



ANNUAL REPORT 2016/17

*Delivering Access
to Justice for
Low-Income Manitobans*



Legal Aid Manitoba
L'Aide Juridique du Manitoba

Management Council

Tim Valgardson, <i>Chair</i>	Kim Milne
James McLandress, <i>Vice-Chair</i>	Mark O'Neill
Herbert Peters	Lisa Settee
Diane Stevenson	Brenda Gunn
Aileen Madden	

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Irene Hamilton, *Vice-Chair*
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Tim Valgardson, *ex-officio*

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Gil Clifford <i>Executive Director</i>	Sam Raposo <i>Deputy Executive Director</i>	Bruce Gammon <i>Legal Director</i>	Robin Dwarka <i>Director of Finance and Labour Management</i>	Peter Kingsley <i>Senior Area Director</i>
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Area Directors

Cathy Sherman <i>Winnipeg</i>	Theresa McDonald <i>Rural</i>
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Letter to the Minister



Legal Aid Manitoba
L'Aide Juridique du Manitoba

FORTY-FIFTH ANNUAL REPORT
LEGAL AID MANITOBA
Fiscal Year Ending March 31, 2017

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-Fifth Annual Report for the year ending March 31, 2017.

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

2016/17



Legal Aid Manitoba
L'Aide Juridique du Manitoba

At a Glance



Participated as Organizing
Committee Member of the
2016 Isaac Pitblado Lectures:
Pimoh téwin Tati
Mínowastánowahk
(Journey to Reconciliation):
Lawyers Called to Action



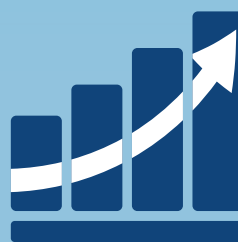
Provided more full
representation certificate per
capita than any other legal
aid plan in Canada



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



Worked with Indigenous
groups to organize the *Elders*
and Traditional Knowledge
Holders Gathering: Sharing
Indigenous Knowledge on
Survival in Times of Climate
Change at Turtle Lodge on
Sagkeeng First Nation



Demand for services
increased by more than 13%
and the number of full
representation certificates
issued increased by more
than 15%



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



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

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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. As the Supreme Court of Canada has pointed out in *R. v. Jordan*, the justice system must operate both fairly and efficiently, (at paras 27 and 28):

“Fairness and timelines are sometimes thought to be in mutual tension, but this is not so... The real experience of the system is that both must be pursued in order for each to be realised: they are, in practice, interdependent... In short, timely trials further the interests of justice.”

Legal Aid Manitoba (LAM) acknowledges the unique role it plays in the administration of justice in Manitoba, and the importance of delivering quality legal advice and representation services in a cost-effective and efficient manner.

Transparency and accountability are central to our 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.



Tim Valgardson, Chair

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

LAM's performance measurement system credibly and effectively measures and evaluates our performance in delivering services by gathering and analyzing data that is used to manage and improve programs, policies and services.

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.

Transparency and accountability are central to our approach to delivering services

During this fiscal year, LAM experienced a significant 15% increase in full representation certificates issued. Our evidence based approach to decision making has resulted in LAM providing more legal representation services to more people, in more areas of law than any other legal aid plan while maintaining the lowest administrative costs among all legal aid plans across Canada.

Indigenous Peoples

The provision of services to Indigenous peoples and communities is a sizable core component of 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 was pleased to provide educational training workshops for all staff

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.

In partnership with the Province of Manitoba, LAM was pleased to provide educational training workshops for all staff members; acknowledging that a deeper understanding of the historical and current relationships between Indigenous and non-Indigenous peoples enhances staff's ability to continue delivering quality legal services.

In the coming year, we will continue our efforts to advance our strategic plan, and increase access to justice in an accountable and transparent manner, with an emphasis on openness, ethics, performance outcomes and fiscal responsibility.



TIM VALGARDSON, LAM Chair

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."



Message from the Executive Director

Legal Aid Manitoba (LAM) continues to focus on providing full representation services to the poor, and working poor in our core civil and criminal coverage areas. During 2016/17, LAM:

- received 39,658 applications for formal representation services, an increase of over 13% from 2015/16; and
- issued 34,142 certificates for formal representation by either staff or private bar lawyers, an increase of over 15% from 2015/16.

In addition, 22,078 people were provided with in-person/telephone advice and information and 44,754 were assisted by duty counsel.

In all, the total number of assists provided during the year was 100,974, an increase of over 3% from 2015/16.

Our evidence based approach to decision making has supported the delivery of results, and access to justice in a cost-effective and efficient manner.



Gil Clifford, Executive Director

“In the coming years, technology will play both a disruptive role in challenging the status quo and a transformative role in assisting the legal industry into new forms of service delivery, knowledge development, communications, management and administration.”

—CBA Legal Futures Initiative: The Future of Legal Services in Canada: Trends and Issues, *The Canadian Bar Association*: June 2013

Access to Justice Innovations

Throughout the year we developed and implemented several initiatives to advance LAM's strategic plan, including:

- **our continued migration towards a paperless environment** with the implementation of the PBOOnline billing system, whereby all private bar statements of account are now created, received and taxed electronically.
- **our continued enhancement of LAM's web-based electronic application** (e-application) currently being used by staff in Winnipeg and rural offices and private bar lawyers throughout the province. The e-application interfaces with LAM's application processing system - LAMAS. Early results show time saved in manually entering paper applications into LAMAS, greater accuracy and better data collection since the entire application can be used for statistical and other analysis.
- **the creation of a version of the e-application** for use by staff at Welcome Place who provide front-line assistance to asylum seekers requesting legal aid.
- **the creation of a new electronic file distribution system.** LAM maintains a panel of solicitors who have indicated they are prepared to provide legal aid to eligible applicants. Over 200 lawyers (staff and private bar) are members of the panel. All lawyers on the panel are required to electronically indicate the types of matters they are willing to accept, and the court locations they are willing to attend. Certificates without a choice of counsel are automatically assigned to counsel taking into account their availability and the number of files they have recently received. Preliminary results have demonstrated that the new file assignment system, used with e-application, results in lawyer assignment within two days of a completed application being submitted.

“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

Agreement to Pay

LAM re-introduced its Agreement to Pay (ATP) program in the fall of 2015. This program effectively increased our “free legal aid” guidelines and offered an additional full contribution guideline. For example, a single applicant (family size of 1) guideline for “free legal aid” increased from \$14,000 to \$23,000 and our ATP guidelines were introduced at between \$23,000 and \$35,000. In the ATP range an applicant must pay the full cost of a case at legal aid rates. Access to justice is increased because, of course, legal aid rates are substantially lower than market rates. We now have a full fiscal year of statistics which show the program to be highly successful from both an access to justice perspective, and from a cost perspective.

LAM continues to advocate for a return to 50% funding from the Federal Government

LAM continues to advocate for a return to 50% funding from the Federal Government in criminal law and for a 50% funding scheme for core area civil law (subject to national standard requirements for breadth of coverage and financial guidelines). We thank our Provincial Government for making up the shortfall in the Federal funding contribution such that full representation has remained available to the poor and working poor in Manitoba.



GIL CLIFFORD, Executive Director

“All Canadians - no matter their means - should have the right to a fair trial and access to a modern, efficient justice system. I am pleased that we can give our provincial and territorial partners the assistance they have been requesting to help fund legal aid plans throughout Canada. The clear financial commitment from the federal government will allow legal aid plans to serve the people who need them.”

—THE HONOURABLE JODY WILSON-RAYBOULD, Minister of Justice and Attorney General of Canada (June 8, 2016)

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, 2016 and March 31, 2017. The activity under the *Act* is set forth in the disclosure reporting matrix below:

Information required annually (per section 18 of the <i>Act</i>)	Fiscal year 2016/17
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

“Legal Aid Manitoba is a longstanding leader in the provision of both access to justice and legal education in Manitoba...”

—DR. LORNA TURNBULL, Faculty of Law, University of Manitoba

In Manitoba, there is a continuum of legal and non-legal services provided by publicly funded, non-profit, 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.

“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

Legal Aid Manitoba receives funding, and in-kind support

from the Manitoba Law Foundation and the University of Manitoba Faculty of Law, to operate the University of Manitoba Community Law Centre (UMCLC). The UMCLC has been a part of Legal Aid Manitoba since 1972, and primarily provides representation services to disadvantaged persons facing less serious criminal charges by a volunteer law student. The remainder of the caseload consists mainly of small claims cases. Law students from the University of Manitoba work under the guidance of an experienced LAM staff lawyer. The result is cost-effective, high

quality assistance and increased access to justice for persons who would not otherwise qualify for services under a legal aid plan. Volunteer students gain an appreciation for the struggles that many poor, and working poor, people in our community experience. For many students this is the first opportunity to apply the knowledge they have gained in law school in real life situations and further develop the practical skills that they will need in order to practice law.

—MICHAEL WALKER

Managing Director, University of Manitoba Community Law Centre



UMCLC

2016/17

Law students provided a range of criminal defence and civil law representation and information services on over 600 matters under the supervision of LAM staff lawyers

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

Financial Eligibility 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).

FIGURE 1

Family Size	"Free" Legal Aid Gross Family Income	Agreement to Pay Gross Family Income	Poverty Line [2017 Stats Canada Low-Income Cut Off (LICO) before tax]
1	\$0 - 23,000	\$23,000 - 35,000	\$24,600
2	\$0 - 27,000	\$27,000 - 45,000	\$30,625
3	\$0 - 31,000	\$31,000 - 50,000	\$37,650
4	\$0 - 34,000	\$34,000 - 54,000	\$45,712
5	\$0 - 37,000	\$37,000 - 57,000	\$51,846
6	\$0 - 40,000	\$40,000 - 60,000	\$58,473
More than 6	\$0 - 43,000	\$43,000 - 60,000	\$65,101

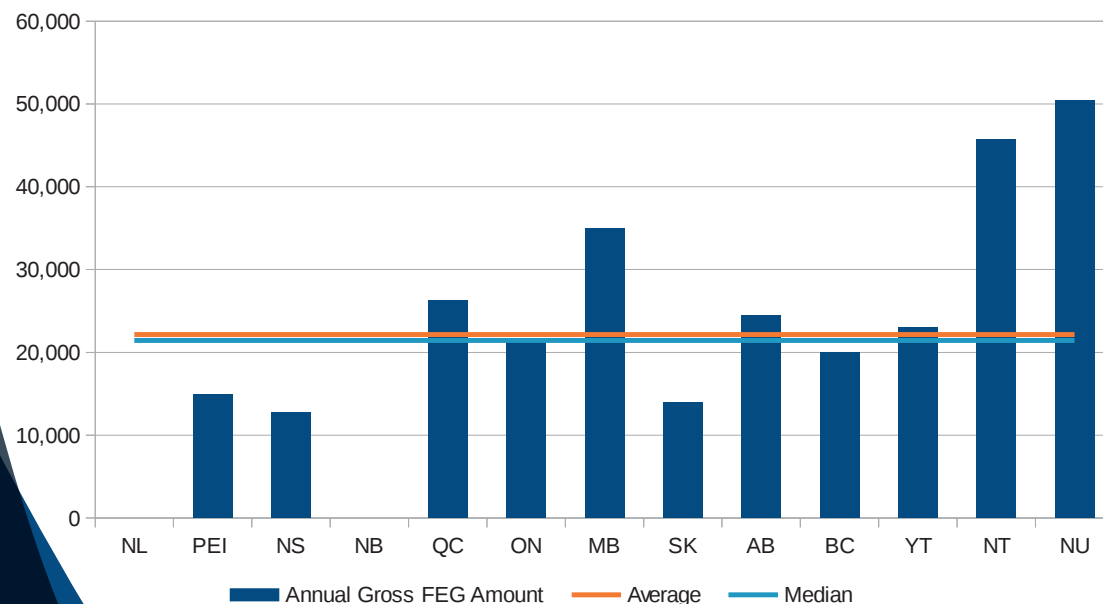
LAM's financial eligibility guidelines are the highest among the provincial legal aid plans for a single person and for all family sizes. We are able to extend our eligibility guidelines through the Agreement to Pay program which recovers the cost of the services provided at legal aid rates (see Figure 2).

Financial Eligibility Guideline - One Person Family (\$)

- One person family financial eligibility guideline (FEG) for jurisdictions across Canada as at January 2017.
- 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 2

Financial Eligibility Guideline (FEG) - One Person Family



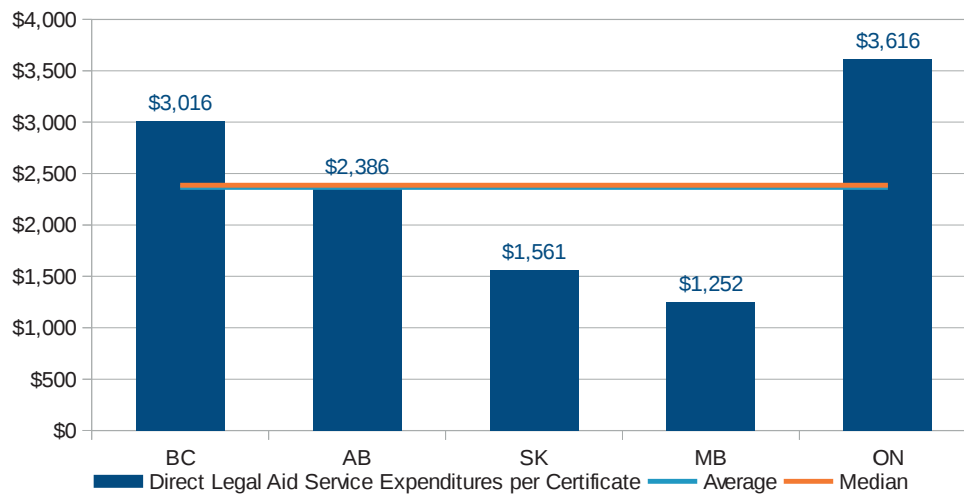
Cost-Effective Delivery of Services

“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, MAY 2012)

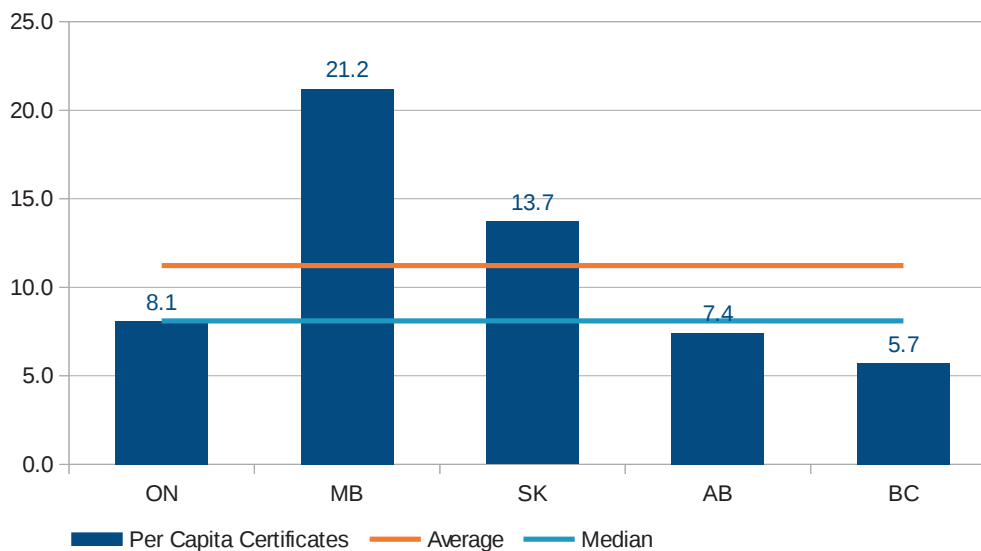
LAM is focused on innovations and practices that lead to overall efficiency in the delivery of full representation legal services, while still providing effective legal representation. As a result, our cost per certificate is the lowest when compared to other legal aid plans (see Figure 3) even as we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

FIGURE 3
Cost Per Certificate (\$)



Source: Statistics Canada latest available data and information published by legal aid plans

FIGURE 4
**Per Capita Certificates (Certificates/person)
Rate per 1,000**



Scope of Service Details



Scope of services provided by legal aid plans across Canada:

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:

- fulfill 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 matters (Indigenous, consumer and environmental matters).

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)	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓
Family Maintenance Act	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Emergency Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Child Welfare	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Civil Representation													
Mental Health Act	✓	✓	✓				✓		✓		✓		✓
Income Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Residential Tenancy			✓				✓				✓		✓
Immigration													
Refugee	✓				✓		✓		✓	✓	✓		✓
Deportation	✓				✓		✓		✓	✓	✓		✓

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

² Aboriginal and case impacts your ability to follow traditional livelihood

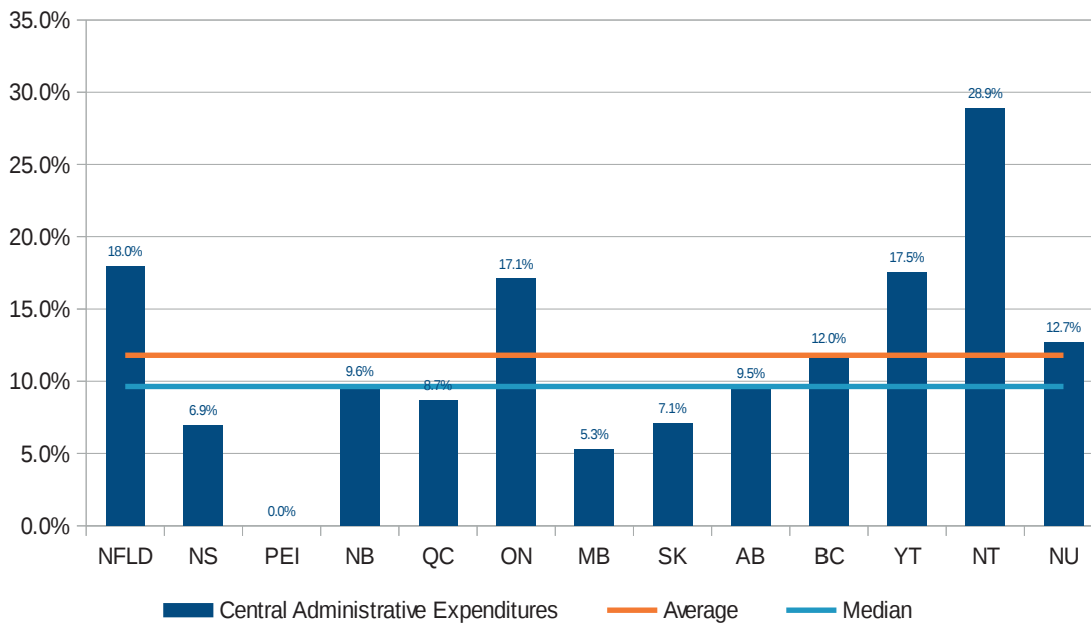
Source: Statistics Canada website and information published by legal aid plans

Central Administrative Expenditures

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: Statistics Canada latest available data and information published by legal aid plans

Poverty Law

2016/17

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



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.

The Manitoba Bar Association (a branch of the Canadian Bar Association) has long supported the work of Legal Aid Manitoba. The MBA sees a publicly funded legal aid system as a key component of the overall legal system. The provision of legal services to low-income individuals is absolutely necessary for our justice system to be fair. Legal Aid is a necessary part of access to justice - the Canadian Bar Association has repeatedly stated that legal aid is the most important access to justice program. A healthy legal aid program must be maintained and promoted if we are to have an equal society. The Manitoba Bar Association supports and views the work of Legal Aid Manitoba as central to our pursuit of access to justice in Manitoba.

—BRADLEY REGEHR
President, Manitoba Bar Association

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
Director, Family Violence Services, NorWest Co-op Community Health

Child Protection

2016/17

We opened 2,232 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...children have a right to grow up in a safe, secure home whether that is with parents, extended family members or foster homes connected to their community and committed to preserving their culture and identity. Far beyond parents alone,

Legal Aid Manitoba provides representation for the children, giving them a voice in the courtroom and to their grandparents or other extended family members willing to act as guardians. 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

Legal Aid Manitoba offers access to justice

for refugee claimants who are financially vulnerable. Without Legal Aid these vulnerable people, refugee claimants and others who are seeking protection in Canada would not have access to legal counsel to represent their cases. The refugee determination process is a complicated one that has far reaching consequences for refugee claimants and their families. The process decides whether claimants will be granted status to stay in Canada or be required to leave. The gravity of the matter warrants active and efficient representation by a lawyer and only Legal Aid Manitoba provides this crucial service.

**Immigration Law**

2016/17

We helped over 300 people with immigration issues like seeking refugee status or opposing deportation or removal orders

Manitoba Interfaith Immigration Council is privileged to be proud partners with Legal Aid Manitoba for more than two decades. We have a storied record of assisting claimants in their legal aid applications and we both share the vision that every financially vulnerable person deserves access to justice and fair representation.

We look forward to continuing to work together on matters relating to legal representation for refugee claimants and others who seek protection in Canada.

—RITA CHAHAL

Executive Director, Manitoba Interfaith Immigration Council Inc.

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. No where 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 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)



Family Law

2016/17

We opened over 5,000 family cases, involving matters such as divorce, separation, protection orders, and child custody/support



Criminal Law

2016/17

We opened 26,599 adult and youth criminal defence matters, safeguarding constitutional rights and ensuring procedural and substantive fairness in the administration of justice in Manitoba

The Criminal Defence Lawyers Association of Manitoba (CDLAM) is a non-profit advocacy organization whose membership is comprised of practicing criminal defence lawyers. Legal Aid Manitoba and the CDLAM share the common goals of promoting procedural and substantive fairness in the administration of justice, and increasing access to justice and representation services for low-income individuals charged with a criminal offence.

Our justice system cannot function fairly and effectively without a well funded, independent legal

aid plan. The CDLAM and Legal Aid Manitoba maintain an open and transparent relationship that is focused on:

- safeguarding the rights of individuals contained in *The Canadian Charter of Rights and Freedoms*;
- meeting the legal needs of low-income individuals; and
- providing fair compensation to our members for the vitally essential legal services they provide.

The CDLAM sees the services provided by Legal Aid Manitoba as being integral to ensuring a fair and balanced justice system in Manitoba.

—JODY OSTAPIW

President, Criminal Defence Lawyers Association of Manitoba

Client Base

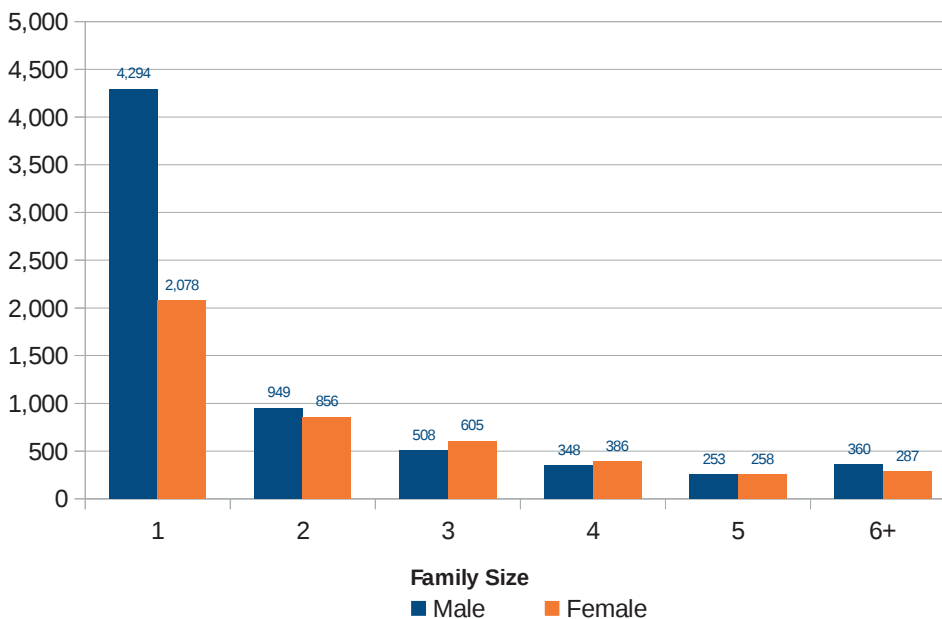
Legal Aid Manitoba (LAM) collects statistics on the age, gender and family size of people that apply for legal aid services. Over the years, statistics show:



“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

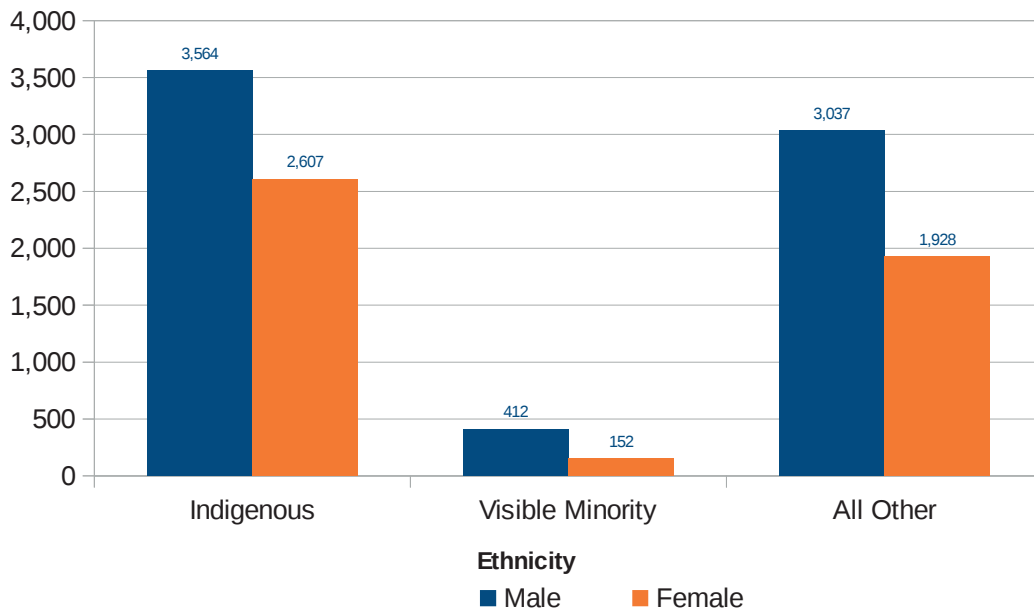
FIGURE 7
Client Family Size by Gender Distribution



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.

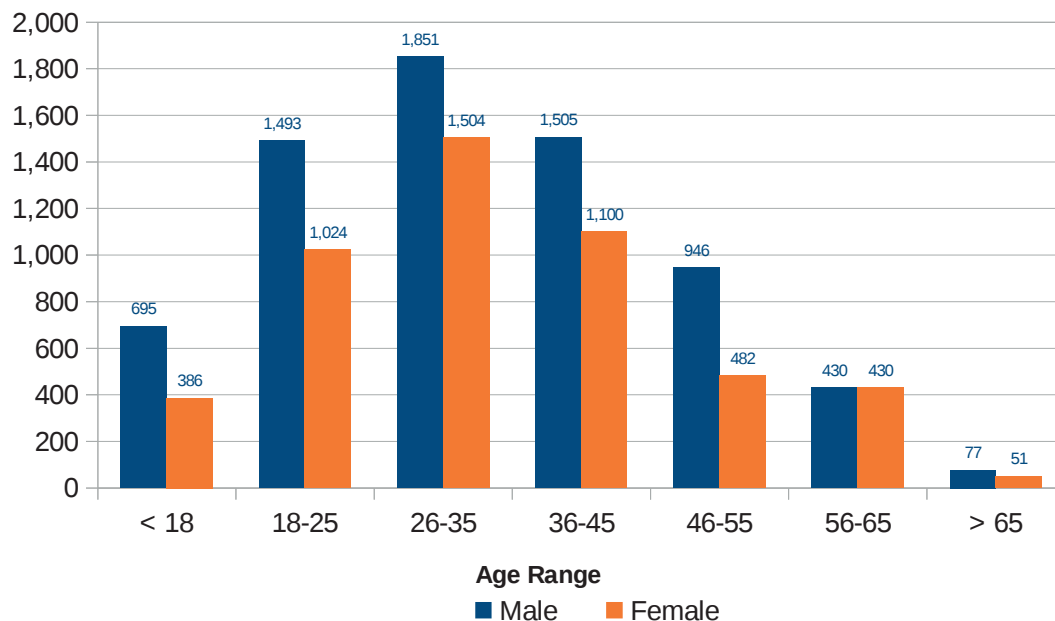
FIGURE 8
Ethnicity by Gender Breakdown



Client Age by Gender Distribution

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

FIGURE 9
Client Age by Gender Distribution



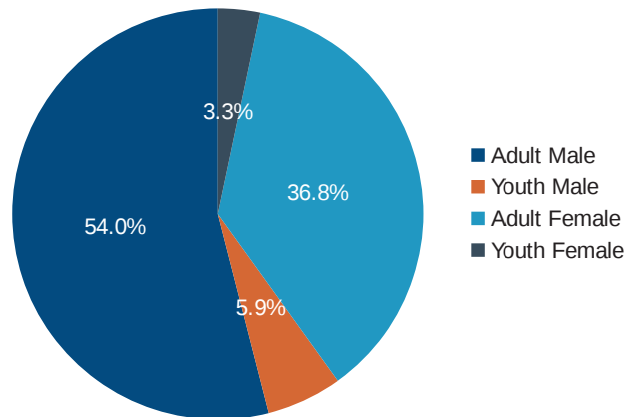
“An inclusive justice system...focuses on people’s needs...getting to equal justice demands that we first focus on the people who are most disadvantaged by their social and economic situation.”

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

Client Breakdown

Adult males make up the biggest proportion of LAM clients (54.0%).

FIGURE 10
Client Breakdown



Public Interest Law

2016/17

Over the last two years, lawyers, academics and students have donated over \$450,000 in *pro bono* advocacy and research services to important public interest cases relating to human rights, the environment and Indigenous peoples



Service Delivery Outcomes

FIGURE 11
Applications Received

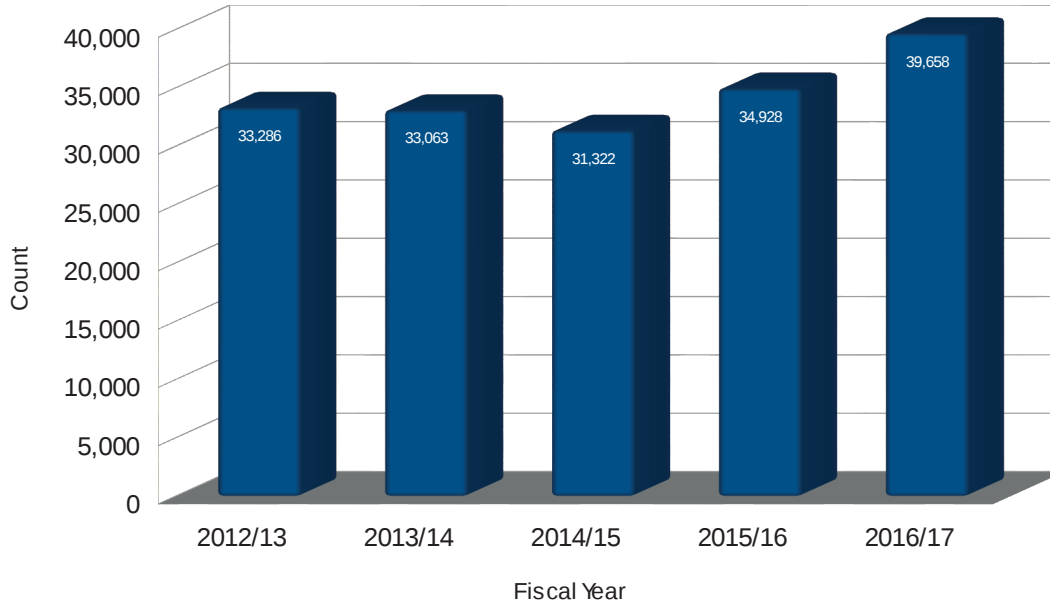


FIGURE 12
Rejections of Applications Received

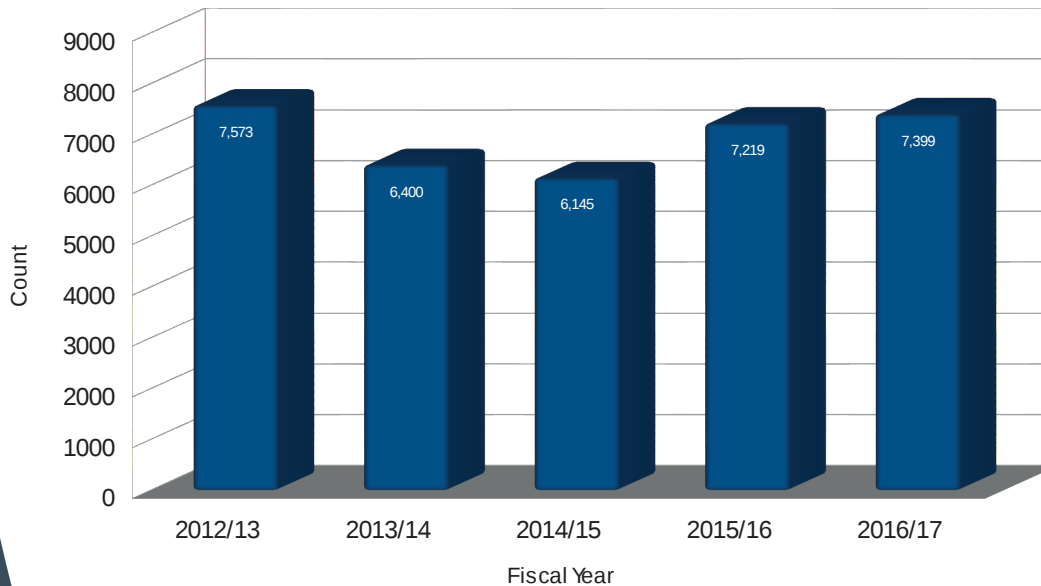


FIGURE 13
Legal Matters Approved and Issued

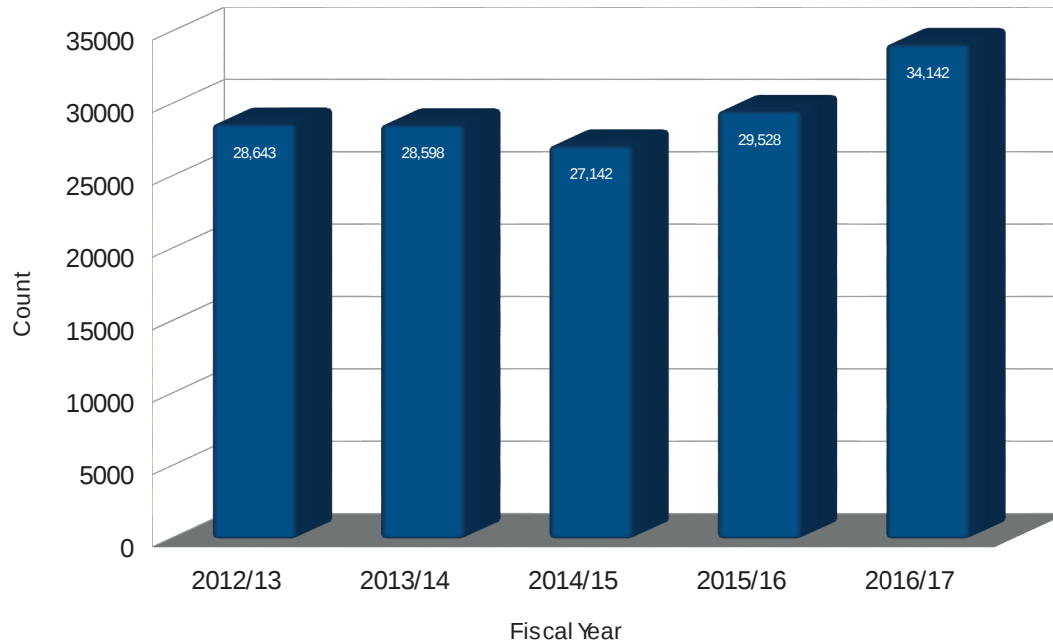
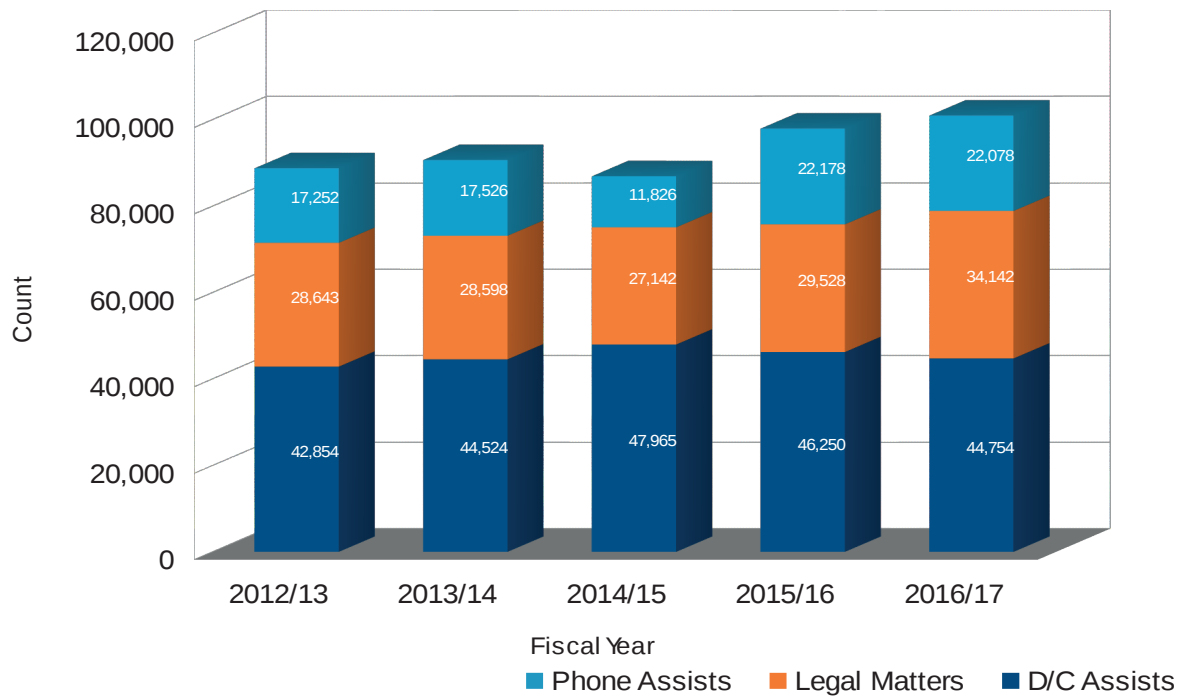


FIGURE 14
Legal Services Delivery Breakdown



¹ 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
Winnipeg Offices:						
Agassiz CLC	1	4	0	1	5	11
Child Protection Law Office	1	2	1	1	3	8
Criminal Duty Counsel Office	1	5	0	0	1	7
Phoenix CLC	1	4	0	1	3	9
Public Interest Law Centre	1	3	3	1	2	10
Regency CLC	1	3	0	1	2	7
Riel CLC	1	4	0	1	2	8
Riverwood CLC	1	4	0	1	2	8
University of Manitoba CLC	1	0	0	0	1	2
Willow CLC	1	3	0	1	4	9
Outlying Offices:						
Amisk CLC, Dauphin	1	3	0	0	3	7
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	3	6
All Community Law Centres	14	42	5	12	35	108

The Mental Health Review Board reviews specific aspects of the admission or treatment of a patient in a psychiatric facility in Manitoba. Most reviews involve individuals who are committed involuntarily to a mental health facility and therefore, deprived of their personal liberty and freedom. When patients are told they have the right to be represented by counsel, it is often the first time they feel like they have a voice to deal with what is happening to them. Legal Aid Manitoba has taken innovative steps to represent those appearing in front of the Board, ensuring rights are protected while balancing the need for treatment of individuals.

—ELEANORE MCMAHON
Administrator,
Mental Health Review Board



Service Delivery Volumes	2016/17	2015/16
Application Services		
Applications Received ¹	39,658	34,928
Applications Rejected	7,399	7,219
Legal Matters Issued (Opened Cases)		
Criminal Adult	23,062	19,251
Criminal Youth	3,537	3,520
Family	5,003	4,431
Child Protection	2,232	2,156
Immigration	308	170
Total Legal Matters Issued (a) ²	34,142	29,528
LM issued to Private Bar	24,591	20,031
LM issued to Staff	9,551	9,497
Other Services		
Duty Counsel Assists (b)	44,754	46,250
Drop-In and Phone Assists (c) ³	22,078	22,178
TOTAL ASSISTS (a + b + c) ⁴	100,974	97,956
Legal Matters Closed		
Criminal Adult	22,096	17,828
Criminal Youth	3,613	3,184
Family	4,598	3,618
Child Protection	2,010	1,905
Immigration	216	84
Total Legal Matters Closed	32,533	26,619
LM closed by Private Bar	22,914	18,403
LM closed by Staff	9,619	8,216

Notes:

¹ 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.

² LAM uses a mixed-model service delivery system. In 2016/17, the ratio of private bar to staff services was 72:28 (68:32).

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

⁴ At the end of March 31, 2017, a total of 100,974 (97,958) people were assisted on either a formal or informal basis. This represents an increase of 3.1% over the previous fiscal year.

For 2016/17, LAM observed increases in applications received and legal matters issued.

Financial Overview

FINANCIAL OVERVIEW

Sources of Funding

During 2016/17, 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 expired on March 31, 2017.

Distribution of Funding

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

Significant Pressures on LAM

Volume Increase – increases in some criminal adult and youth matters, mainly in administrative charges have 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) – LAM observed a significant increase in applications from asylum seekers. The number of legal matters increased by 81% over 2015/16 and the cost of providing I&R services increased by 125% compared to last year. This trend is expected to continue into 2019.

	2017 (\$000's)	2016 (\$000's)
Operating Fund Revenue:		
Appropriation	\$32,278	\$31,868
Manitoba Law Foundation	\$1,274	\$1,421
Other – 1	\$3,001	\$2,470
Total	\$36,553	\$35,759
Operating Fund Expenses:		
Private bar – 2	\$14,865	\$12,742
Direct legal services – 3	\$19,256	\$19,352
Administration – 4	\$1,804	\$1,735
Total	\$35,925	\$33,829
Excess (deficiency) of revenue over expense	\$628	\$1,930

- 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, 2017.

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

July 7, 2017

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, 2017 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, 2017 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
July 7, 2017
Winnipeg, Manitoba

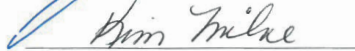
Statement of Financial Position

Legal Aid Manitoba Statement of Financial Position as at March 31, 2017

	2017	2016
ASSETS		
Current Assets		
Cash	\$ 3,861,336	\$ 2,814,029
Short-term investment	2,815,256	2,789,588
Client accounts receivable (Note 3)	159,147	166,950
Receivable from the Province of Manitoba	3,460,000	3,450,000
Other receivables (Note 4)	122,742	176,749
Prepaid expenses	240,851	238,559
	<u>10,659,332</u>	<u>9,635,875</u>
Capital Assets (Note 5)	291,096	299,078
Long-term receivable – charges on land (Note 6)	825,069	812,581
Long-term receivable – severance – Province of Manitoba (Note 7)	716,166	716,166
Long-term receivable – pension – Province of Manitoba (Note 14)	26,035,448	24,564,770
	<u>27,576,683</u>	<u>26,093,517</u>
	<u>\$ 38,527,111</u>	<u>\$ 36,028,470</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 2,560,094	\$ 2,462,774
Accrued vacation pay	1,219,142	1,234,123
Deferred revenue from clients	643,027	408,053
	<u>4,422,263</u>	<u>4,104,950</u>
Provision for employee future benefits (Note 8)	3,012,904	2,930,275
Provision for employee pension benefits (Note 14)	26,035,448	24,564,770
	<u>29,048,352</u>	<u>27,495,045</u>
Net Assets		
Invested in Capital Assets	291,096	299,078
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	600,000
Unrestricted Net Assets	2,586,841	1,950,838
	<u>5,056,496</u>	<u>4,428,475</u>
	<u>\$ 38,527,111</u>	<u>\$ 36,028,470</u>

Approved by the Management Council





Chairperson

Council Member

Statement of Operations

Statement of Operations for the year ended March 31, 2017

	2017	2016
Revenue		
Province of Manitoba (Note 9)	\$ 33,811,277	\$ 32,302,190
Manitoba Law Foundation (Note 10)	1,273,629	1,140,629
Contribution from clients	613,313	543,514
Recoveries from third parties	914,262	1,572,829
Judgement costs and settlements	275,850	334,070
Interest income	33,019	28,113
Other	11,814	16,751
	<u>36,933,164</u>	<u>35,938,096</u>
Expense		
Private bar fees and disbursements (Note 13)		
Legal aid certificates	14,367,137	12,246,827
Duty counsel services	383,587	409,715
Transcripts	114,439	85,623
	<u>14,865,163</u>	<u>12,742,165</u>
Community Law Centres, Schedule 1	14,657,064	14,936,382
Public Interest Law Centre, Schedule 1	1,552,663	1,536,343
University of Manitoba Community Law Centre, Schedule 1	200,854	165,089
General and Administrative, Schedule 1	5,029,399	4,628,095
	<u>36,305,143</u>	<u>34,008,074</u>
Excess of revenue over expense	<u>\$ 628,021</u>	<u>\$ 1,930,022</u>

Statement of Changes in Net Assets

LEGAL AID MANITOBA

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

	2017						2016
	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	\$ 299,078	78,559	1,500,000	600,000	1,950,838	4,428,475	2,498,453
Excess (deficiency) of revenue over expense					628,021	628,021	1,930,022
Capital Asset Additions	70,805				(70,805)	-	-
Capital Asset Amortization	(78,787)				78,787	-	-
BALANCE, END OF YEAR	\$ 291,096	\$ 78,559	\$ 1,500,000	\$ 600,000	\$ 2,586,841	\$ 5,056,496	\$ 4,428,475

Statement of Cash Flow

Statement of Cash Flow for the year ended March 31

	2017	2016
Cash Flow Provided by (Used In) Operating Activities:		
Excess of revenue over expense	\$ 628,021	\$ 1,930,022
Add items not affecting cash		
Amortization	78,787	74,599
Changes in working capital:		
Client accounts receivable	7,803	20,494
Province of Manitoba receivable	(10,000)	2,340,000
Other receivables	54,007	44,699
Prepaid expenses	(2,292)	(5,938)
Accounts payable and accrued vacation pay	82,339	(2,250,564)
Deferred revenue	234,974	(262,270)
Charges on land	(12,488)	65,121
Long-term funding commitments - pension	(1,470,678)	(1,243,773)
Severance liability	106,829	105,972
Sick leave liability	(24,200)	8,700
Provision for employee pension benefits	1,470,678	1,243,773
	<u>1,143,780</u>	<u>2,070,835</u>
Cash Flow Used in Investment Activities:		
Redemption of short term investment	(25,668)	(1,271,311)
Purchase of capital assets	(70,805)	(74,375)
	<u>(96,473)</u>	<u>(1,345,686)</u>
Net Increase in Cash for the Year	1,047,307	725,149
Cash - Beginning of Year	2,814,029	2,088,880
Cash - End of Year	<u>\$ 3,861,336</u>	<u>\$ 2,814,029</u>
Supplemental Cash Flow Information	2017	2016
Interest Received	\$ 33,019	\$ 28,113

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	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
Advertising	\$16,898	\$17,198	\$0	\$0	\$0	\$0	\$236	\$0	\$17,134	\$17,198
Amortization	29,414	44,615	2,753	2,653	1,019	2,413	45,601	24,918	78,787	74,599
Bad debts	0	0	0	0	0	0	372,780	175,282	372,780	175,282
Bank charges	0	0	0	0	0	0	3,980	3,464	3,980	3,464
Collection costs	0	0	0	0	0	0	7,629	3,875	7,629	3,875
Computer costs	29,489	42,499	6,915	288	1,494	26	14,270	11,040	52,168	53,853
Council expenses	0	0	0	0	0	0	84,923	88,137	84,923	88,137
Duty counsel	219,416	202,338	4,094	3,568	538	0	720	720	224,768	206,626
Equipment maintenance	66,810	72,048	5,419	3,694	1,503	948	25,089	23,746	98,821	100,436
File disbursements	227,489	325,465	399,815	473,924	8,872	5,982	25,175	32,944	661,351	838,315
Library	79,838	79,560	12,829	13,034	971	152	1,446	752	95,084	93,498
Meetings	4,050	8,155	2,974	4,926	362	1,476	39,733	13,052	47,119	27,609
Office expenses	241,164	236,819	13,155	8,393	6,441	6,722	61,225	65,510	321,985	317,444
Office relocation	8,886	4,700	0	80	0	0	0	399	8,886	5,179
Pension costs (Note 14)	796,309	861,019	59,585	59,421	10,730	4,910	1,624,262	1,372,594	2,490,886	2,297,944
Premise costs	1,208,974	1,044,401	100,163	79,109	167	0	277,727	391,838	1,587,031	1,515,348
Professional fees	230,016	228,684	19,800	27,299	60	580	167,674	138,193	417,550	394,756
Salaries, benefits, and levy	10,883,223	11,298,547	886,768	808,324	161,903	127,077	2,093,484	2,055,979	14,025,378	14,289,927
Severance benefits	112,095	106,389	0	24,561	0	0	106,829	105,972	218,924	236,922
Sick leave provision	0	0	0	0	0	0	-24,200	8,700	-24,200	8,700
Staff development	103,016	54,103	6,008	5,610	75	0	12,181	25,787	121,280	85,500
Staff recruitment	34,649	19,171	205	296	455	770	177	216	35,486	20,453
Telephone	204,294	139,189	17,893	9,237	2,665	2,572	76,896	67,894	301,748	218,892
Transcripts	17,143	14,305	0	0	24	227	0	0	17,167	14,532
Travel	143,891	137,177	14,287	11,926	3,575	11,234	11,562	17,083	173,315	177,420
TOTAL	\$14,657,064	\$14,936,382	\$1,552,663	\$1,536,343	\$200,854	\$165,089	\$5,029,399	\$4,628,095	\$21,439,980	\$21,265,909

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

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 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, 2017

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 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 provided. Collection of these accounts in the future is dependent on the client disposing of the property or arranging for payment.

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

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 (EARSL) which is currently 15 years (2016 – 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 straight-line basis over the expected average remaining service life (EARSL) of

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

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

	2017	2016
Agreements to Pay – Partial	\$ 25,402	\$ 32,257
Agreements to Pay – Full	299,877	362,228
	325,279	394,485
Less: Allowance for Doubtful Accounts	166,132	227,535
Client accounts receivable	\$ 159,147	\$ 166,950

4. Other Receivables

	2017	2016
Court costs	\$ 802,898	\$ 639,922
Child and Family Services agencies	74,177	92,426
Employment and Income Assistance	20,267	56,957
Employee advances, GST recoverable, and miscellaneous	15,832	13,104
	913,174	802,409
Less: Allowance for Doubtful Accounts	790,432	625,660
Other receivables	\$ 122,742	\$ 176,749

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

5. Capital Assets

	2017		2016	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Furniture and office equipment	\$ 287,278	\$ 234,713	\$ 303,075	\$ 236,004
Computer hardware & software	328,161	245,451	282,228	215,238
Leasehold improvements	232,353	76,532	234,816	69,799
	<u>\$ 847,792</u>	<u>\$ 556,696</u>	<u>\$ 820,119</u>	<u>\$ 521,041</u>
Net book value		<u>\$ 291,096</u>		<u>\$ 299,078</u>

6. Charges on Land

	2017	2016
Charges on land	\$ 1,849,884	\$ 1,723,886
Less: Allowance for Doubtful Accounts	1,024,815	911,305
Charges on land	<u>\$ 825,069</u>	<u>\$ 812,581</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

	2017	2016
Severance benefits	\$ 2,643,904	\$ 2,537,075
Sick leave benefits	369,000	393,200
	<u>\$ 3,012,904</u>	<u>\$ 2,930,275</u>

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

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 (EARSL) 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, 2017. The Corporation's actuarially determined net liability for accounting purposes as at March 31, 2017 was \$2,643,904 (2016 - \$2,537,075). 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.

	2017	2016
Balance at beginning of year	\$ 2,395,237	\$ 2,302,930
Benefits accrued	118,049	112,678
Interest accrued on benefits	143,714	140,939
Benefits paid	(152,404)	(130,950)
Actuarial (gain) loss	(120,696)	(30,360)
Balance at end of year	2,383,900	2,395,237
Unamortized actuarial gains (losses)	260,004	141,838
	<u>\$ 2,643,904</u>	<u>\$ 2,537,075</u>

The Corporation's severance costs consist of the following:

	2017	2016
Benefits accrued	\$ 118,049	\$ 112,678
Interest accrued on benefits	143,714	140,939
Amortization of actuarial losses (gains)	(42,839)	(16,695)
	<u>\$ 218,924</u>	<u>\$ 236,922</u>

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

Significant long-term actuarial assumptions used in the March 31, 2017 valuation, and in the determination of the March 31, 2017 present value of the accrued severance benefit obligation were:

	2017	2016
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, 2017. 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, 2017 was \$369,000 (2016 - \$393,200).

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

9. Revenue from the Province of Manitoba

	2017	2016
Grant	\$ 19,117,021	\$ 17,142,323
Salaries and other payments	12,445,046	12,737,798
Health and post secondary education tax levy	267,486	278,416
Employer portion of employee benefits	1,918,624	2,024,748
Other government agencies	63,100	118,905
	<u>\$ 33,811,277</u>	<u>\$ 32,302,190</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

	2017	2016
Statutory grant	\$ 1,007,629	\$ 1,007,629
Public Interest Law Centre	180,000	90,000
University Law Centre	86,000	43,000
	<u>\$ 1,273,629</u>	<u>\$ 1,140,629</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, 2017, 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, 2017

11. Lease Commitments

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

2018	\$ 1,139,117
2019	1,146,614
2020	1,099,030
2021	1,103,774
2022	1,084,881
Thereafter	3,154,065
	<u>\$ 8,727,481</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

	2017			2016	
	Fees	Disbursements	Total	Total	
Legal aid certificates	\$ 13,521,082	\$ 846,055	\$ 14,367,137	\$ 12,246,827	
Duty counsel services	383,587	0	383,587	409,715	
Transcripts	0	114,439	114,439	85,623	
	<u>\$ 13,904,669</u>	<u>\$ 960,494</u>	<u>\$ 14,865,163</u>	<u>\$ 12,742,165</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, 2016. The actuary has projected the pension obligation to March 31, 2017.

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

	2017	2016
Balance at beginning of year	\$ 25,425,066	\$ 23,981,328
Benefits accrued	899,266	890,393
Interest accrued on benefits	1,521,876	1,433,967
Benefits paid	(1,020,208)	(1,054,172)
Actuarial (gain) loss	1,129,942	173,551
Balance at end of year	27,955,942	25,425,067
Unamortized actuarial gains (losses)	(1,920,494)	(860,297)
	<u>\$ 26,035,448</u>	<u>\$ 24,564,770</u>

The Corporation's pension costs consist of the following:

	2017	2016
Benefits accrued	\$ 899,266	\$ 890,393
Interest accrued on benefits	1,521,876	1,433,967
Amortization of actuarial (gains) losses	69,744	(26,416)
	<u>\$ 2,490,886</u>	<u>\$ 2,297,944</u>
Employee contributions for the year	892,217	906,529

The key actuarial assumptions were a rate of return of 6.00% (2016 – 6.00%), 2.00% inflation (2016 – 2.00%), salary rate increases of 3.75% (2016 – 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, 2017.

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 \$26,035,448 (2016 – \$24,564,770), and has recorded revenue for 2016/17 equal to its increase in the unfunded pension liability during the year of \$1,470,678 (2016 – \$1,243,773). 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 (2016 -

Notes to Financial Statements

LEGAL AID MANITOBA

Notes to Financial Statements for the year ended March 31, 2017

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, 2017

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, 2017 is:

Cash	\$ 3,861,336
Short-term investment	2,815,256
Client accounts receivable	159,147
Receivable from the Province of Manitoba	3,460,000
Other receivables	122,742
Long-term receivables:	
• Charges on land	825,069
• Severance - Province of Manitoba	716,166
• Pension - Province of Manitoba	26,035,448
	<u>\$ 37,995,164</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, 2017

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:

	2017	2016
Balance, beginning of the year	\$ 1,764,500	\$ 1,604,743
Provision for bad debts	372,780	175,282
Amounts written off	(155,900)	(15,525)
Balance, end of the year	\$ 1,981,380	\$ 1,764,500

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, 2017

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 (2016 – \$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, 2017 of \$6,442,000 (2016 – \$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, 2017. 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, 2017 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
July 7, 2017
Winnipeg, Manitoba

Notes to Financial Statements

LEGAL AID MANITOBA

Note to Financial Information for the year ended March 31, 2017

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, 2017 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, 2017. 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, 2017. 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, 2017

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

Name of Lawyer	Amount	Name of Lawyer	Amount
Advent, Kristofer	\$ 80,366.18	Goeres, Ursula	\$ 86,758.91
Akin-Akinbulumo, Abimbola	66,746.80	Goertzen, Kendra	126,903.65
Alcock, Richard	56,331.60	Gould, Matthew	132,696.20
Amott, Lyndsey	51,923.92	Harrison, Robert	196,471.82
Antila, Crystal	86,198.97	Jones, Kristen	110,743.82
Armstrong, Bill	155,805.66	Jones, Zilla	158,499.49
Bassi, Benjamin	59,924.50	Joycey, David	119,282.85
Beddome, Aaron	53,749.95	Kavanagh, Tony	106,774.20
Bhangu, Mandeep	105,565.58	Keesic, Steven	119,602.36
Bonney, Bruce	148,155.47	Khan, Bashir	68,907.20
Boucher, Nolan	66,943.53	Kostiuk, Jeremy	68,664.27
Bourcier, Todd	111,996.92	Kravetsky, Allison	65,601.20
Braun, Aaron	125,004.00	LaBossiere, Lisa	67,767.14
Bretecher, Jacqueline	228,388.86	Lazar, Michael	82,346.14
Briscoe, Curtis	342,540.87	Mariash, Theodore	226,203.30
Brodsky, Greg	91,495.25	Marks, William	221,594.88
Bueti, Katherine	165,680.60	Martin-White, Wendy	140,616.66
Buisse, Leandre	63,015.99	Matas, David	71,944.32
Carroll, Margaret	78,762.57	McCoy, Chris	61,540.55
Cellitti, Antonio	113,871.23	McKay, Cameron	284,178.77
Champagne, Gisele	139,997.17	McKelvey-Gunson, Andrew	113,492.86
Claros, Amado	255,666.30	Mokriy, Don	230,135.97
Coggan, Derek	244,598.25	Mugerwa, Jackson	56,087.32
Cook, Michael	166,768.45	Munce, Matthew	142,052.73
Corona, John	233,496.08	Murdoch, Sarah	58,185.34
Dawson, Roy	127,128.40	Murphy, Edmond	60,054.06
Dorion, Desiree	105,434.64	Newman, Scott	130,190.26
Dunn, Catherine	57,774.22	Olson, Candace	73,995.24
Dyck, Michael	92,982.57	Ostapiw, Jody	167,725.62
English, Chantal	135,557.33	Phillips, Cory	212,438.71
Fogg, Kristen	73,801.41	Phillips, David	202,327.49
Gladstone, Brett	437,172.95	Puranen, Serena	136,251.30
Glazer, Martin	189,555.52	Purvis, Darcy	84,928.60

Name of Lawyer	Amount	Name of Lawyer	Amount
Raffey, Matthew	\$ 80,135.54	Singh, Inderjit	\$ 88,861.99
Rai, Surinder	241,872.94	Skinner, John	336,775.36
Ramsay, John	303,872.40	Smith, Pamela	204,614.10
Rees, Tom	142,593.55	Smith, Rachel	99,698.96
Robinson, Laura	81,963.19	Synyshyn, Andrew	133,635.92
Rogala, Joshua	89,205.69	VanDongen, Lori	232,876.77
Roitenberg, Evan	51,481.36	Walker, Tara	136,481.69
Sawchuk, Darren	187,137.20	Webb, Karen	73,299.73
Schaan, Chad	76,768.98	Wiebe, Geraldine	68,948.54
Schwartz, Mat	62,036.84	Wilson, Caroline	78,151.35
Shaikh, Ali	132,009.86	Wood, James	67,505.05
Sigurdson, Chris	98,877.19	Zaman, Saheel	253,569.05
Sims, Norm	53,410.67	Zurbuchen, Marc	86,733.49
Sinder, Barry	136,033.27		

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, 2017

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

Paid to Council Members: In aggregate: \$46,692.00
of this amount, \$35,000 was provided to the Chair

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

Name	Position	Amount	Name	Position	Amount
Anderson, L.	Attorney 2	\$ 132,145	Drewniak, B.	Admin Officer 2	\$ 64,958
Aniceto, L.	Attorney 2	140,513	Dwarka, R.	Financial Officer 7	119,039
Balneaves, S.	Info Technologist 4	96,190	Dzydz, D.	Attorney 3	134,503
Beens, D.	Admin Officer 1	60,056	Fawcett, R.	Attorney 3	144,344
Bergeron, D.	Admin Officer 1	58,569	Fenske, A.	Attorney 3	130,409
Bracken, S.	Attorney 3	137,576	Ferens, M.	Attorney 2	125,991
Brown, J.	Admin Officer 1	58,591	Gammon, G.	Sr Legal Officer 3	168,887
Caldwell, S.	Clerk 5	63,985	Giesbrecht, L.	Attorney 4	88,802
Cheng, W.	Financial Officer 4	78,397	Gilson, D.	Admin Officer 3	71,493
Clifford, G.	Sr Legal Officer 4	177,960	Hanslip, M.	Attorney 2	116,152
Clifford-Johnson, T.	Admin Officer 3	74,669	Harris, S.	Admin Officer 1	53,164
Colquhoun, L.	Attorney 3	122,196	Hawrysh, G.	Attorney 4	107,544
Cottam, G.	Attorney 2	131,512	Henderson, D.	Attorney 2	131,512
Dilay, K.	Attorney 1	79,448	Hlady, C.	Admin Officer 1	59,876
Dowle, K.	Attorney 2	132,145	Horst, A.	Attorney 3	59,054

Name	Position	Amount	Name	Position	Amount
Hwozdulych, B.	Attorney 2	\$ 131,512	Plenert, H.	Admin Officer 1	\$ 58,645
Jack, S.	Attorney 1	85,356	Poole, R.	Attorney 3	63,202
Kennedy, C.	Attorney 3	151,243	Raposo, S.	Sr Legal Officer 4	168,887
Kingsley, P.	Sr Legal Officer 3	171,480	Regunay, S.	Admin Officer 1	51,921
Kolida, W.	Admin Officer 1	51,333	Rob, E.	Attorney 1	68,946
Koshy, S.	Attorney 3	146,690	Robbins, J.	Attorney 3	101,968
Koturbash, T.	Attorney 3	155,265	Robinson, G.	Attorney 3	161,216
Lamont, K.	Attorney 2	65,490	Rutherford, J.	Attorney 1	83,717
Langford, K.	Admin Officer 1	59,876	Sankar, M.	Admin Officer 1	60,557
Libman, A.	Attorney 3	151,243	Sansregret, A.	Attorney 4	158,859
Liu, W.	Info Technologist 3	88,563	Santos, M.	Attorney 3	156,777
Loney, A.	Attorney 3	151,243	Settee, L.	Admin Officer 1	59,876
Lovegrove, C.	Attorney 4	161,587	Settee, S.	Admin Officer 2	66,583
Lundrigan, D.	Admin Officer 1	62,762	Sherman, C.	Attorney 3	157,993
MacAulay, G.	Attorney 3	151,243	Sieklicki, A.	Attorney 1	78,210
Maloney, M.	Admin Officer 1	59,876	Sieklicki, P.	Attorney 2	109,765
Mason, J.	Attorney 1	83,992	Simpson, P.	Info Technologist 2	82,056
McAmmond, J.	Attorney 3	199,666	Sinclair, M.	Attorney 1	60,194
McDonald, T.	Attorney 3	161,513	Sneesby, K.	Attorney 3	155,811
McLean, K.	Attorney 1	79,860	Strang, K.	Attorney 2	131,982
McNaught, I.	Attorney 2	126,781	Swait, M.	Planning Prog An 2	76,497
McRobbie, C.	Clerk 4	56,367	Tailleur, L.	Attorney 3	151,243
Meade, E.	Admin Officer 1	58,645	Tait, C.	Attorney 2	131,512
Mendelson, L.	Attorney 1	52,395	Tasche, H.	Attorney 2	119,462
Mitchell, M.	Attorney 2	110,072	Tonge, P.	Attorney 3	139,290
Muchnik, A.	Admin Officer 2	66,583	Unger, J.	Admin Officer 3	73,180
Mymko, A.	Attorney 1	72,736	Valcourt, G.	Info Technologist 4	96,190
Nicholson, M.	Accounting Clerk 1	50,667	Van Schie, S.	Attorney 3	151,243
Nygaard, D.	Attorney 2	137,634	Walker, M.	Attorney 3	154,618
Paler, S.	Attorney 3	151,243	Weisensel, S.	Attorney 1	67,234
Paluk, M.	Attorney 3	154,618	Wiebe, C.	Info Technologist 2	82,110
Pastora, J.	Attorney 1	83,916	Williams, B.	Attorney 4	158,859
Patena, W.	Accounting Clerk 2	53,145	Williams, M.	Admin Officer 2	69,525
Pauls, C.	Attorney 3	154,618	Woodman, R.	Attorney 3	151,243
Pitts, H.	Attorney 3	61,492	Zacharias, G.	Admin Secretary 4	53,776

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