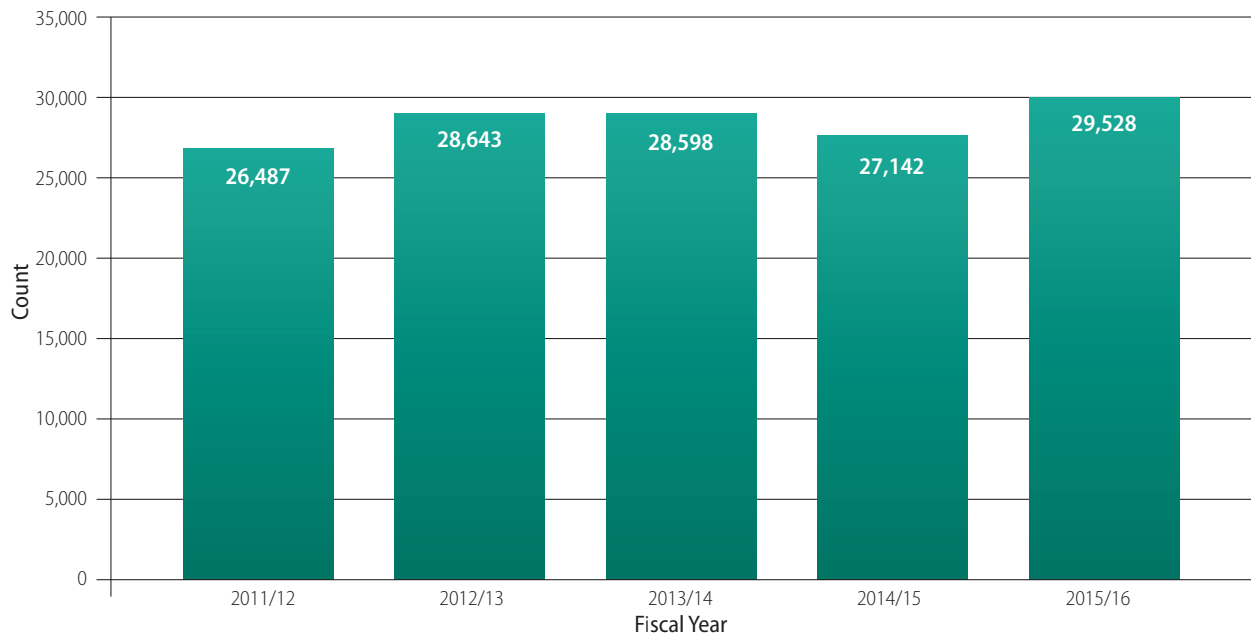
**FIGURE 11**  
Applications Received



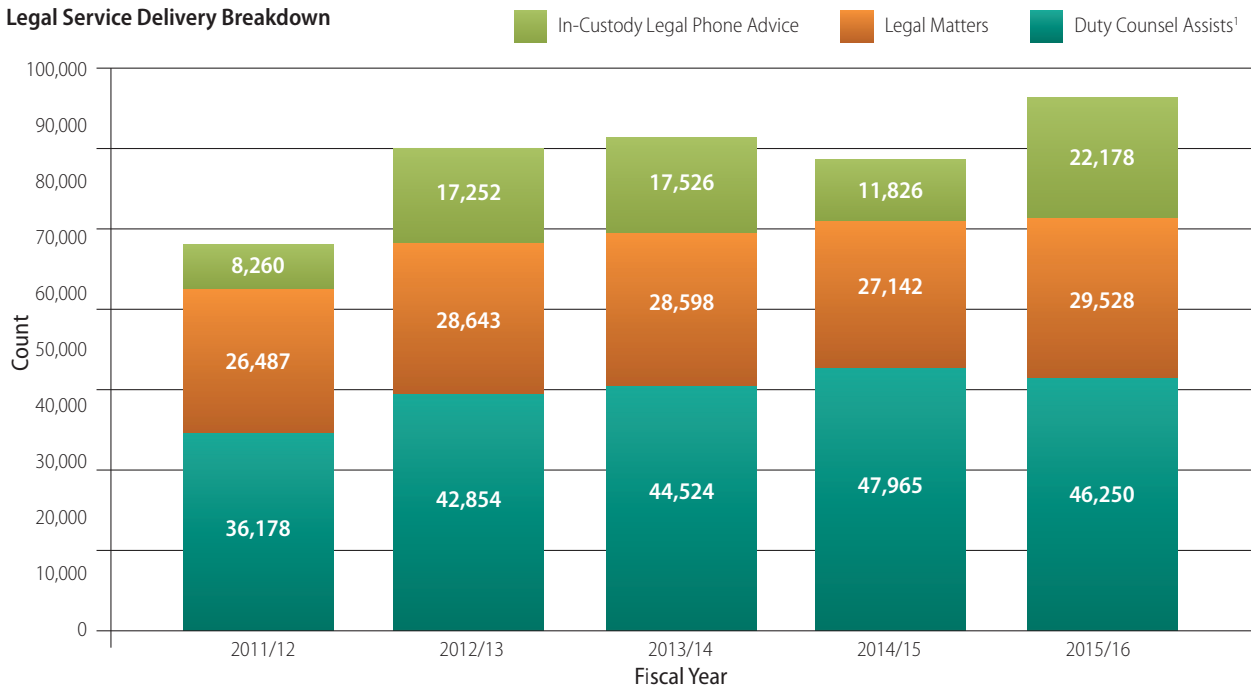
**FIGURE 12**  
Rejections of Applications Received



**FIGURE 13**  
Legal Matters Approved and Issued



**FIGURE 14**  
Legal Service Delivery Breakdown



<sup>1</sup> 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 fulfill 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;
- 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.



## Statistics

Community Law Centre (CLC) Statistics						
	Supervising Attorney	Staff Lawyer	Advocates/ Paralegal	Articling Student	Support Staff	Total
<b>Winnipeg Offices:</b>						
Agassiz CLC	1	4	0	1	3	9
Child Protection Law Office	1	2	0	0	3	6
Criminal Duty Counsel Office	1	5	0	1	1	8
Phoenix CLC	1	4	0	1	3	9
Public Interest Law Centre	1	2	3	1	2	9
Regency CLC	1	2	0	1	2	6
Riel CLC	1	4	0	1	3	9
Riverwood CLC	1	3	0	1	3	8
University of Manitoba CLC	1	0	0	0	1	2
Willow CLC	1	3	0	1	4	9
<b>Outlying Offices:</b>						
Amisk CLC, Dauphin	1	3	0	0	3	7
Northlands CLC, The Pas	1	1	0	2	2	6
Thompson CLC, Thompson	1	2	1	2	3	9
Westman CLC, Brandon	1	3	0	0	3	7
<b>All Community Law Centres</b>	<b>14</b>	<b>38</b>	<b>4</b>	<b>12</b>	<b>36</b>	<b>104</b>

Service Delivery Volumes	2015/16	2014/15
<b>Application Services</b>		
Applications Received <sup>1</sup>	34,928	31,322
Applications Rejected	7,219	6,145
<b>Legal Matters Issued (Opened Cases)</b>		
Criminal Adult	19,251	17,825
Criminal Youth	3,520	3,163
Family/Child Protection	6,469	5,921
Other Civil ( <i>includes poverty law and immigration/refugee matters</i> )	288	233
Total Legal Matters Issued (a) <sup>2</sup>	29,528	27,142
LM issued to Private Bar	20,031	17,368
LM issued to Staff	9,497	9,504
<b>Other Services</b>		
Duty Counsel Assists (b)	46,250	47,965
Drop-In and Phone Assists (c) <sup>3</sup>	22,178	11,826
<b>TOTAL ASSISTS (a + b + c) <sup>4</sup></b>	<b>97,956</b>	<b>86,933</b>
<b>Legal Matters Closed</b>		
Criminal Adult	17,828	17,988
Criminal Youth	3,184	3,417
Family/Child Protection	5,480	5,728
Other Civil ( <i>includes poverty law and immigration/refugee matters</i> )	127	254
Total Legal Matters Closed	26,619	27,387
LM closed by Private Bar	18,403	17,674
LM closed by Staff	8,216	9,713

**Notes:**

<sup>1</sup> Statistics include applications and non-initial legal matters. Non-initial legal matters are any subsequent legal matter that may attract coverage under an existing (open) client certificate. Non-initial legal matters are subject to the same eligibility criteria applied to all applications.

<sup>2</sup> LAM uses a mixed-model service delivery system. In 2015/16, the ratio of private bar to staff services was 68:32 (64:36).

<sup>3</sup> Includes assists provided through LAM's application centres, University of Manitoba CLC, Age & Opportunity, *Bridges* On-Call and general assistance calls.

<sup>4</sup> At the end of March 31, 2016, a total of 97,956 (86,933) assists were provided on either a formal or informal basis. This represents an increase of 12.7% over the previous fiscal year.

For 2015/16, LAM observed increases in applications received, legal matters issued as well as drop-in/phone assists. The significant increase in drop-in/phone assists represents the inclusion of *Bridges* On-Call statistics to LAM's statistical overview for fiscal year 2015/16.

# Financial Overview

## FINANCIAL OVERVIEW

### Sources of Funding

During 2015/16, 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, interest earned on monies invested, and miscellaneous receipts.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed to March 31, 2017.

### Distribution of Funding

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

### Significant Pressures on LAM

– LAM's low financial guidelines continue to exclude many low-income Manitobans from accessing legal aid. The current state of the economy makes it very difficult to increase the guidelines.

	2016 (\$000's)	2015 (\$000's)
<b>Operating Fund Revenue:</b>		
Appropriation	\$32,183	\$31,868
Manitoba Law Foundation	\$1,141	\$1,421
Other – 1	\$2,435	\$1,656
<b>Total</b>	<b>\$35,759</b>	<b>\$34,945</b>
<b>Operating Fund Expenses:</b>		
Private bar – 2	\$12,742	\$12,180
Direct legal services – 3	\$19,352	\$19,695
Administration – 4	\$1,735	\$1,792
<b>Total</b>	<b>\$33,829</b>	<b>\$33,667</b>
<b>Excess (deficiency) of revenue over expense</b>	<b>\$1,930</b>	<b>\$1,278</b>

- 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, collection and other legal expenses.
- 4 Administration include Management Council, the Executive Management Committee, and other administrative expenses for Winnipeg.

## Responsibility for Financial Reporting

The accompanying financial statements of Legal Aid Manitoba are the responsibility of management and have been prepared in accordance with the accounting policies stated in Note 2 to the financial statements for the year ended March 31, 2016.

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

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



GIL CLIFFORD  
*Executive Director*  
*Legal Aid Manitoba*

August 23, 2016

# Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Legal Aid Manitoba, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

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

### Auditor's Responsibility

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

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Legal Aid Manitoba as at March 31, 2016 and the results of its operations and its cash flow for the year then ended in accordance with Canadian public sector accounting standards.

*Office of the Auditor General*

Office of the Auditor General  
August 23, 2016  
Winnipeg, Manitoba





# Statement of Financial Position

## Legal Aid Manitoba Statement of Financial Position as at March 31, 2016

ASSETS	2016	2015
Current Assets		
Cash	\$ 2,814,029	\$ 2,088,880
Short-term investment	2,789,588	1,518,277
Client accounts receivable (Note 3)	166,950	187,444
Receivable from the Province of Manitoba	3,450,000	5,790,000
Other receivables (Note 4)	176,749	221,448
Prepaid expenses	238,559	232,621
	<u>9,635,875</u>	<u>10,038,670</u>
Capital Assets (Note 5)	299,078	299,302
Long-term receivable – charges on land (Note 6)	812,581	877,702
Long-term receivable – severance – Province of Manitoba (Note 7)	716,166	716,166
Long-term receivable – pension – Province of Manitoba (Note 14)	24,564,770	23,320,997
	<u>26,093,517</u>	<u>24,914,865</u>
	<u>\$ 36,028,470</u>	<u>\$ 35,252,837</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 2,462,774	\$ 4,705,345
Accrued vacation pay	1,234,123	1,242,116
Deferred revenue from clients	408,053	670,323
	<u>4,104,950</u>	<u>6,617,784</u>
Provision for employee future benefits (Note 8)	2,930,275	2,815,603
Provision for employee pension benefits (Note 14)	24,564,770	23,320,997
	<u>27,495,045</u>	<u>26,136,600</u>
Net Assets		
Invested in Capital Assets	299,078	299,302
Externally Restricted Net Assets (Note 15)	78,559	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	0
Unrestricted Net Assets	1,950,838	620,592
	<u>4,428,475</u>	<u>2,498,453</u>
	<u>\$ 36,028,470</u>	<u>\$ 35,252,837</u>

Approved by the Council

Chairperson

Council Member

# Statement of Operations

## LEGAL AID MANITOBA

### Statement of Operations for the year ended March 31

	2016	2015
Revenue		
Province of Manitoba (Note 9)	\$ 32,302,190	\$ 31,985,141
Manitoba Law Foundation (Note 10)	1,140,629	1,420,635
Contribution from clients	543,514	750,827
Recoveries from third parties	1,572,829	879,747
Judgement costs and settlements	334,070	169,501
Interest income	28,113	20,611
Other	16,751	20,965
	<u>35,938,096</u>	<u>35,247,427</u>
Expense		
Private bar fees and disbursements (Note 13)		
Legal aid certificates	12,246,827	11,577,889
Duty counsel services	409,715	546,371
Transcripts	85,623	55,667
	<u>12,742,165</u>	<u>12,179,927</u>
Community Law Centres, Schedule 1	14,936,382	12,736,438
Public Interest Law Centre, Schedule 1	1,536,343	1,717,032
University of Manitoba Community Law Centre, Schedule 1	165,089	128,093
General and Administrative, Schedule 1	4,628,095	7,208,038
	<u>34,008,074</u>	<u>33,969,528</u>
Excess of revenue over expense	\$ 1,930,022	\$ 1,277,899

# Statement of Changes in Net Assets

## LEGAL AID MANITOBA

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

	2016					2015	
	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	\$ 299,302	78,559	1,500,000	-	620,592	2,498,453	1,220,554
Excess (deficiency) of revenue over expense					1,930,022	1,930,022	1,277,899
Capital Asset Additions	74,375				(74,375)	-	-
Capital Asset Amortization	(74,599)				74,599	-	-
Internally imposed restriction			-	600,000	(600,000)	-	-
<b>BALANCE, END OF YEAR</b>	<b>\$ 299,078</b>	<b>\$ 78,559</b>	<b>\$ 1,500,000</b>	<b>\$ 600,000</b>	<b>\$ 1,950,838</b>	<b>\$ 4,428,475</b>	<b>\$ 2,498,453</b>

# Statement of Cash Flow

## LEGAL AID MANITOBA Statement of Cash Flow for the year ended March 31

	2016	2015
Cash Flow Provided by (Used In) Operating Activities:		
Excess (deficiency) of revenue over expense	\$ 1,930,022	\$ 1,277,899
Add items not affecting cash		
Amortization	74,599	67,872
Loss on disposal of capital assets		
Changes in working capital:		
Client accounts receivable	20,494	71,394
Province of Manitoba receivable	2,340,000	(675,000)
Other receivables	44,699	112,985
Prepaid expenses	(5,938)	11,503
Accounts payable and accrued vacation pay	(2,250,564)	(580,687)
Deferred revenue	(262,270)	53,509
Charges on land	65,121	(135,069)
Long-term funding commitments - pension	(1,243,773)	(1,303,309)
Severance liability	105,972	42,410
Sick leave liability	8,700	384,500
Provision for employee pension benefits	1,243,773	1,303,309
	<u>2,070,835</u>	<u>631,316</u>
Cash Flow Provided by (Used In) Capital Activities:		
Redemption of short term investment	(1,271,311)	(1,518,277)
Purchase of capital assets	(74,375)	(41,309)
	<u>(1,345,686)</u>	<u>(1,559,586)</u>
Net Increase (Decrease) in Cash for the Year	725,149	(928,270)
Cash - Beginning of Year	2,088,880	3,017,150
Cash - End of Year	<u>\$ 2,814,029</u>	<u>\$ 2,088,880</u>
Supplemental Cash Flow Information	2016	2015
Interest Received	\$ 28,113	\$ 20,611

# Schedule of Expenses

	LEGAL AID MANITOBA						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	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Advertising	17,198	0	0	0	0	0	0	22,427	17,198	22,427
Amortization	44,615	42,514	2,653	2,110	2,413	1,515	24,918	21,733	74,599	67,872
Bad debts	0	0	0	0	0	0	175,282	286,951	175,282	286,951
Bank charges	0	0	0	0	0	0	3,464	2,384	3,464	2,384
Collection costs	0	0	0	0	0	0	3,875	15,150	3,875	15,150
Computer costs	42,499	69,566	288	7,047	26	3,912	11,040	75,063	53,853	155,588
Council expenses	0	0	0	0	0	0	88,137	85,370	88,137	85,370
Duty counsel	202,338	202,712	3,568	3,669	0	0	720	735	206,626	207,116
Equipment maintenance	72,048	57,728	3,694	3,918	948	0	23,746	28,273	100,436	89,919
File disbursements	325,465	312,606	473,924	711,347	5,982	2,090	32,944	26,370	838,315	1,052,413
Library	79,560	71,732	13,034	11,522	152	140	752	2,651	93,498	86,045
Meetings	8,155	2,965	4,926	763	1,476	1,544	13,052	9,960	27,609	15,232
Office expenses	236,819	160,042	8,393	14,591	6,722	5,552	65,510	132,110	317,444	312,295
Office relocation	4,700	7,425	80	3,176	0	0	399	3,773	5,179	14,374
Pension costs (Note 14)	861,019	0	59,421	0	4,910	0	1,372,594	2,352,428	2,297,944	2,352,428
Premise costs	1,044,401	908,055	79,109	61,965	0	67	391,838	310,154	1,515,348	1,280,241
Professional fees	228,684	212,774	27,299	20,663	580	650	138,193	146,164	394,756	380,251
Salaries, benefits, and levy	11,298,547	10,332,351	808,324	845,862	127,077	97,228	2,055,979	2,941,823	14,289,927	14,217,264
Severance benefits	106,389	0	24,561	0	0	0	105,972	269,039	236,922	269,039
Sick leave provision	0	0	0	0	0	0	8,700	384,500	8,700	384,500
Staff development	54,103	91,545	5,610	4,452	0	0	25,787	15,774	85,500	111,771
Staff recruitment	19,171	7,501	296	264	770	40	216	855	20,453	8,660
Telephone	139,189	99,026	9,237	12,902	2,572	2,614	67,894	61,199	218,892	175,741
Transcripts	14,305	20,662	0	0	227	0	0	0	14,532	20,662
Travel	137,177	137,234	11,926	12,781	11,234	12,741	17,083	13,152	177,420	175,908
TOTAL	\$14,936,382	\$12,736,438	\$1,536,343	\$1,717,032	\$165,089	\$128,093	\$4,628,095	\$7,208,038	\$21,265,909	\$21,789,601

# Notes to Financial Statements

## LEGAL AID MANITOBA

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### Notes to Financial Statements for the year ended March 31, 2016

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#### 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

Financial assets and liabilities are initially recorded at fair value and subsequently recorded at cost or amortized cost.

Amortized cost is determined using the effective interest rate method.

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

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

##### 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



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Estimates include the allowance for doubtful accounts, accrual for private bar fees and the severance liability 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 Investments

Short term investments consist of Guaranteed Investment Certificates with maturity dates within one year.

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 of the *Corporations Act* in a land titles office against property owned by clients. The revenue and receivable are recognized at the later of the date the lien is filed or the date of the lawyer's billing which coincide with when the service is

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

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 15 years (2015 – 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 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

## LEGAL AID MANITOBA

Notes to Financial Statements  
for the year ended March 31, 2016

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

	2016	2015
Agreements to Pay – Partial	\$ 32,257	\$ 36,540
Agreements to Pay – Full	362,228	391,670
	394,485	428,210
Less: Allowance for Doubtful Accounts	227,535	240,766
Client accounts receivable	\$ 166,950	\$ 187,444

4. Other Receivables

	2016	2015
Court costs	\$ 639,922	\$ 375,126
Child and Family Services agencies	92,426	91,859
Employment and Income Assistance	56,957	110,300
Employee advances, GST recoverable, and miscellaneous	13,104	12,838
	802,409	590,123
Less: Allowance for Doubtful Accounts	625,660	368,675
Other receivables	\$ 176,749	\$ 221,448

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

#### 5. Capital Assets

	2016		2015	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture and office equipment	\$ 303,075	\$ 236,004	\$ 299,555	\$ 217,277
Computer hardware & software	328,858	261,868	281,496	224,304
Leasehold improvements	234,816	69,799	211,322	51,490
	<u>\$ 866,749</u>	<u>\$ 567,671</u>	<u>\$ 792,373</u>	<u>\$ 493,071</u>
Net book value		<u>\$ 299,078</u>		<u>\$ 299,302</u>

#### 6. Charges on Land

	2016	2015
Charges on land	\$ 1,723,886	\$ 1,873,004
Less: Allowance for Doubtful Accounts	911,305	995,302
Charges on land	<u>\$ 812,581</u>	<u>\$ 877,702</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

	2016	2015
Severance benefits	\$ 2,537,075	\$ 2,431,103
Sick leave benefits	393,200	384,500
	<u>\$ 2,930,275</u>	<u>\$ 2,815,603</u>

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

#### 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 (EARSLS) 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, 2016. The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2016 was \$2,537,075 (2015 - \$2,431,103). 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.

	2016	2015
Balance at beginning of year	\$ 2,302,930	\$ 2,461,648
Benefits accrued	112,678	117,594
Interest accrued on benefits	140,939	150,653
Benefits paid	(130,950)	(226,629)
Actuarial (gain) loss	(30,360)	(200,336)
Balance at end of year	2,395,237	2,302,930
Unamortized actuarial gains (losses)	141,838	128,173
	<u>\$ 2,537,075</u>	<u>\$ 2,431,103</u>

The Corporation's severance costs consist of the following:

	2016	2015
Benefits accrued	\$ 112,678	\$ 117,594
Interest accrued on benefits	140,939	150,653
Amortization of actuarial losses (gains)	(16,695)	792
	<u>\$ 236,922</u>	<u>\$ 269,039</u>

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

Significant long-term actuarial assumptions used in the March 31, 2016 valuation, and in the determination of the March 31, 2016 present value of the accrued severance benefit obligation were:

	2016	2015
Annual rate of return		
Inflation component	2.00%	2.00%
Real rate of return	4.00%	4.00%
	6.00%	6.00%
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%
	3.75%	3.75%

#### 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, 2016. The valuation is based on employee demographics, sick leave usage and actuarial assumptions. These assumptions include an annual rate of return of 6.00% and a salary increase rate of 3.75%. The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2016 was \$393,200 (2015 - \$384,500).



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

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

	2016	2015
Grant	\$ 17,142,323	\$ 16,648,632
Salaries and other payments	12,737,798	12,955,017
Health and post secondary education tax levy	278,416	280,012
Employer portion of employee benefits	2,024,748	1,984,780
Other government agencies	118,905	116,700
	<u>\$ 32,302,190</u>	<u>\$ 31,985,141</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

	2016	2015
Statutory grant	\$ 1,007,629	\$ 1,154,635
Public Interest Law Centre	90,000	180,000
University Law Centre	43,000	86,000
	<u>\$ 1,140,629</u>	<u>\$ 1,420,635</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, 2016, all funds received through these grants have been spent in the current year.

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

#### 11. Lease Commitments

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

2017	\$ 1,131,207
2018	1,139,117
2019	1,146,614
2020	1,099,030
2021	1,103,774
Thereafter	4,235,150
	<u>\$ 9,854,892</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

	2016			2015	
	Fees	Disbursements	Total	Total	
Legal aid certificates	\$ 11,486,943	\$ 759,884	\$ 12,246,827	\$ 11,577,889	
Duty counsel services	409,715	0	409,715	546,371	
Transcripts	0	85,623	85,623	55,667	
	<u>\$ 11,896,658</u>	<u>\$ 845,507</u>	<u>\$ 12,742,165</u>	<u>\$ 12,179,927</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, 2014. The actuary has projected the pension obligation to March 31, 2016.

**LEGAL AID MANITOBA**

Notes to Financial Statements  
for the year ended March 31, 2016

	<b>2016</b>	<b>2015</b>
Balance at beginning of year	\$ 23,981,328	\$ 22,718,698
Benefits accrued	890,393	858,640
Interest accrued on benefits	1,433,967	1,357,407
Benefits paid	(1,054,172)	(1,049,120)
Actuarial (gain) loss	173,551	95,703
Balance at end of year	25,425,067	23,981,328
Unamortized actuarial gains (losses)	(860,297)	(660,331)
	<u>\$ 24,564,770</u>	<u>\$ 23,320,997</u>

The Corporation's pension costs consist of the following:

	<b>2016</b>	<b>2015</b>
Benefits accrued	\$ 890,393	\$ 858,640
Interest accrued on benefits	1,433,967	1,357,407
Amortization of actuarial (gains) losses	(26,416)	136,381
	<u>\$ 2,297,944</u>	<u>\$ 2,352,428</u>
Employee contributions for the year	<u>906,529</u>	<u>894,417</u>

The key actuarial assumptions were a rate of return of 6.00% (2015 – 6.00%), 2.00% inflation (2015 – 2.00%), salary rate increases of 3.75% (2015 – 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, 2016.

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 \$24,564,770 (2015 – \$23,320,997), and has recorded revenue for 2015/16 equal to its increase in the unfunded pension liability during the year of \$1,243,773 (2015 – \$1,303,309). 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 did not incur any expenses (2015 -

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

nil) for private bar fees and disbursements related to wrongful conviction cases. The balance remaining is \$78,559.

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.

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, 2016

#### 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, 2016 is:

Cash	\$ 2,814,029
Short term investment	2,789,588
Client accounts receivable	166,950
Receivable from the Province of Manitoba	3,450,000
Other receivables	176,749
Long-term receivables:	
• Charges on land	812,581
• Severance - Province of Manitoba	716,166
• Pension - Province of Manitoba	24,564,770
	<u>\$ 35,490,833</u>

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

Short term investment: The Corporation is not exposed to significant credit risk as the short term investments consists of a Guaranteed Investment Certificate 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.

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

# Notes to Financial Statements

## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

the Province of Manitoba. Miscellaneous includes employee advances, GST and other recoverable costs. Employee advances are usually paid within one month, GST is received quarterly and other recoverable costs are usually paid within 90 days of receipt of an order to pay by the courts or other authority.

Long-term 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:

	2016	2015
Balance, beginning of the year	\$ 1,604,743	\$ 1,348,469
Provision for bad debts	175,282	286,951
Amounts written off	(15,525)	(30,677)
Balance, end of the year	\$ 1,764,500	\$ 1,604,743

### 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 requested, reviewed and approved by the Minister of Finance to ensure adequate funding will be received to meet the obligations. The Corporation continuously monitors and reviews both actual and forecasted cash flows through periodic financial reporting.



## LEGAL AID MANITOBA

### Notes to Financial Statements for the year ended March 31, 2016

#### 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 \$2,200,000. 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, 2016 of \$5,600,000. 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 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.

# Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

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

We have audited the Statement of Compensation Paid to Council Members and Employees and the Statement of Private Bar Fees and Disbursements of \$50,000 or more of Legal Aid Manitoba for the year ended March 31, 2016. The statements have been prepared by management in accordance with Sections 2 and 4 of *The Public Sector Compensation Disclosure Act*.

### Management's Responsibility for the Statements

Management is responsible for the preparation of these statements in accordance with Sections 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 statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

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

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial information in the statements of public sector compensation of Legal Aid Manitoba for the year ended March 31, 2016 is prepared, in all material respects, in accordance with Section 2 and 4 of *The Public Sector Compensation Disclosure Act*.

### Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the statements which describe the basis of accounting. The statements are prepared to assist the entity to meet the requirements of Sections 2 and 4 of *The Public Sector Compensation Disclosure Act*. As a result, the statements may not be suitable for another purpose.

*Office of the Auditor General*

Office of the Auditor General  
August 23, 2016  
Winnipeg, Manitoba

# Notes to Financial Statements

## LEGAL AID MANITOBA

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### Note to Financial Information for the year ended March 31, 2016

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1. Basis of Accounting

a) Private Bar Fees and Disbursements of \$50,000 or More

The financial information discloses every person who received \$50,000 or more during the fiscal year ended March 31, 2016 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, 2016. The amounts are calculated in accordance with the *Public Sector Compensation Disclosure Act* of Manitoba.

c) Compensation of \$50,000 or More

The financial information lists employees who received compensation of \$50,000 or more during the fiscal year ended March 31, 2016. The amounts are calculated in accordance with the *Public Sector Compensation Disclosure Act* of Manitoba.

# Public Sector Compensation Statement

**LEGAL AID MANITOBA**  
**Statement of Private Bar Fees and Disbursements in Excess of \$50,000**  
**For the Year Ended March 31, 2016**

(Prepared in accordance with Section 4 of the Public Sector Compensation Disclosure Act)

Name of Lawyer	Amount	Name of Lawyer	Amount
Advent, Kristofer	\$ 52,237.12	Harrison, Robert	\$ 266,663.91
Alcock, Richard	58,421.57	Hayward, Steven	101,355.30
Amott, Lyndsey	56,083.40	Hebert, Vanessa	53,827.69
Amy, Ryan	58,102.91	Johnson, Alexandra	104,202.99
Antila, Crystal	93,110.63	Jones, Kristen	97,195.24
Armstrong, Bill	111,592.56	Jones, Zilla	96,383.14
Bassi, Benjamin	51,738.70	Keesic, Steven	94,388.12
Bhangu, Mandeep	72,146.80	Khan, Bashir A.	55,326.60
Bonney, Bruce	118,904.12	Kostiuk, Jeremy	72,678.13
Boucher, Nolan	66,234.75	LaBossiere, Lisa	52,954.80
Bourcier, Todd	56,969.70	Manning, Daniel	55,547.33
Braun, Aaron	79,490.34	Mariash, Theodore	194,759.41
Bretecher, Jacqueline	178,427.93	Marks, William	159,268.77
Bright, Michelle	88,383.11	Martin-White, Wendy	279,485.85
Briscoe, Curtis	271,173.48	McKay, Cameron	285,722.50
Brodsky, Greg	60,084.89	McKelvey-Gunson, Andrew	87,692.11
Bueti, Katherine	84,853.43	Mendelson, Louis	58,755.45
Cellitti, Antonio	102,285.99	Mokriy, Don	148,415.86
Champagne, Gisele	122,736.95	Munce, Matthew	53,574.10
Claros, Amado	144,419.24	Newman, Scott	138,092.95
Coggan, Derek	181,323.88	Olson, Candace	69,544.33
Cook, Michael	128,955.79	Ostapiw, Jody	122,078.48
Corona, John	182,960.11	Pariseau, Janelle	54,230.78
Dawson, Roy	106,404.00	Phillips, Cory	211,296.27
Dorion, Desiree	79,920.22	Phillips, David	170,648.68
Dunn, Catherine	57,890.27	Puranen, Serena	100,839.81
Dyck, Michael	84,879.14	Purvis, Darcy	78,013.10
English, Chantal	117,458.29	Raffey, Matthew	67,770.23
Gladstone, Brett	303,455.37	Rai, Surinder	53,236.69
Glazer, Martin	124,633.28	Ramsay, John	339,687.69
Goeres, Ursula	102,160.40	Rees, Tom	154,484.16
Goertzen, Kendra	94,616.32	Rice, Edward	104,175.90
Gould, Matthew	108,439.26	Robinson, Laura	67,118.80
Gowenlock, Karl	62,013.01	Rogala, Joshua	54,402.79
Greenberg, Harley	57,752.40	Santos, Mario	75,559.00

Name of Lawyer	Amount	Name of Lawyer	Amount
Sawchuk, Darren	281,560.79	Synyshyn, Andrew	61,389.10
Schaan, Chad	76,241.03	Thatcher, Regan	57,731.25
Shaikh, Ali	129,282.10	Toews, Steven	63,756.12
Sigurdson, Chris	99,827.14	Van Dongen, Lori	219,675.30
Simmons, Saul	53,652.47	Walker, Tara	66,014.79
Sims, Norm	59,337.71	Webb, Karen	100,646.55
Sinder, Barry	163,645.43	Wiebe, Geraldine	117,735.26
Singh, Inderjit	63,101.86	Wilson, Caroline	77,049.28
Skinner, John	312,845.92	Zaman, Saheel	339,299.54
Smith, Pamela	195,563.44	Zurbuchen, Marc	67,705.87

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, 2016**

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

Paid to Council Members

In aggregate \$47,008

Amounts paid to employees of \$50,000 or more:

Name	Position	Amount	Name	Position	Amount
Anderson, L.	Attorney 2	127,349	Clifford-Johnson, T.	Admin Officer 3	67,219
Aniceto, L.	Attorney 2	121,216	Colquhoun, L.	Attorney 3	116,983
Bachelor, I.	Attorney 1	83,182	Cottam, G.	Attorney 2	126,532
Balneaves, S.	Info Technologist 4	86,616	Dowle, K.	Attorney 2	131,499
Beens, D.	Admin Officer 1	54,750	Drewniak, B.	Admin Officer 2	61,149
Bergeron, D.	Admin Officer 1	50,933	Dwarka, R.	Financial Officer 5	84,917
Betker, A.	Admin Officer 1	51,223	Dzydz, D.	Attorney 3	145,532
Bracken, S.	Attorney 2	117,922	Fawcett, R.	Attorney 3	130,877
Brown, J.	Admin Officer 1	51,658	Fenske, A.	Attorney 2	108,087
Cadloff, K.	Attorney 4	127,108	Ferens, M.	Attorney 2	119,648
Caldwell, S.	Clerk 5	57,599	Gammon, G.	Sr Legal Officer 3	152,291
Cheng, W.	Financial Officer 4	69,665	Giesbrecht, L.	Attorney 4	149,592
Clifford, G.	Sr Legal Officer 4	160,422	Hanslip, M.	Attorney 2	111,148



Name	Position	Amount	Name	Position	Amount
Hawrysh, G.	Attorney 3	155,888	Pitts, H.	Attorney 3	153,186
Henderson, D.	Attorney 2	121,216	Plenert, H.	Admin Officer 1	52,818
Hlady, C.	Admin Officer 1	53,892	Poole, R.	Attorney 3	65,419
Horst, A.	Attorney 3	141,464	Raposo, S.	Sr Legal Officer 3	152,279
Hwozdulych, B.	Attorney 2	126,532	Robinson, G.	Attorney 3	154,365
Jack, S.	Attorney 1	80,863	Rutherford, J.	Attorney 1	50,184
Kennedy, C.	Attorney 3	141,797	Sankar, M.	Admin Officer 1	52,818
Kinglsey, P.	Sr Legal Officer 3	154,408	Sansregret, A.	Attorney 4	152,875
Koshy, S.	Attorney 3	136,677	Santos, M.	Attorney 3	141,264
Koturbash, T.	Attorney 3	149,414	Schwartz, B.	Attorney 3	131,018
Lamont, K.	Attorney 2	115,412	Settee, L.	Admin Officer 1	53,892
Langford, K.	Admin Officer 1	53,892	Settee, S.	Admin Officer 2	59,943
Libman, A.	Attorney 3	146,164	Shawaga, P.	Admin Officer 1	51,262
Liu, W.	Info Technologist 3	79,754	Sherman, C.	Attorney 3	152,032
Loney, A.	Attorney 3	145,532	Sieklicki, A.	Attorney 1	61,785
Lovegrove, C.	Attorney 3	151,622	Sieklicki, P.	Attorney 1	98,803
Lundrigan, D.	Admin Officer 1	54,717	Simpson, P.	Info Technologist 2	72,590
MacAulay, G.	Attorney 3	145,532	Sinclair, M.	Attorney 1	84,191
Maloney, M.	Admin Officer 1	53,892	Sneesby, K.	Attorney 3	151,623
Mason, J.	Attorney 1	77,839	Strang, K.	Attorney 2	126,532
McAmmond, J.	Attorney 3	145,532	Swait, M.	Planning Prog An 2	68,840
McDonald, T.	Attorney 3	155,431	Tailleur, L.	Attorney 3	145,532
McLean, K.	Attorney 1	63,972	Tait, C.	Attorney 2	126,532
McNaught, I.	Attorney 2	102,309	Tasche, H.	Attorney 2	108,386
McRobbie, C.	Clerk 4	51,229	Tonge, P.	Attorney 2	121,985
Meade, E.	Admin Officer 1	52,818	Truong, S.	Attorney 1	63,062
Menzies, M.	Attorney 1	68,110	Unger, J.	Admin Officer 3	65,919
Mitchell, M.	Attorney 1	97,801	Valcourt, G.	Info Technologist 4	86,616
Muchnik, A.	Admin Officer 2	59,943	Van Schie, S.	Attorney 3	146,164
Nygaard, D.	Attorney 2	133,125	Walker, M.	Attorney 3	148,782
Paler, S.	Attorney 3	145,532	Wiebe, C.	Info Technologist 2	73,930
Paluk, M.	Attorney 3	148,782	Williams, B.	Attorney 4	152,875
Pastora, J.	Attorney 1	77,021	Williams, M.	Admin Officer 2	61,149
Pauls, C.	Attorney 3	148,782	Woodman, R.	Attorney 3	145,532

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