

2023

Manitoba Justice

Justice Manitoba

Annual Report
Rapport annuel

For the year ended March 31, 2023
Pour l'exercice terminé le 31 mars 2023

Indigenous Land Acknowledgement

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

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

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

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

Reconnaissance du territoire

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

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

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

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

Manitoba Justice

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ATTORNEY GENERAL
MINISTER OF JUSTICE

Room 104
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Winnipeg, Manitoba R3C 0V8
CANADA

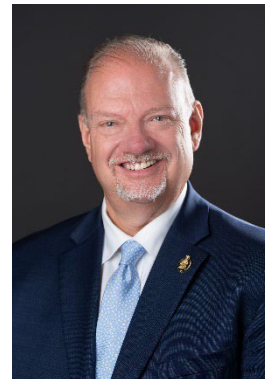
Her Honour, the Honourable Anita R. Neville, P.C., O.M.
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Justice, for the fiscal year ending March 31, 2023.

Respectfully submitted,

Original signed by
Honourable Kelvin Goertzen
Minister of Justice Attorney
General





PROCUREUR GÉNÉRAL
MINISTRE DE LA JUSTICE

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

Son honneur l'honorable Anita R. Neville, P.C., O.M.
Lieutenant-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère de la Justice du Manitoba pour l'exercice qui s'est terminé le 31 mars 2023.

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

Le ministre de la Justice et procureur général,
Kelvin Goertzen





Justice
Deputy Minister of Justice and Deputy Attorney General
Room 110 Legislative Building, Winnipeg, Manitoba, Canada R3C 0V8

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

Sir:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Justice.

Respectfully submitted,

Original signed by
Jeremy Akerstream

Deputy Minister of
Justice Deputy Attorney
General





Justice
Sous-ministre de la Justice et sous-procureur général
Palais législatif, bureau 110, Winnipeg (Manitoba) Canada R3C 0V8

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

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère de la Justice du Manitoba pour l'exercice financier 2022-2023.

Je vous prie d'agréer, Monsieur le Ministre, l'expression de mon profond respect.

Le sous-ministre de la Justice et sous-procureur général,
Jeremy Akerstream



Table of Contents

- Department at a Glance – 2022/23 Results 9
- Justice Responsibilities 11
- Responsabilités relatives à la justice 12
- Organizational Structure 13
- 2022/23 Key Achievement Highlights 14
- Principales réalisations en 2022-2023 17
- Department Strategy Map 20
 - Vision 20
 - Mission 20
 - Values 20
 - Department Balanced Scorecards Priorities and Objectives 20
- Schéma stratégique ministériel 22
 - Vision 22
 - Mission 22
 - Valeurs 22
 - Priorités et objectifs des tableaux de bord équilibrés ministériels 22
- Department Balanced Scorecards Priorities and Objectives - Details 24
 - Quality of Life – Improving Outcomes for Manitobans 24
 - Working Smarter – Delivering Client-Centred Services 33
 - Public Service – Delivering Client-Service Excellence 40
 - Value for Money – Protecting Manitoba’s Bottom Line 44
- FINANCIAL DETAILS 47
 - Consolidated Actual Expenditures 47
 - Summary of Authority 49
 - Part A: Expenditure Summary by Appropriation 52
 - Overview of Capital Investments, Loans and Guarantees 57
 - Revenue Summary by Source 58
- Departmental Program and Financial Operating Information 60
 - Corporate and Strategic Services 60
 - Crown Law 69
 - Legislative Counsel 81
 - Correctional Services 83
 - Public Safety 107

Costs Related to Capital Assets (Non-Voted) 121

Other Key Reporting 122

 The Public Interest Disclosure (Whistleblower Protection) Act 125

 Equity and Diversity Benchmarks 126

Appendices 127

 Appendix A – Other Reporting Entities..... 127

 Appendix B - Statutory Responsibilities 129

Glossary 134

Introduction/Introduction

This Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplements to Estimates of expenditure, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

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

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du Ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel a été étoffé et comprend maintenant des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Maintenant que l'établissement des tableaux de bord équilibrés est achevé dans tous les ministères, les rapports antérieurs sur le rendement ne sont plus inclus en annexe.

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

Department at a Glance – 2022/23 Results

Justice Description	Manitoba Justice is responsible for the administration of civil and criminal justice in Manitoba. Key responsibilities flow from provincial legislation such as The Department of Justice Act, The Correctional Services Act, The Legal Aid Manitoba Act, and The Victims' Bill of Rights. In addition, the department has significant delegated responsibility under federal legislation, the Constitution Act, 1867, which includes most notably the Criminal Code and the Youth Criminal Justice Act. Manitoba Justice has legal responsibility for the administration and enforcement of over 100 other provincial statutes relating to civil law, court administration, correctional services, regulatory provisions, and other matters. The Minister of Justice is also responsible for the Regulatory Accountability Secretariat.	
Minister	Kelvin Goertzen	
Deputy Minister	Jeremy Akerstream	
Other Reporting Entities	4	<ul style="list-style-type: none"> Legal Aid Manitoba Liquor, Gaming and Cannabis Authority Manitoba Law Reform Commission Manitoba Public Insurance Corporation
Summary Expenditure (\$M)		
772 590		758 457
Authority		Actual
Core Expenditure (\$M)		Core Staffing
731 934	723 610	3 204.35
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	<p>Le ministère de la Justice est responsable de l'administration de la justice civile et pénale au Manitoba. Ses principales responsabilités lui sont conférées par des lois provinciales comme la Loi sur le ministère de la Justice, la Loi sur les services correctionnels, la Loi sur la Société d'aide juridique du Manitoba et la Déclaration des droits des victimes. Le Ministère assume aussi d'importantes responsabilités qui lui sont déléguées par des lois fédérales en vertu de la Loi constitutionnelle de 1867, notamment le Code criminel et la Loi sur le système de justice pénale pour les adolescents. Le Ministère est également responsable de l'application et de l'exécution de plus d'une centaine d'autres lois provinciales relatives au droit civil, à l'administration des tribunaux, aux services correctionnels, aux dispositions réglementaires et à des questions connexes. Le ministre de la Justice est enfin responsable du Secrétariat pour la responsabilisation en matière de réglementation.</p>	
Ministre	Kelvin Goertzen	
Sous-ministre	Jeremy Akerstream	
Autres entités comptables	4	<ul style="list-style-type: none"> • Aide juridique Manitoba • Régie des alcools, des jeux et du cannabis du Manitoba • Commission de réforme du droit du Manitoba • Société d'assurance publique du Manitoba
Dépenses globales (en millions de dollars)		
772 590	758 457	
Dépenses autorisées	Dépenses réelles	
Dépenses ministérielles (en millions de dollars)		Personnel ministériel
731 934	723 610	3 204,35
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Justice Responsibilities

The activities of Manitoba Justice support the primary objectives of enhancing public safety, improving access to justice, and advancing Truth and Reconciliation. The overall responsibilities of the Minister and Manitoba Justice includes:

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

The Minister is also responsible for:

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

Responsabilités relatives à la justice

Les activités du ministère de la Justice soutiennent les principaux objectifs que sont le rehaussement de la sécurité publique, l'amélioration de l'accès à la justice et la progression de la vérité et de la réconciliation. Les responsabilités générales du ministre et du ministère de la Justice sont les suivantes :

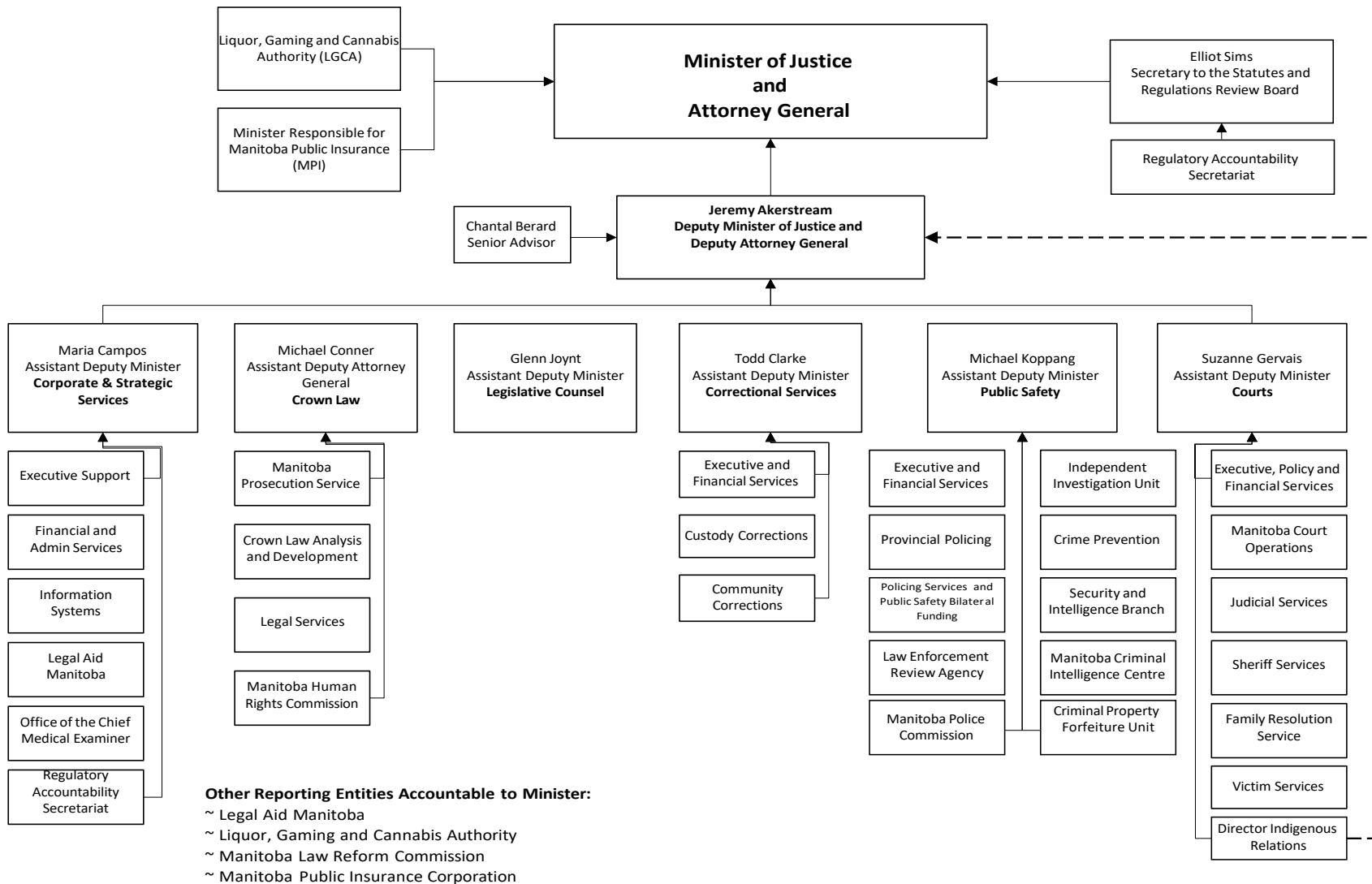
- **Services stratégiques et ministériels** – Assurer l'orientation et la coordination des politiques relatives aux programmes ministériels ainsi que la prestation de services financiers, technologiques et administratifs; enquêter sur les décès inattendus, inexplicables et violents (médecin légiste en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

Autres responsabilités du ministre

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

Organizational Structure

Department of Justice as at March 31, 2023



2022/23 Key Achievement Highlights

During the fiscal year, the Department of Justice accomplished the following:

Truth and Reconciliation

Manitoba Justice continued its work to establish ongoing, meaningful, reciprocal relationships with Indigenous leaders and Indigenous communities. The department continued to invest in initiatives that addressed the overrepresentation of Indigenous peoples in our provincial justice system. Key initiatives for this year included:

- Investments for Healing Lodges and Sobering Centres to align with commitments in the Policing and Public Safety Strategy and the Criminal Justice System Modernization Strategy to reduce recidivism, violent crime, and the over representation of Indigenous adults and youth in custody.
- The cities of Thompson (\$2.8M) and Brandon (\$2M) received funding to establish and operate sobering centres.
- Funding (\$2M) was provided to Manitoba Keewatinowi Okimakanak for a youth healing lodge in Thompson and \$1.4M was committed for healing lodges at The Pas Correctional Centre and Brandon Correctional Centre. Healing lodges promote trauma-informed healing for participants, helping to address intergenerational impacts of colonization and the loss of awareness of Indigenous culture, customs, and traditions.

Public Safety

The department continued to coordinate and implement evidence-based crime prevention policies and programs. Key accomplishments this year included:

- Significant investments were committed in support of initiatives under a Violent Crime Strategy. This included new policing initiatives and funding to urban municipalities outside of Winnipeg.
- Bill 34, The Police Services Amendment Act, was introduced March 14, 2023. This bill established a new layered public safety service delivery model and included enhancements to the Community and First Nations Safety Officers programs.
- Restorative justice programs continued to expand throughout Manitoba, including the addition of a second office in Winnipeg. The Community Safety and Wellbeing (CSWB) Planning Project was announced, supporting fourteen pilot programs in cities throughout Manitoba, including eight First Nations communities.

Victim Services

The department continued to support victims of crime by providing a wide range of services to clients throughout Manitoba, including domestic violence and child victims of the most serious crimes. Key accomplishments this year included:

- In support of the Criminal Justice System Modernization Strategy, Manitoba Prosecution Service (MPS) improved access to justice by engaging victims early in proceedings. The benefits of contact between MPS and victims at an early stage increases participation in the criminal justice process, allows for meaningful information and awareness to be provided to victims, and assists to inform prosecutorial decisions that impact court resources.
- Through funding allocated from the Criminal Property Forfeiture Fund, the Victim Services branch provided interpreters to assist individuals applying for protection orders as well as provided financial support for families of homicide victims to attend court hearings.
- In partnership with the Manitoba Status of Women Secretariat, The Disclosure to Protect Against Intimate Violence Act (Clare's Law) was passed. It aims to protect against intimate partner violence through a unique disclose and support approach making Manitoba the first jurisdiction in the world to have access to public or community-based supports as a stated goal in legislation.

Family Law Modernization Strategy

The Family Law Modernization Strategy is a multi-faceted initiative to assist families to resolve disputes in a fair, economical, expeditious, and less-adversarial manner. Accomplishments and advancements made this year included:

- Over twenty public, private, and community-based service providers were brought together under the Family Law Modernization Collaboration Table, which has resulted in a reduction of duplication, increased referrals, and greater alignment and consistency through awareness and training efforts. Engagement with families and service providers early, often, and throughout the dispute resolution process has resulted in the identification of gaps and opportunities for reform.
- The Family Resolution Service completed the consolidation of seven distinct business areas while expanding and enhancing out of court supports, resulting in a significant increase in families served while reducing social and financial costs of conflict, saving families an estimated \$41M annually in court and legal fees.
- Services to families experiencing intimate partner and/or family violence were expanded to support families earlier and throughout their journey. The Family Resolution Service refers families experiencing or at risk of violence to new Family Guide Domestic Violence Specialists. Families are now supported with all court matters and throughout the court process.

Manitoba Court Operations

The department continued to provide effective, equitable, and efficient resolution of disputes, criminal offences, and other matters requiring judicial adjudication. A number of steps were taken this year to ensure continued growth in Court Operations, which included:

- Investments in court modernization, including a project to replace legacy court information technology systems, as well as a project to allow Court Operations to send automated text messages to those involved in court proceedings to inform/remind them of upcoming hearing information.
- Virtual courtrooms were expanded across the province to decrease travel costs and time for all parties involved, including those with limited accessibility to courts in Northern Manitoba, and allow for enhanced access to court hearings.

Principales réalisations en 2022-2023

Au cours de l'exercice financier, le ministère de la Justice a accompli les réalisations suivantes :

Vérité et réconciliation

Le ministère de la Justice a poursuivi son travail visant à établir des relations permanentes, significatives et réciproques avec les dirigeants et les collectivités autochtones. Le Ministère a continué d'investir dans des initiatives visant à remédier à la surreprésentation des peuples autochtones dans notre système de justice provincial. Les principales initiatives de cette année comprennent les éléments suivants :

- Investissements dans les pavillons de ressourcement et les centres de désintoxication pour s'aligner sur les engagements pris dans la stratégie en matière de services de police et de sécurité publique et la stratégie de modernisation du système de justice pénale afin de réduire la récidive, les crimes violents et la surreprésentation des adultes et des jeunes autochtones en détention.
- Les villes de Thompson (2,8 M\$) et de Brandon (2 M\$) ont reçu des fonds pour établir et exploiter des centres de désintoxication.
- Un financement de 2 M\$ a été accordé à Manitoba Keewatinowi Okimakanak pour un pavillon de ressourcement pour les jeunes à Thompson, et de 1,4 M\$ pour des pavillons de ressourcement au Centre correctionnel du Pas et au Centre correctionnel de Brandon. Les pavillons de ressourcement favorisent la guérison en tenant compte des traumatismes des participants et en les aidant à faire face aux répercussions intergénérationnelles de la colonisation et à la perte de conscience de la culture, des coutumes et des traditions autochtones.

Sécurité publique

Le Ministère a continué de coordonner et de mettre en œuvre des politiques et des programmes de prévention du crime fondés sur des données probantes. Les principales réalisations de cette année comprennent les éléments suivants :

- Des investissements majeurs ont été engagés pour soutenir les initiatives découlant d'une stratégie de lutte contre les crimes violents. Cela comprenait de nouvelles initiatives de maintien de l'ordre et du financement pour les municipalités urbaines à l'extérieur de Winnipeg.
- Le projet de loi 34 (Loi modifiant la Loi sur les services de police) a été déposé le 14 mars 2023. Ce projet de loi établissait un nouveau modèle de prestation de services de sécurité publique à plusieurs niveaux et comprenait des améliorations aux programmes des agents de sécurité des collectivités et des Premières Nations.
- Les programmes de justice réparatrice ont continué à s'étendre dans tout le Manitoba, y compris l'ajout d'un deuxième bureau à Winnipeg. Le projet de plans sur la sécurité et le bien-être communautaires a été annoncé, soutenant quatorze programmes pilotes dans des villes du Manitoba, dont huit collectivités des Premières Nations.

Services aux victimes

Le Ministère a continué de soutenir les victimes d'actes criminels en offrant une vaste gamme de services partout au Manitoba, notamment aux victimes de violence familiale, aux enfants victimes et aux victimes de crimes graves. Les principales réalisations de cette année comprennent les éléments suivants :

- Conformément à la stratégie de modernisation du système de justice pénale, le Service des poursuites du Manitoba a amélioré l'accès à la justice en engageant les victimes au début des procédures. Le contact entre le Service et les victimes à un stade précoce augmente la participation au processus de justice pénale, permet de fournir une sensibilisation et des renseignements significatifs aux victimes et aide à éclairer les décisions de poursuite qui ont une incidence sur les ressources judiciaires.
- Grâce au financement alloué par le Fonds de confiscation des biens criminels, la Direction des services aux victimes a pu fournir des interprètes pour aider les personnes qui demandent des ordonnances de protection ainsi qu'un soutien financier aux familles des victimes d'homicide pour qu'elles assistent aux audiences du tribunal.
- En partenariat avec le Secrétariat à la condition féminine du Manitoba, la Loi sur la communication de renseignements pour la protection contre la violence de la part d'un partenaire intime (Loi de Clare) a été adoptée. Elle vise à protéger contre la violence de la part d'un partenaire intime grâce à une approche unique de communication de renseignements et de soutien faisant du Manitoba la première administration au monde à avoir accès à des soutiens publics ou communautaires en tant qu'objectif énoncé dans la législation.

Stratégie de modernisation du droit de la famille

Il s'agit d'une initiative à plusieurs volets qui aide les familles à régler leurs différends de manière équitable, économique, rapide et moins conflictuelle. Les réalisations et les progrès accomplis cette année comprennent les éléments suivants :

- Un écosystème constitué de plus de 20 fournisseurs de services publics, privés et communautaires réunis autour d'une table de collaboration sur la modernisation du droit de la famille a permis de réduire les chevauchements, d'augmenter le nombre d'aiguillages et d'améliorer l'harmonisation et l'uniformité grâce à des efforts de sensibilisation et de formation. L'engagement précoce avec les familles et les fournisseurs de services, souvent et tout au long du processus de règlement des différends, a permis de cerner les lacunes et les possibilités de réforme.
- Le Service de règlement des litiges familiaux a achevé la consolidation de sept secteurs d'activité distincts tout en élargissant et en améliorant les soutiens extrajudiciaires, ce qui a entraîné une augmentation importante du nombre de familles desservies tout en réduisant les coûts sociaux et financiers des litiges, permettant aux familles d'économiser environ 41 millions de dollars par an en frais de justice et juridiques.

- Les services aux familles victimes de violence de la part d'un partenaire intime ou de violence familiale ont été élargis afin de soutenir les familles à l'intérieur de délais plus courts et tout au long de leur cheminement. Le Service de règlement des litiges familiaux aiguille les familles victimes ou à risque de violence vers les nouveaux guides familiaux spécialistes de la violence conjugale. Les familles sont maintenant soutenues dans toutes les affaires judiciaires et tout au long du processus judiciaire.

Administration des tribunaux du Manitoba

Le Ministère a continué d'assurer un traitement efficace, équitable et efficient des différends, des dossiers liés à des infractions criminelles et d'autres affaires nécessitant la prise de décisions judiciaires. Un certain nombre de mesures ont été prises cette année pour assurer une croissance continue de l'administration des tribunaux, dont celles-ci :

- Investissements dans la modernisation des tribunaux, y compris un projet visant à remplacer les anciens systèmes de technologie de l'information des tribunaux, ainsi qu'un projet permettant à l'administration des tribunaux d'envoyer des messages textuels automatisés aux personnes impliquées dans les procédures judiciaires pour les informer ou leur rappeler des audiences à venir.
- Les salles d'audience virtuelles se sont développées dans toute la province pour réduire les coûts et le temps de déplacement de toutes les parties concernées, y compris celles qui ont un accès limité aux tribunaux du nord du Manitoba, et permettre un meilleur accès aux audiences.

Department Strategy Map

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

The Annual Report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and are described in further detail following the strategy map.

Vision

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

Mission

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

Values

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

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life
2. Advance Truth and Reconciliation¹
3. Promote Public Confidence
4. Improve Access to Justice

Working Smarter – Delivering Client-Centred Services

5. Foster and Advance Innovation
6. Reduce Red Tape
7. Modernize Processes
8. Be Transparent

¹ Note: "Truth" has been added to the original objective titled "Advance Reconciliation."

"There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation."

- As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning

Public Service – Delivering Client-Service Excellence

9. Ensure Baseline Knowledge
10. Build Our Capacity to Deliver
11. Advance Inclusion
12. Strengthen Respect at Work

Value For Money – Protecting Manitoba’s Bottom Line

13. Provide Value for Money
14. Ensure Timely Capital Spending
15. Work Within Our Budget

Schéma stratégique ministériel

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

Le rapport annuel fait état des progrès réalisés par rapport aux priorités et aux objectifs qui sont énoncés dans le budget complémentaire de 2022-2023 et décrits en détail à la suite du schéma stratégique.

Vision

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

Mission

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

Valeurs

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

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie – Améliorer les résultats pour les Manitobains

1. Créer des conditions propices à l'amélioration de la qualité de vie
2. Faire progresser la vérité et la réconciliation²
3. Renforcer la confiance du public
4. Améliorer l'accès à la justice

² Remarque : Ajout de « vérité » à l'objectif original intitulé « Faire progresser la réconciliation ».

« Aucune réconciliation n'est possible sans la vérité. S'il est question de réconciliation seulement sans la vérité, dites qu'il faut connaître la vérité avant de parler de réconciliation. »

– Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l'inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

Gestion plus ingénieuse – Fournir des services axés sur le client

5. Encourager et faire progresser l'innovation
6. Réduire la bureaucratie
7. Moderniser les processus
8. Faire preuve de transparence

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

9. Assurer le maintien des connaissances de base
10. Développer notre capacité de fournir les services
11. Favoriser l'inclusion
12. Renforcer le respect dans nos lieux de travail

Optimisation des ressources – Protéger les résultats financiers du Manitoba

13. Dépenser judicieusement
14. Assurer l'utilisation en temps opportun de notre budget d'immobilisations
15. Respecter notre budget

Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Justice for the 2022/2023 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life

Key Initiatives

- **Leveraging Strategic Priorities:** Manitoba's Policing and Public Safety Strategy, Criminal Justice System Modernization Strategy, and Family Law Modernization Strategy together focus Justice efforts on providing innovative, efficient public safety approaches that enhance community mobilization efforts, reduce serious, violent offences, reduce over-reliance on incarceration, and support victims of serious crimes.
- **Expanding Community Mobilization:** This past year the department continued to commit resources and coordinate efforts to improve public safety. For example, the Crime Prevention branch is responsible for coordinating various community mobilization programs throughout Manitoba to support at-risk individuals, including those leaving custody and reintegrating back into the community. Further, Manitoba Justice continued funding and support for community mobilization (CM) initiatives, which utilize team-based planning and interventions to promote collaboration and communication between team members, youth, family, and community supports. In 2022/23, \$140,000 was dedicated to enhance the Thunderwing program and transfer its administration to Mount Carmel Clinic, with \$120,000 provided to establish the Bilal Newcomer initiative in Winnipeg, and \$55,000 to the Swan Valley initiative. Two additional CM programs, the Community Care Program (Morden) and Waywayseecappo CM program, the inaugural First Nation to implement this model, were also expanded this past year.
- **Protecting Against Intimate Partner Violence:** The newly formed unit within the Family Resolution Service branch, the Family Guide Domestic Violence Specialist Unit (DFG-DVS), supports victims of Intimate Partner Violence (IPV) through enhanced intake assessments and provision of services to ensure that families receive the appropriate supports they need to resolve family disputes while prioritizing safety. Further, the Sexual Violence Strategy, led by Manitoba Prosecution Service (MPS), commenced in December of 2022, and endeavors to minimize negative experiences for survivors of sexual violence by conducting these prosecutions in a trauma-informed manner. MPS recognizes that prosecutorial experience is an important resource that can be well utilized to improve responses to sexual violence in the criminal justice system. In partnership with the former Manitoba Status of Women Secretariat, The Disclosure to Protect against Intimate Violence Act ("Clare's Law") was proclaimed in 2022. It aims to protect against intimate partner violence through a unique disclose and

support approach making Manitoba the first jurisdiction in the world to have access to public or community-based supports as a stated goal in legislation.

- Targeting Organized Crime:** The Criminal Property Forfeiture (CPF) branch initiates civil actions to have the suspected proceeds of criminal activity forfeited to government. The more criminal proceeds are forfeited to the branch, the less individuals can profit from criminal activity and the more police agencies can enhance their crime prevention efforts for Manitobans. This improves the quality of life for Manitobans by helping to create safer communities. CPF expanded this past year with the addition of a Money Laundering Investigator who is responsible for creating, developing, and implementing the anti-money laundering initiatives within the branch. This initiative will lead to an increase in identifying assets derived from unlawful activity which qualify for forfeiture.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a. Increase percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) referred to a Family Guide Domestic Violence Specialist (FG-DVS)	-	100%	100%	100%
1.b. Increase percentage of community mobilization programs that have completed return on investment reports	-	-	-	-
1.c. Increase percentage of criminal proceeds forfeited each year	-	-	-	-

Measure Description(s)

1.a. Increase percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) connecting with a Family Guide Domestic Violence Specialist (FG-DVS): Appropriately assessing, triaging and referring clients who disclose or are believed to be experiencing Intimate Partner Violence (IPV) to a Family Guide Domestic Violence Specialist (FG-DVS) ensures that families are identified and receive the appropriate supports they need. This measure is calculated by taking the number of families referred to FG-DVS at Intake divided by the number of families disclosing IPV. The target set for 2022/23 was for 100% of families disclosing IPV being referred to FG-DVS. Note on this measure: Not all families were being referred to FG-DVS first. This measure now reflects adjustments in procedures and training to improve results and data quality.

1.b. Increase percentage of community mobilization programs that have completed return on investment reports: This measure is discontinued. No data was collected on this measure as community-based organizations are not funded or required to complete return on investment reports for community

mobilization projects. The department will continue to advance this objective through a more effective performance measure, “Increase percentage of Community Mobilization programs tracking participant outcomes.” The measure calculation will track how many Community Mobilization programs are actively funded by the department.

1.c. Increase percentage of criminal proceeds forfeited each year: This measure is discontinued. No data was collected due to criminal proceeds being driven by police operations and investigations and not applicable to the measurement of branch-level driven activity. The department will continue to advance this objective through additional Criminal Property Forfeiture branch initiatives.

2. Advance Truth and Reconciliation

Key Initiatives

- **Advancing Truth and Reconciliation Priorities:** Truth and reconciliation is a long-term commitment guided by Manitoba’s Path to Reconciliation Act and other reports such as the Aboriginal Justice Inquiry Commission (AJIC), National Truth and Reconciliation Commission (TRC) Calls to Action, and Missing and Murdered Indigenous Women and Girls’ (MMIWG) Calls for Justice. The development of a new Indigenous Justice Action Plan guides the department’s priorities to reduce the over-representation of Indigenous peoples in the justice system (TRC Call to Action 30 and 38), ensures inmates have access to programming that promotes healing (TRC Call to Action 36), and enhances staff knowledge and understanding of the history of Indigenous peoples to strengthen relationships and partnerships with the Indigenous community (TRC Call to Action 57).
- **Expanding Cultural Supports for Victims of Crime:** For the Victims Services branch (VSB), it is important that victims of crime have access to culturally-appropriate supports and traditional healing practices in order to demonstrate respect for culture and enhance service inclusiveness. Five VSB staffing positions are dedicated to support families of Murdered and Missing Indigenous Women and Girls (MMIWG) and to administer the Manitoba Justice Wellness Program. Further, a reallocation of surplus funds from the Victims’ Assistance Fund allowed Manitoba to enter into a three year agreement with the Manitoba Metis Federation for 2021/22 through 2023/24 to support their Metis MMIWG Family Support Project, ultimately expanding supports to families of MMIWG.
- **Understanding Impacts on Racialized Communities:** The Independent Investigation Unit (IIU) investigates police incidents causing serious injury or death, or where the police may have broken the law. There has been growing interest in data involving the racial identity of individuals impacted by police misconduct or use of force incidents, with the overall goal of reducing the disproportionate impact of these incidents on racialized communities.
- **Co-Designing a Family Justice—Indigenous Service Plan:** Aligning with Manitoba Justice’s Indigenous Justice Action Plan, the Path to Reconciliation Action Plan, Manitoba’s Framework: Address Gender-Based Violence and the Family Law Modernization (FLM) Action Plan, work on co-designing the Family Justice - Indigenous Service Plan began in 2022/23 to implement the feedback and ideas from Indigenous community members and organizations in the design and delivery of family law related services and supports to ensure fair, equitable access to culturally appropriate, family justice related services for

Indigenous families including Indigenous women, girls and 2SLGBTQQIA+ individuals involved in multiple systems.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a. Comparative likelihood of being incarcerated, Indigenous v. non-Indigenous	12:1	12:1	1:1	14:1
2.b. Increase number of inmates participating in Reclaiming Our Identity (ROI) program	75	431	100	182
2.c. Increase number of reports that include racialized data sets	-	-	1	-
2.d. Increase number of cultural supports available for Victims Services service users	-	-	30	30

Measure Description(s):

2.a. Comparative likelihood of being incarcerated, Indigenous vs Non-Indigenous: By comparing the per capita incarceration rates of Indigenous and non-Indigenous Manitobans, we can measure how much more likely Indigenous Manitobans are to be incarcerated compared to non-Indigenous Manitobans. This measure then guides the work of reducing overall representation of Indigenous people in the justice system. The target of 1:1 reflects the department’s goal that the Indigenous incarceration rate should be no higher than the non-Indigenous incarceration rate. The variance between the 2022/23 target and actual reflects the long-term work and commitment ahead to advance truth and reconciliation with Indigenous peoples and communities.

2.b. Increase number of inmates participating in Reclaiming Our Identity (ROI) program: ROI is a four-day self-awareness program that is available to Indigenous and non-Indigenous inmates that promotes healing, personal growth, and understanding through education of the historical impacts of colonization. Baseline

reflects participants from April to October 2021. The 2022/23 actual reflects continuing prioritization of the program after a significant growth in 2021/22 due to lessening pandemic related restrictions.

2.c. Increase number of reports that include racialized data sets: This measure will ensure that the Independent Investigation Unit (IIU) reports publicly as part of its annual report an estimate of the number of investigations involving racialized community members. The goal of reporting on this information in the annual report is to reduce disproportionate impacts on racialized communities, as well as increase transparency. The IIU anticipates capturing and reporting on racialized data sets for the 2023/24 fiscal year through development of a voluntary self-identification declaration form.

2.d. Increase number of cultural supports available for Victims Services service users: Cultural supports may include access to elders/ceremony and smudging space, as well as cultural supplies at Victims Services' offices, such as tobacco gifts. The measure calculation is a numerical count of cultural supports now available to service users. This past year, the Victim Services branch spaces have been improved with the additions of small visual items like art pieces and children's books written by Indigenous authors, as well as ongoing partnerships with three community-based agencies to coordinate the availability of Elder support for victims of crime. The branch was also led through a Medicine Bag teaching by a Knowledge Keeper and each staff created a Medicine Bag that they could make available to clients for smudging.

3. Promote Public Confidence

Key Initiatives

- **Reducing Recidivism:** Department efforts have continued to focus on lowering recidivism rates and ensuring the timeliness of the criminal justice system in various branches such as Custodial Corrections, Probation Services and Youth Justice. Reducing recidivism in both adult and youth populations reduces crime, which creates a more stable environment to attract families and businesses to Manitoba. It also means that public safety is upheld and confidence in the justice system is maintained as adults and youth can transition from at-risk lifestyles to being productively engaged in paid work.
- **Focusing on Trauma-Informed Healing:** In September 2022, the department announced the establishment of two healing lodges at correctional centres in Brandon and The Pas. With \$1.4M allocated to the healing lodges, Indigenous offenders are able to receive cultural connection and support in those facilities while aiming to reduce their risk to reoffend. The department also began work in partnership with Manitoba Keewatinowi Okimakanak (MKO) Inc. and allocated \$2M in funding to create and implement a youth healing lodge in Thompson, Manitoba. The lodge will ensure trauma-informed, youth-centred supports are closer to home and connected to community (TRC Call to Action 38).
- **Addressing Violent Crime:** Violent crime negatively impacts individuals, families and communities. In 2022/23 the Department announced a commitment of \$52M to develop initiatives under a Violent Crime Strategy, with several initiatives launched in 2022/23 to target the apprehension and prosecution of violent offenders. For example, the Manitoba Crime Intelligence Centre initiated the first Manitoba Integrated Tactical Enforcement Priority (MITEP) to provide law enforcement agencies with a consolidated strategy and process for intelligence gathering and data collection to ensure violent crime

is proactively targeted and addressed. Additionally, ten new Crown Attorneys were provided to address and prosecute firearms trafficking, manufacturing and related violent crime in Manitoba.

- Creating Safer Communities:** The Law Enforcement Review Agency (LERA) receives complaints and investigates incidents of police misconduct. To promote public confidence, it is important for LERA to have a presence in the communities that it serves so that complainants are better equipped to understand the role of the agency and that agency staff are actively engaged with the communities they serve. Under the Policing Services and Public Safety branch, the Community Safety and Wellbeing Planning Project was announced this past year to coordinate community-led safety planning and implementation to proactively prevent crime and keep at-risk individuals out of the justice system in affected communities. The project will support fourteen pilot programs across Manitoba, including eight First Nations communities.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a. Increase number of Law Enforcement Review Agency (LERA) community engagement initiatives	2	2	4	7
3.b. Increase percentage of Community Mobilization programs tracking recidivism	33%	60%	50%	71%
3.c. Decrease recidivism rates among adults following completion of a custodial sentence	21%	21%	19%	20%
3.d. Decrease recidivism rates among adults following completion of a community corrections sentence	12%	11%	10%	11%

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.e. Decrease quarterly recidivism rates among youth following completion of a community corrections sentence	18%	16%	13%	20%

Measure Description(s):

3.a. Increase number of Law Enforcement Review Agency (LERA) community engagement initiatives:

Community engagement initiatives are program presentations to external stakeholders on the role and function of LERA. By increasing the number of community engagement initiatives facilitated by LERA, the agency promotes public confidence in the administration of justice as complainants can better understand the role of the agency.

3.b. Increase percentage of Community Mobilization programs tracking recidivism: This measure tracks improvements for individuals participating in these crime prevention programs. The measure calculation has been adjusted in 2022/23 to calculate reductions in charges, reductions in calls for police service, and reductions in involvement with the criminal justice system post involvement in community mobilization programming.

3.c. Decrease quarterly recidivism rates among adults following completion of a custodial sentence: This measure is calculated on a quarterly basis by taking the number of adults re-convicted to a custodial term divided by the number of those adults who had completed a prior custodial sentence in the two year period starting from the same quarter two years previously. The goal is to transition people from at-risk lifestyles to being productively engaged in our community. Generally, reducing crime by reducing recidivism also creates a more stable environment that will help attract families and businesses to Manitoba. The 21% baseline value is the average of 2020/21 and Q1-Q3 of 2021/22.

3.d. Decrease quarterly recidivism rates among adults following completion of a community corrections sentence: This measure is calculated on a quarterly basis by taking the number of adults re-convicted to a community term divided by the number of those adults who had completed a prior community corrections sentence in the two year period starting from the same quarter two years previously. The 12% baseline value is the average of Q4 of 2020/21 and Q1-Q3 of 2021/22.

3.e. Decrease quarterly recidivism rates among youth following completion of a community corrections sentence: This measure is calculated on a quarterly basis by taking the number of individuals re-convicted to a community term divided by the number of those youth who had completed a prior youth community corrections sentence in the two year period starting from the same quarter two years previously. The 18% baseline value is the average of Q4 of 2020/21 and Q1-Q3 of 2021/22. The 2022/23 actual reflects the larger variations in the youth numbers that occur as a result of the small populations that are counted in these particular recidivism rates.

4. Improve Access to Justice

Key Initiatives

- Streamlining Processes:** Advancing timely access to justice was a key priority identified in the Criminal Justice System Modernization Strategy and impacts several business areas of Justice. For example, there are several initiatives currently underway to improve timely access to justice in the Courts and Crown Law divisions by addressing court backlogs, bail delays, and reducing telephone wait times for individuals accessing Provincial Offences Court (POC). Additionally, a courts modernization project to replace legacy Court IT systems, the Integrated Case Management (ICM) solution, continued this past year and will streamline the way information is handled across the court system, improving systemic efficiency and enhancing access to justice across the province. In 2022/23 a vendor was selected following a competitive process to implement this software solution. Implementation will take approximately six years.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a. Decrease the criminal justice system backlog index (proportion of new cases vs disposed cases)	0.94	1.01	0.98	1.02
4.b. Increase percentage of bail decisions made within 7 days of arrest	63%	64%	67%	59%
4.c. Reduce Provincial Offences Court general phone line wait times (in minutes)	-	-	24	18
4.d. Increase percentage of Prosecution files assessed or disposed within 30 days	59%	58%	75%	61%

Measure Description(s):

4.a. Decrease the criminal justice system backlog index: The backlog index measures whether the justice system is keeping pace with, or getting ahead of, the volume of new cases entering the system and is calculated by dividing the number of new cases by the number of disposed cases. A backlog index below 1 indicates that fewer new cases are entering the system than are being disposed of, resulting in a decrease in the backlog of criminal cases and reflecting an improvement in timely access to justice.

4.b. Increase percentage of bail decisions made within 7 days of arrest: Accused individuals have a right to a bail hearing within a reasonable time. Justice has prioritized this issue in light of criticisms of bail delay, particularly in Northern Manitoba. This measure is calculated quarterly by taking the number of bail decisions made within 7 days of arrest divided by the total number of bail decisions. The 63% baseline value is the average of Q4 of 2020/21 and Q1-Q3 of 2021/22. In 2022/23 the data source for this measure was changed in order improve accuracy within the data calculation and analysis.

4.c. Reduce Provincial Offences Court (POC) general phone line wait times (in minutes): Reducing wait times for defendants who want to deal with their POC ticket improves access to justice. With the implementation of a hosted cloud centre, the POC has the ability to capture telephone wait times. The target for 2022/23 was to reduce wait times to 24 minutes or less. The 2022/23 actual reflects a positive trend in reducing telephone wait times.

4.d. Increase % of Prosecution files assessed or disposed within 30 days: Accused, victims and the public have more confidence in a responsive justice system. This measure is calculated within Manitoba Prosecution Service (MPS) by taking the number of files assessed or disposed within 30 days divided by the number of total new MPS files assigned. The 59% baseline value is the average of Q4 of 2020/21 and Q1-Q3 of 2021/22. Though the 75% target for 2022/23 was not met, the 2022/23 actuals reflect an overall positive trend increase of prosecution files moving in a timelier manner from previous years.

Working Smarter – Delivering Client-Centred Services

5. Foster and Advance Innovation

Key Initiatives

- Utilizing Video Technology:** Under the Criminal Justice System Modernization Strategy, several court modernization initiatives are underway. Manitoba’s commitment is to foster and advance innovation and forward-thinking through the more effective use of resources, which includes modernizing technological infrastructure. Information technology solutions with virtual capabilities also advances reconciliation as it improves timely access to justice for remote, Indigenous communities. With 37 MS TEAMS videoconferencing courtrooms now installed across the province, the department is able to reduce travel costs and time for court parties and limit the stressors associated with travel for witnesses leaving their community. Additionally, the Northern Courts Access pilot project (formerly Cross Lake Project) was completed in order to achieve better access to justice through virtual first appearances with a judicial justice of the peace (JJP) and performing non-contested bails, where applicable. As a result of the pilot, all JJPs now have the ability to conduct and properly record virtual hearings.
- Centralizing Legal Information for Families:** As part of the Family Law Modernization Strategy, over 158,823 users accessed a new centralized and authoritative website called the Family Law Manitoba online hub. Families now have more options for self-service and 24/7 access to legal information in both official languages including the court mandated parent information program, ‘For The Sake of the Children.’ This online hub ensures clients have a single point of contact for family law matters in Manitoba enabling families to receive the required support.
- Reducing Incarceration through Diversion:** The focus on increasing restorative justice and diversion options under the Probation Services and Restorative Justice branch continues to advance innovative approaches to reducing incarceration rates and delays in the court system by moving the resolution of less serious matters into the community (TRC Call to Action 31). Through the restorative justice process, harms are addressed by allowing the offender to make amends to the victim and/or the community.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a. Increase percentage of virtual dockets in the North	-	-	-	-
5.b. Increase number of families served by Family Resolution Services annually	-	17,533	19,200	19,401
5.c. Increase percentage of Restorative Justice diversion completions	-	-	80%	-

Measure Description(s):

5.a. Increase percentage of virtual dockets in the North: This measure has been discontinued. The Courts are only able to track the availability of virtual technology for court appearances, and due to judicial independence, have no jurisdiction over the number of individuals who appear for court via virtual dockets. The department continues to advance this objective through several courts modernization initiatives.

5.b. Increase number of families served by Family Resolution Services (FRS) annually: This measure calculates the number of families served by FRS as equal to the number of child support service files, plus maintenance enforcement files, plus FRS intake files. Data from June to November 2020 was utilized to establish the 2021 baseline. Targets for 2022/23 to increase the number of families accessing the single-window service to 19,200 annually were exceeded, with 19,401 families served in 2022/23.

5.c. Increase number of Restorative Justice diversion completions: Using restorative justice often moves the resolution of less serious matters into the community and creates more time for more serious matters to be dealt with in the court system. This is the final year for this performance measure in the annual report. Program completion timeframes are not conducive to an annual reporting cycle and files are referred from a number of sources and then triaged internally or externally to a funded program/partner or Community Justice Committee. The department is establishing an internal tracking system for program completion data and will continue to advance this objective with performance measure, "Increase the volume of cases proceeding through alternative processes per quarter."

6. Reduce Red Tape

Key Initiatives

- **Reducing Red Tape:** Red tape reduction aims to remove regulatory requirements that are no longer achieving desired outcomes, or are doing so in an inefficient manner. Regulatory requirements that result in red tape may be unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape. Under Justice, the Regulatory Accountability Secretariat (RAS), has corporate responsibility for the Cabinet-level Scorecard measure on red tape reduction and further implemented branch level initiatives in 2022/23 related to this corporate measure, such as improving workflow efficiency and enhanced performance measurement using the Regulatory Accountability Database (RAD). RAS also participated in a comprehensive 5-year review of The Regulatory Accountability Act, which included internal and external stakeholder engagement, as well as a public survey, to ensure that the principles of regulatory accountability are being achieved.
- **Providing Timelier Access to Services:** Court modernization initiatives continued this past year across the Department. For example, a project to create accessible kiosks are underway at the courts building that will streamline and increase access to services. Post-disposition court orders for out-of-custody individuals are currently processed together with those for in-custody individuals. Serving individuals at the courtroom kiosk will shorten wait times for individuals processing post-disposition court orders immediately after court and eliminate unnecessary delays.

- Streamlining Application Procedures:** The Victim Services branch is committed to reducing red tape for victims of crime who are applying to the Compensation for Victims of Crime Program (CVCP) for counseling-only benefits so they can access these benefits in timely manner. On March 17, 2022, the Government introduced a bill to amend the Victims' Bill of Rights to allow for more discretion by administrators of the CVCP in supporting families of deceased victims of crime who might otherwise not have been eligible for benefits, through no fault of their own, but who were in need of support. The bill received Royal Assent on June 1, 2022, and preparation towards its proclamation was undertaken throughout the year.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a. Reduce Red Tape	0.0%	0.34%	(2.5%)	(0.12%)
6.b. Increased percentage of out of custody individuals whose post disposition court orders are processed at the kiosk	-	-	100%	-
6.c. Reduce percentage of days to process a joint forces operation application	-	-	-	-
6.d. Increase percentage of Compensation for Victims of Crime Program (CVCP) applications	-	-	100%	-

Measure Description(s):

6.a. Reduce Red Tape: This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. In the fiscal year 2022/23, the department experienced a decrease of 0.12 percent. The total number of regulatory requirements accounted for by the department at the end of 2022/23 was 22,280. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5 per cent reduction is applied. See Regulatory Accountability and Red Tape Reduction in this report for further detail.

6.b. Increase percentage of out of custody individuals whose post disposition court orders are processed at the kiosk: This measure is formulated by taking the number of out-of-custody individuals whose post-disposition court orders in provincial court (Winnipeg Centre) processed at the front-desk kiosk divided by total number of out-of-custody individuals who receive post disposition court orders in court. The department intends on retaining this measure; however, data collection has been paused due to project delays. Construction on the kiosks is expected to be completed early in the 2023/24 fiscal year and will take some time to reach full operation.

6.c. Reduce number of days to process a joint forces operation application: This measure was discontinued as it was determined to be an ineffective performance measure to guide branch operations. The department will continue to advance this objective through alternative performance measures.

6.d. Increase percentage of Compensation for Victims of Crime (CVCP) Program applications: Reducing red tape for victims of crime who are applying to the Compensation for Victims of Crime Program for counseling-only benefits ensures victims are able to access these benefits in timely manner. This is the final year for this performance measure due to the development of more effective performance measures to track branch program applications.

7. Modernize Processes

Key Initiatives

- **Transforming Our Culture:** Although the focus of the Criminal Justice System Modernization Strategy is specific to criminal justice, it is part of a broader effort to bring about foundational culture shifts throughout government to better serve the public. Modernizing processes also means reviewing and updating policies. The review of management policies and procedures throughout the Correctional Services division continued this past year in order to better reflect departmental focus on delivering the most effective program and service outcomes.
- **Modernizing the Court Registry:** Moving to online, digital procedures within the Courts introduces modern processes to ensure timely public access and continuity of important services through technological advancements. The Integrated Case Management (ICM) solution will modernize court registries and improve access to justice by providing online services such as e-filing, electronic payments, access to file information and online dispute resolution. ICM will also reduce reliance on paper and streamline processes through electronic document production and real-time information updates.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a. Reduce paper consumption	0%	10%	6%	23%
7.b. Increase percentage of e-transfers used for Provincial Court payments	-	-	8%	17%
7.c. Increase percentage of correctional management branch policies reviewed and updated every 36 months	-	-	30%	31%
7.d. Increase percentage of inmates appearing by video for court appearances	-	-	-	-

Measure Description(s):

7.a. Reduce paper consumption: The goal of this measure is to modernize information and decision flows by reducing the consumption of printing paper which indicates a shift away from manual, paper-based processes, and towards more modern processes with electronic information flows. The measure is calculated as a year-over-year percentage decrease in the number of reams of printing paper purchased by the department. The 2021/22 actual is based on percentage decrease from 2020/21. Baseline resets to zero at the beginning of every fiscal year.

7.b. Increase percentage of e-transfers used for Provincial Court payments: This measure will track the percentage of Provincial Court payments received by e-transfer in Winnipeg Centre. By increasing the percentage, it will provide greater access to justice, simplify the receipt of revenue and allow the customer to make payments without needing to attend the Court office.

7.c. Increase percentage of correctional management branch policies reviewed and updated every 36 months: This measure highlights the importance of correctional policies that are up to date and reflect the current direction of government policy and correctional management. This measure tracks the number of policies that have a revision or review date that is beyond 36 months. The 2022/23 actual represents the number of Custody Corrections branch policies reviewed and updated. Actuals for Probation Services and

Restorative Justice branch and Executive and Financial Services was 22.42 percent and 7.14 percent respectively.

7.d. Increase percentage of inmates appearing by video for court appearances: This measure was discontinued. Due to judicial independence, the Courts can only track the availability of videoconferencing for court appearances and has no jurisdiction over the number of inmates who appear for court appearances. The department continues to advance this objective through several courts modernization initiatives.

8. Be Transparent

Key Initiatives

- Ensuring Transparency:** Being more transparent involves using evidence-based decision-making and measuring outcomes for Justice programs and services by setting targets and measuring our success against the same. Transparency also requires accountability in both successes and learning opportunities with the public. For example, the Access and Privacy Management branch supports the department in proactively disclosing information relevant to the public interest, where possible, and identifying opportunities for proactive disclosure. The branch responded to 324 access-to-information requests received throughout the year and maintained 100 percent compliance with legislated time frames.
- Collaborating with Municipalities:** The Manitoba Police Commission (MPC) provides training and support to Manitoba’s municipal police boards to ensure that they can provide effective civilian governance of their police agencies. Focus on increasing engagement with municipal police boards ensures that the Public Safety division is increasing collaboration and supporting municipal police boards in carrying out their responsibilities and obligations. In 2022, MPC staff conducted training presentations and provided policy support to all municipal police boards/First Nations Police Commissions in the province.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a. Increase number of data points published	17	17	34	21
8.b. Provide annual reports on legislative security activities	-	1	1	1
8.c. Increase number of meetings with municipal police boards	11	-	16	21

Measure Description(s):

8.a. Increase number of data points published: This measure counts the number of data points available to the public on a quarterly basis related to Manitoba's progress in modernizing and reforming the provincial justice system. This measure includes data made available to the public through Criminal Justice System Modernization Strategy (CJSM) metrics reported quarterly on the Justice website at www.gov.mb.ca/justice/cjism/ and preliminary data on suspected drug-related deaths published on the Office of the Chief Medical Examiner (OCME) dashboard at <https://www.gov.mb.ca/justice/cme/drugrelateddeath.html>, as well as any other public facing data released by the department. More data points means more information readily accessible to the public, thereby increasing the department's transparency.

8.b. Provide annual reports on legislative security activities: This measure aimed to publicize an annual report on Manitoba Legislative Building security implementations, special events and incidents on the precinct. The Manitoba Legislative Building holds the seat of government, deputy ministers and members of the Legislative Assembly. The role of Legislative Security Services is to protect the building, its assets and the people in the building and on the grounds. This measure is discontinued as the measure target has been met, with the branch publishing activities in their annual report.

8.c. Increase number of meetings with municipal police boards: This measure was discontinued as it was determined to be an ineffective performance measure to guide branch operations. The department will continue to advance this objective through other branch activities and initiatives.

Public Service – Delivering Client-Service Excellence

9. Ensure Baseline Knowledge

Key Initiatives

- Increasing Training and Support:** Mandatory staff training is a key departmental focus to ensure employees have the necessary learning and growth opportunities and training for greater learning and skill development. This ensures the department is building and retaining a public service committed to client-focused service delivery. As part of the onboarding process for new staff joining the Executive and Financial Services team, the Correctional Services division continued focus on the completion rates of one or more modules of the Comptrollership Framework Training to strengthen financial comptrollership and accountability. Further, the Custody Corrections branch established a staff training centre at Headingley Correctional Centre in addition to conducting a stand-alone training class for Correctional Officers for The Pas Correctional Centre. This training assisted employees in Northern Manitoba to attend Corrections training in or near their home community.
- Expanding Access and Training for Counsel:** The Legal Services branch functions as the law firm for government by providing services and expertise in a variety of areas. As such, branch staff benefit from frequent updates in order to increase awareness and understanding of a variety of important legal topics to ensure baseline knowledge and make decisions that serve the public. Expanded database access for Crown Counsel allows lawyers to retrieve information related to their clients' charges before a Provincial Court hearing, improving service to their clients and improving efficiency for Provincial Court Administration staff.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a. Increase percentage of employees up to date on mandatory training	-	59.8%	100%	74%

Measure Description(s):

9.a. Increase percentage of employees up to date on mandatory training: The goal of this measure is to ensure the maintenance of core training. By measuring this, we can monitor and ensure that Justice employees have received the core training that has been deemed essential for public servants as well as Justice employees. The mandatory courses tracked under this measure relate to corporate orientation, The Accessibility for Manitobans Act, information and security awareness, and supporting an ethical environment in the Manitoba Government, with completion rates combined and divided by four, to determine the average percentage of employees that are up to date.

10. Build Our Capacity to Deliver

Key Initiatives

- Recruiting and Mobilizing Diverse Talent:** The department is committed to identifying, enhancing, and mobilizing a diverse and talented workforce to ensure a whole of government approach to delivering on outcomes. In 2022, Justice participated in a cross-departmental series of workshops, jointly hosted by the Public Service Commission and the Social Innovation Office, which informed the development of an onboarding program for new employees and new leaders. Further, the Correctional Services division introduced a pilot project to eliminate recruitment barriers for aspiring correctional officers to promote diversity and representation.
- Increasing Crown Capacity:** The Crown Law and Analysis branch continued building employee and departmental capacity by focusing on increased participation in working groups and committees, which ensures that the branch and department is aware of, and has a voice in, the timely development of justice policy and legislation related to protecting and improving citizen’s rights. Development of the Manitoba Prosecution Service Firearms Strategy led to the creation of the Firearms and Gang Unit to build capacity and address emerging issues province-wide in firearm prosecutions.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a. Percentage of department employees with a current completed Performance Development Conversation Form	-	-	60%	3%
10.b. Increase business satisfaction ratings on applications supported by Information Systems (IS)	-	-	-	-

Measure Description(s):

10.a. Percentage of department employees with a current completed Performance Development Conversation Form: This measure tracks the percentage of department employees who have completed a formal Performance Development Conversation Form with their supervisor each fiscal year. Completion of annual performance development conversations helps employees and supervisors work together to improve performance by ensuring work expectations are clear and that employees are provided with the tools necessary to support the programs and services Manitobans rely on. A 60% completion rate was identified

as a standard target for this measure. Data for this measure is from March 31, 2023, and only includes those forms sent to Payroll and Benefits; therefore, may not reflect the current department composition and internal performance development processes.

10.b. Increase business satisfaction ratings with applications supported by Information Systems (IS): This measure is discontinued due to branch re-alignment, and is being replaced by an internal facing measure that will guide and inform branch operations.

11. Advance Inclusion

Key Initiatives

- **Leveraging the Value of Inclusion:** The value of diversity within the public service begins with our organizational culture. Public servants deserve the benefits of working within a diverse, inclusive, and respectful environment. Advancing inclusion also brings together valuable perspectives that enhance and advance the ability of public policies, programs, and services to meet the changing needs of the rich diversity of people who call Manitoba their home.
- **Prioritizing Employee Diversity:** Diversity, equity and inclusion has been advanced in recruitment efforts to better reflect the population Manitoba Justice serves. Bilingual capacity was achieved throughout all business areas of the Family Resolution Service. Efforts are underway to recruit and retain staff representing other equity groups and ensure progress in hiring Indigenous and ethno cultural communities, other members of racialized communities, 2SLGBTQIA+ staff and leaders. This includes continuing to work collaboratively with communities to reduce or eliminate harm through the application of Gender Based Analysis+ and anti-bias training and reviews. The Victim Services branch staff participated in Spring and Fall Equinox teachings and a Winter Solstice teaching, which promotes cultural competency in staff and enhances service delivery.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a. Percentage of department employees who have completed mandatory diversity and inclusion training	-	90.3%	90%	90%

Measure Description(s):

11.a. Percentage of department employees who have completed mandatory diversity and inclusion training: This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90% completion rate was identified as the official Public Service Commission (PSC) target for this measure. The target was previously set at 100% prior to PSC standardization. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

12. Strengthen Respect at Work

Key Initiatives

- **Strengthening Respect:** Manitobans deserve excellence in the public service, and public servants should be proud to build careers in the service of Manitoba’s citizens. Whether in a formal leadership role or not, all public servants have influence and should strive to be role models for others. The Manitoba Values and Ethics Guide explains the foundational values and ethics that all public servants are expected to uphold: acting in the public interest, with integrity, respect, skill, and dedication.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
12.a. Percentage of department employees who have completed mandatory respectful workplace training	-	67.9%	90%	79%

Measure Description(s):

12.a. Percentage of department employees who have completed mandatory respectful workplace training: This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement, and employees had until the end of the fiscal year 2022/23 to complete the updated course, at which time data was available to assess progress on this measure. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90% completion rate is the official Public Service Commission (PSC) target for this measure. The target was previously set at 100% prior to PSC standardization. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

Value for Money – Protecting Manitoba’s Bottom Line

13. Provide Value for Money

Key Initiatives

- Analyzing Efficiencies:** Justice is focused on delivering outcomes effectively and efficiently for Manitobans who come into contact with the justice system. Through strategies such as the Criminal Justice System Modernization Strategy, the department is prioritizing initiatives that focus on increasing efficiencies. For example, the department is committed to increasing the number of efficiencies realized through the expenditure management process, which investigates alternatives to expenditure requests and identifies the most efficient option. By analyzing expenditure management forms the department can track and identify efficiencies being realized to maximize value for money. In the Courts division, telephone requests may be weighed for value of mobile versus landline, data versus voice/text only, etc.
- Using Digital to Save Time and Reduce Costs:** Legal Aid Manitoba (LAM) ensures legal representation for low income Manitobans to fulfill the government’s constitutional obligation to ensure fairness in the administration of justice. In 2022/23 LAM began a project to digitize and then destroy all physical files in order to reduce the need for paper files to be sent to archives for long-term storage. This saves on the costs of long-term storage for paper and reduces the need for rental space and archive costs, while also improving the ability to recall file data should the need arise. Additionally, initiatives with LAM involve increasing timely access to justice and reducing delays by increasing efficiencies when a Legal Aid Certificate is issued to when it is accepted by a lawyer, to ensure a lawyer is authorized to represent an individual in one particular matter.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
13.a. Reduce average number of court appearances to disposition per charge for Winnipeg matters	11	13	10	12
13.b. Reduce average number of court appearances to disposition per charge for regional matters	8	11	7	11
13.c. Increase percentage of Legal Aid Certificates accepted within 3 business days	-	74%	75%	86%

Measure Description(s):

13.a. Reduce average number of court appearances to disposition per charge for Winnipeg matters: Court appearances require significant administrative work to facilitate. This measure optimizes the use of justice system resources by reducing the average number of court appearances to disposition. The average of the three previous fiscal years was used to establish the baseline value of 11. The target for 2022/23 was 10 appearances per disposition for Winnipeg matters for each quarter. Though the 2022/23 target was not met, the 2022/23 actuals reflect an overall positive trend decrease of appearances per disposition in Winnipeg from previous years.

13.b. Reduce average number of court appearances to disposition per charge for regional matters: This measure reflects the number of court appearances to disposition per charge for regional matters. Average appearances from fiscal year 2019 was used to establish the baseline value of 8. The target for 2022/23 was 7 appearances per disposition for each quarter. Though the target for 2022/23 was not met, the 2022/23 actuals reflect a consistent trend from 2021/22.

13.c. Increase percentage of Legal Aid Certificates accepted within 3 business days: This measure relates to the time between when counsel are notified of the certificate and when that counsel makes a decision to accept or decline the certificate. By regulation a lawyer has seven (7) days to accept or decline a certificate. Counsel are able to decline where they are unable to assist the client due to time constraints or where there is a conflict of interest or conflict between clients. However, the actuals from this past fiscal year highlight that 86% of certificates were accepted in a timely manner, exceeding the target set of 75% of certificates accepted within three (3) business days.

14. Ensure Timely Capital Spending

Key Initiatives

- **Ensuring Timely Capital Spending:** In measuring how much of our capital budget is spent by the end of the fiscal year, we can understand if we are spending our allotted budget in an appropriate and timely manner. For 2022/23, budgeted capital funds included video management system refreshes, door control upgrades, safety and security equipment upgrades and replacements (i.e. addressing aging equipment, minor updates to infrastructure, office renovation and expansion) to ensure the safety and wellbeing of all who interact with the Justice system. For example, the Custody Corrections branch addressed aging and faulty electronic security equipment within the Winnipeg Remand Centre to address and safeguard potential health and safety concerns.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
14.a. Percentage of capital budget spent by end of fiscal	100%	100%	100%	100%

Measure Description(s):

14.a. Percentage of capital budget spent by end of fiscal: This measure calculates the percentage of total capital budget spent each year. For reporting prior to fiscal year end, forecasted remaining expenditures will be added to actuals to date to allow comparison to the annual budget. The target is 100% to ensure that allocated funds are used as planned by the government, but not over-expended.

15. Work Within Our Budget

Key Initiatives

- **Making Informed Decisions:** By measuring our operating expenditures across the department each quarter, we can determine whether we are on pace with our budgetary allotments, and we can make more informed decisions about how our budget is created and dollars are spent in the future.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
15.a. Expenditures – actual vs. budget	99%	103%	100%	99%

Measure Description(s):

15.a. Expenditures – actual vs. budget: Annual department-wide operational expenditures (including OREs, salaries, but not amortization or interest) must match Public Accounts and Summary Budgets. For reporting prior to fiscal year end, forecasted remaining expenditures will be added to actuals to date to allow comparison to the annual budget. This measure is calculated by taking total expenditures and dividing it by the total budget.

FINANCIAL DETAILS

Consolidated Actual Expenditures

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

Justice includes the following OREs:

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

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

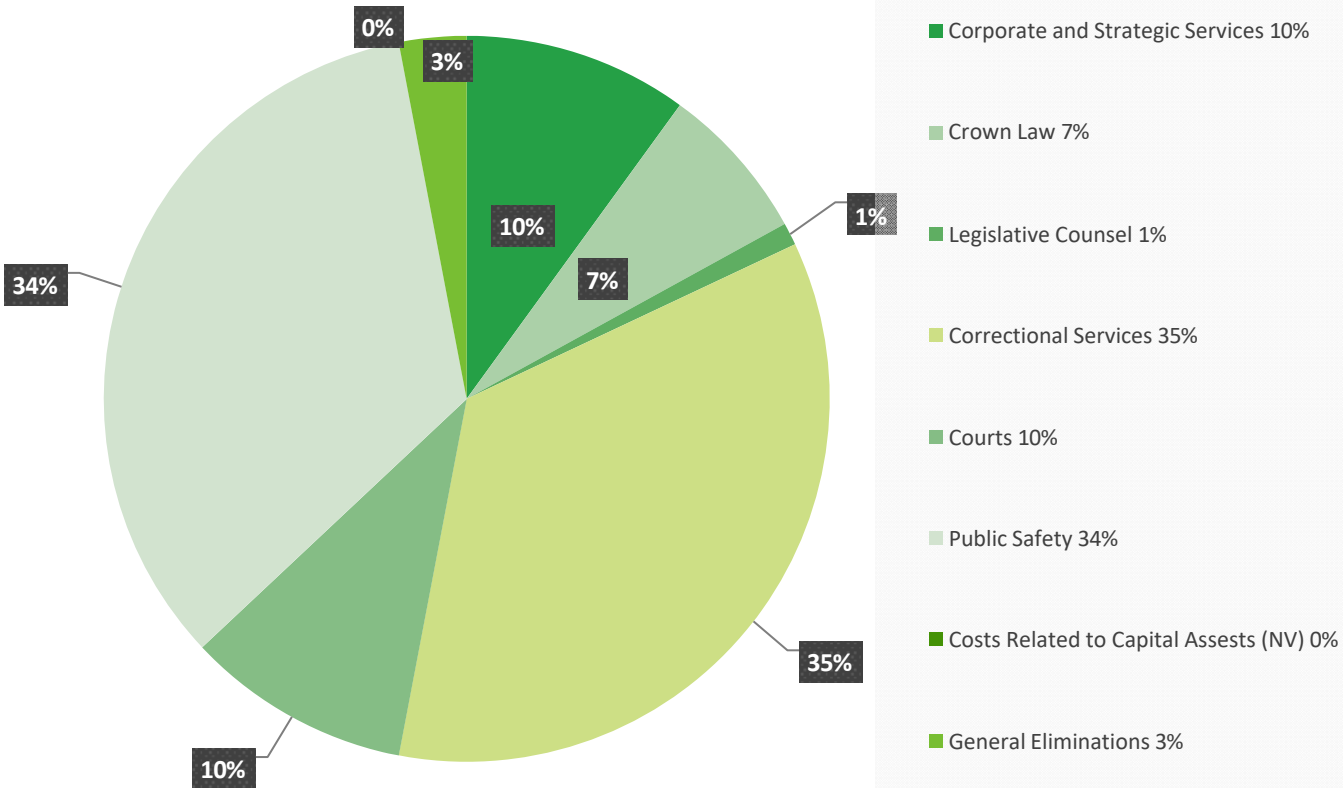
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Actual
04-1 Corporate and Strategic Services	63,426	47,900	(32,900)	78,426	76,237
04-2 Crown Law	52,224	232	(85)	52,371	56,625
04-3 Legislative Counsel	3,151	-	-	3,151	3,115
04-4 Correctional Services	266,359	-	-	266,359	280,531
04-5 Courts	78,070	-	-	78,070	71,573
04-6 Public Safety	257,562	-	-	257,562	241,303
Costs Related to Capital Assets (NV)	2,818	-	-	2,818	2,540
Interfund Activity	-	-	19,700	19,700	25,914
TOTAL	723,610	48,132	(13,285)	758,457	757,838

NV – Non-Voted

**Percentage Distribution of Consolidated Actual Expenditures
by Operating Appropriation,
2022/23, Actuals**



Summary of Authority

Part A - Operating	2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES - PART A	000s
Allocation of funds from:	
Corporate and Strategic Services (04.1)	65,196
Crown Law (04.2)	52,296
Legislative Counsel (04.3)	3,175
Correctional Service (04.4)	265,850
Courts (04.5)	81,301
Public Safety (04.6)	261,076
Subtotal	728,894
In-year re-organization from:	
NIL	-
Subtotal	-
2022/23 Authority	728,894

Part B – Capital Investment	2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES – PART B	2,286
Allocation of funds from:	
Capital Assets – Internal Service	
Adjustments	1,684
Subtotal	3,970
In-year re-organization from:	
NIL	-
Subtotal	-
2022/23 Authority	3,970

Part C – Loans and Guarantees		2022/23 Authority \$ (000s)
In-year re-organization from:		
	Subtotal	NIL
2022/23 Authority		N/A

Part D – Other Reporting Entities Capital Investment		2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES – PART D		87,344
In-year re-organization from:		
NIL		-
	Subtotal	
2022/23 Authority		87,344

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

Detailed Summary of Authority	Printed Estimates 2022/23	In-Year Re-organization	Virement	Enabling Authority	Authority 2022/23	Supplementary Estimates
Part A – Operating (Sums to be Voted)						
1. Corporate and Strategic Services	61,841		(1,280)	4,635	65,196	
2. Crown Law	57,941		(5,756)	111	52,296	
3. Legislative Counsel	3,672		(597)	100	3,175	
4. Correctional Services	230,858		10,882	24,110	265,850	
5. Courts	76,112		487	4,702	81,301	
6. Public Safety	255,903		(3,736)	8,909	261,076	
Subtotal	686,327		-	42,567	728,894	
Part A – Operating (NV)	3,040				3,040	
Total Part A - Operating	689,367		-	42,567	731,934	
Part B - Capital Investment	2,286			1,684	3,970	
Part C – Loans and Guarantees	-				-	
Part D – Other Reporting Entities Capital Investment	87,344				87,344	

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	04-1 Corporate and Strategic Services				
42	(a) Minister's Salary	44	43	1	
	(b) Executive Support				
1,258	Salaries	1,424	1,093	331	1
117	Other Expenditures	90	75	15	
	(c) Financial & Administrative Services				
3,823	Salaries	2,924	2,880	44	
6,704	Other Expenditures	7,928	8,304	(376)	2
	(d) Information Systems				
1,267	Salaries and Employee Benefits	1,126	1,157	(31)	
9,210	Other Expenditures	11,726	11,836	(110)	
	(e) Legal Aid Manitoba				
17,078	Salaries and Employee Benefits	14,160	14,167	(7)	
19,631	Other Expenditures	17,196	17,402	(206)	
	(f) Office of the Chief Medical Examiner				
1,696	Salaries and Employee Benefits	1,738	1,478	260	3
3,307	Other Expenditures	4,175	3,366	809	4
	(g) Regulatory Accountability Secretariat				
752	Salaries and Employee Benefits	769	803	(34)	
311	Other Expenditures	126	187	(61)	
65,196	Subtotal 04-1	63,426	62,791	635	
	04-2 Crown Law				
	(a) Manitoba Prosecution Service				
34,811	Salaries and Employee Benefits	35,326	39,651	(4,325)	5
3,797	Other Expenditures	3,506	3,176	330	6
15	Grant Assistance	15	15	-	
	(b) Crown Law Analysis and Development				
696	Salaries and Employee Benefits	692	932	(240)	7
59	Other Expenditures	59	15	44	

	(c)	Legal Services				
10,891		Salaries and Employee Benefits	10,629	10,691	(62)	
746		Other Expenditures	705	838	(133)	
85		Grants	85	85	-	
(486)		Less: Recoveries	(391)	(487)	96	
	(d)	Manitoba Human Rights Commission				
1,521		Salaries and Employee Benefits	1,347	1,353	(6)	
161		Other Expenditures	251	212	39	
52,296		Subtotal 04-2	52,224	56,481	(4,257)	
	04-3	Legislative Counsel				
	(a)	Legislative Counsel				
2,940		Salaries and Employee Benefits	2,881	2,814	67	
235		Other Expenditures	270	301	(31)	
3,175		Subtotal 04-3	3,151	3,115	36	
	04-4	Correctional Services				
	(a)	Executive and Financial Services				
2,581		Salaries and Employee Benefits	2,543	3,031	(488)	8
2,156		Other Expenditures	1,181	1,044	137	
73		Grant Assistance	73	29	44	
	(b)	Custody Corrections				
210,464		Salaries and Employee Benefits	216,698	200,431	16,267	9
19,497		Other Expenditures	20,475	48,847	(28,372)	10
190		Grant Assistance	192	190	2	
	(c)	Community Corrections				
25,766		Salaries and Employee Benefits	21,334	20,672	662	11
2,846		Other Expenditures	1,813	1,968	(155)	
2,277		Grant Assistance	2,050	4,319	(2,269)	12
265,850		Subtotal 04-4	266,359	280,531	(14,172)	
	04-5	Courts				
	(a)	Executive Policy and Financial Services				
2,084		Salaries and Employee Benefits	1,634	1,113	521	13
1,219		Other Expenditures	1,432	2,087	(655)	14
	(b)	Manitoba Court Operations				
14,158		Salaries and Employee Benefits	13,536	13,298	238	15
1,660		Other Expenditures	1,693	481	1,212	16
0		Grant Assistance	960	-	960	17

	(c)	Judicial Services				
29,273		Salaries and Employee Benefits	28,380	25,589	2,791	18
1,534		Other Expenditures	1,835	1,514	321	19
47		Grant Assistance	43	43	-	
	(d)	Sheriff Services				
10,830		Salaries	12,298	11,460	838	20
1,657		Other Expenditures	1,680	1,687	(7)	
	(e)	Family Resolutions Services				
5,735		Salaries	5,250	4,915	335	21
1,623		Other Expenditures	1,202	785	417	22
	(f)	Victims Services				
5,538		Salaries	5,417	4,994	423	23
5,918		Other Expenditures	2,710	3,607	(897)	24
25		Grant Assistance		-	-	
81,301		Subtotal 04-5	78,070	71,573	6,497	
	04-6	Public Safety				
	(a)	Executive and Financial Services				
661		Salaries	459	-	459	25
36		Other Expenditures	35	245	(210)	
	(b)	Provincial Policing				
228,525		Other Expenditures	229,439	221,167	8,272	26
4,610		Grant Assistance	35	45	(10)	
	(c)	Policing Services and Public Safety Bilateral Funding Agreements				
5,778		Other Expenditures	8,750	3,463	5,287	27
0		Grant Assistance	(35)	-	(35)	
	(d)	Policing Services and Public Safety				
2,929		Salaries and Employee Benefits	3,062	2,613	449	28
1,521		Other Expenditures	386	553	(167)	
	(e)	Law Enforcement Review Agency				
415		Salaries and Employee Benefits	295	282	13	
123		Other Expenditures	22	19	3	
	(f)	Manitoba Police Commission				
123		Salaries and Employee Benefits	124	114	10	
116		Other Expenditures	26	8	18	

	(g)	Independent Investigation Unit				
1,806		Salaries and Employee Benefits	1,930	1,585	345	29
686		Other Expenditures	269	152	117	
	(h)	Crime Prevention				
411		Salaries and Employee Benefits	363	411	(48)	
533		Other Expenditures	290	(92)	382	30
4,720		Grant Assistance	1,188	1,162	26	
	(i)	Security and Intelligence branch				
7,072		Salaries and Employee Benefits	8,232	7,251	981	31
867		Other Expenditures	2,513	987	1,526	32
(1,475)		Less: Recoveries	(976)	-	(976)	33
	(j)	Manitoba Criminal Intelligence Centre				
389		Salaries and Employee Benefits	203	186	17	
-		Other Expenditures	39	40	(1)	
	(k)	Criminal Property Forfeiture Unit				
884		Salaries and Employee Benefits	661	597	64	
346		Other Expenditures	252	515	(263)	34
261,076		Subtotal 04-6	257,562	241,303	16,259	
3,040	04-7	Costs Related to Capital Assets	2,818	2,540	278	35
731,934		Total Expenditures	723,610	718,334	5,276	

Explanation(s):

1. Increased salary costs related to severance and vacation.
2. Decreased operating costs related to expenditure management savings.
3. Increased salary costs related to filling vacant positions.
4. Increased freight due to volume increase in bodies moved with parallel increase to professional fees due to increased case volume.
5. Decreased salary costs due to JCC11 accrual posted in 21/22 and reversed in 22/23; as well as due to vacancies and under fills.
6. Increased operating costs related to crown travel and underfunded practicing fees for lawyers.
7. Decreased salary costs related to vacancies and under fills.
8. Decreased salary costs related to vacancies and under fills.
9. Increased salary costs related to MGEU back pay and corrections interest arbitration.
10. Decreased operating costs related to a litigation claim in 21/22.
11. Increased salary costs related to impact of MGEU wage increase, retirement severance and vacation payouts.
12. Decrease grant assistance costs related to one-time funding for MKO Healing Lodge in 21/22 for \$2M along with other grants that moved to the Public Safety division in 22/23.
13. Increased salary costs related to 21/22 internal re-organization with offsets related to vacancies and under fills.
14. Decreased operating costs related to expenditure management savings.

15. Increased salary costs related to overtime due to staff shortages and workload.
16. Increased operating costs related to internal reorganization and increased transportation and communication expenses.
17. Increased grant assistance related to Indigenous Court Worker program.
18. Increased salary costs related to JCC11 increase for 22/23 and filling vacancies; retirement and severance pay out, offset by a reduction in overtime as a result of filled vacancies.
19. Increased operating expenditures related to transportation and communication.
20. Increased salary costs related to pension and general employee salary costs.
21. Increased salary costs related to MGEU back pay and retirements.
22. Increased operating costs related to new service and provider agreement.
23. Increased salary costs related to MGEU pay increase, retirements and vacation pay.
24. Decreased operating costs related to savings in the Compensation for Victims of Crime Program and Victims of Crime Compensation adjustment per actuarial report.
25. Increased salary costs related to internal realignment of resources.
26. Increased operating costs related to funding for municipalities.
27. Increased operating costs related to bi-lateral funding agreements.
28. Increased salary costs related to MGEU new wage agreement.
29. Increased salary costs related to MGEU new wage agreement.
30. Increased operating costs related to program expenditures
31. Increased salary costs related to MGEU new wage agreement.
32. Increased operating costs related to protection and security demand.
33. Increased demand for recoverable protection and security.
34. Decreased operating costs related to expenditure management savings.
35. Increased costs related to accelerated capital project completion.

Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl.
Provides for Equipment Acquisition Information Technology	3,970	3,970	-	

Explanation(s):

Part D – Other Reporting Entity Capital Investment	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl.
Provides for Manitoba Public Insurance	58,592	87,344	(28,752)	1

Explanation(s):

1. Under expenditure related to the deferral of IT and renovation capital purchases and other projects and/or project components moved to an expense

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2023, with comparative figures for the previous fiscal year \$ (000s)

Actual 2021/22	Actual 2022/23	Increase (Decrease)	Expl. No.	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
Taxation								
-	-	-		Subtotal	-	-	-	
Other Revenue								
139	82	(57)	1	Escheats to the Crown	82	50	32	11
33,463	34,462	999		Fines and Costs	34,462	35,000	(538)	
2,241	2,941	700	2	Law Fees	2,941	3,216	(275)	
4,791	5,470	679	3	Sundry	5,470	4,909	561	12
2,856	2,856	-		Cost Recovery from Municipalities	2,856	2,856	-	
7,375	7,037	(338)		Victim Services	7,037	7,800	(763)	13
50,865	52,848	1,983		Subtotal	52,848	53,831	(983)	
Government of Canada								
152	571	419	4	Indigenous Court worker Program	571	493	78	
4,160	4,582	422		Guns and Gang Violence Action Fund	4,582	4,597	(15)	
9,037	9,503	466		Legal Aid Agreement	9,503	7,530	1,973	14
1,987	3,087	1,100	5	Special Projects	3,087	2,386	701	15
5,116	11,485	6,369	6	Youth Justice Services and Programs Agreement	11,485	8,313	3,172	16
607	2,071	1,464	7	Canadian Family Justice Fund/Supporting Families Initiative	2,071	607	1,464	17
870	1,201	331	8	Victim Services	1,201	1,421	(220)	18
1,390	2,071	681	9	First Nations Safety Officer Program	2,071	1,430	641	19
427	940	513	10	Drug Impaired Driving Program	940	971	(31)	
23,746	35,511	11,765		Subtotal	35,511	27,748	7,763	
74,611	88,359	13,748		Total Revenue	88,359	81,579	6,780	

Explanation(s):

1. Decrease in the number of estates written off to the Crown.
2. Increase in Sheriff Fees executing writs since lifting of COVID-19 restrictions.
3. Increase in revenue from Housing Federal Prisoners in Provincial Facilities, Maintenance Enforcement Program, and other miscellaneous revenue.
4. Increase in recoverable eligible expenditures.
5. Increase in Intensive Rehabilitative Custody & Supervision eligible expenditures (volume).
6. Increase in revenue due to increased funding retroactive to 2021/22.
7. Increase in revenue due to new federal agreements.
8. Increase in expenditures that are recoverable from Canada.
9. Increase in revenue due to Manitoba signing an amended bilateral agreement with Canada.
10. The Drug Impaired Driving Fund was incorrectly identified as Winnipeg Drug Treatment Court in 21/22.
11. Increase in the number of estates written off to the Crown.
12. Increases in revenue from Housing Federal Prisoners in Provincial Facilities, Maintenance Enforcement Program and other programs, which were offset by a variety of decreases in a number of areas.
13. Decrease in revenue collected due to reduced ticket volumes and a decrease in collected fines.
14. Increase in Criminal Legal Aid due to additional funding from Canada.
15. Increase in revenue related to increased expenditures on various federal funding agreement
16. Increase in revenue due to increased federal funding retroactive to 2021/22.
17. Increase in revenue due to new federal agreements.
18. Decrease in revenue due to lesser expenditures that are recoverable from Canada.
19. Increase in revenue due to Manitoba signing an amended bilateral agreement with Canada.

Departmental Program and Financial Operating Information

Corporate and Strategic Services

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

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

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

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

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

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

	2022/23	2022/23 Authority	
	Actual \$(000s)	FTE	\$(000s)
04-1-a Minister's Salary	44	1.00	42
04-1-b Executive Support	1,514	13.00	1,375
04-1-c Financial & Administrative Services	10,852	47.00	10,527
04-1-d Information Systems	12,852	10.00	10,477
04-1-e Legal Aid Manitoba	31,356	-	36,709
04-1-f Office of the Chief Medical Examiner	5,913	16.00	5,003
04-1-g Regulatory Accountability Secretariat	895	9.00	1,063
TOTAL	63,426	96.00	65,196

Minister's Salary

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

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

1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	44	1.00	42	2	
Other Expenditures	-	-	-	-	
Total Sub-Appropriation	44	1.00	42	2	

Executive Support

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

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

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

1(b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,424	13.00	1,258	166	
Other Expenditures	90	-	117	(27)	
Total Sub-Appropriation	1,514	13.00	1,375	139	

Financial and Administrative Services

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

The division represents the department on the cross-departmental Regulatory Accountability Working Group, leading the tabulation and annual reporting of the department's inventory of regulatory materials. The division operates across all divisions of the department to develop legislative amendments that reduce red tape and improve services that align with The Reducing Red Tape and Improving Services Act, 2019.

The Financial and Administrative Services branch is comprised of two main groups:

- Finance and Administrative Services
- Corporate and Strategic Services

Finance and Administrative Services

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

Corporate and Strategic Services

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

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

During 2022/23, the branch supported the department in its efforts to become more strategic, concise, and outcomes-driven, while making sound decisions and providing advice on the finances of the department.

Key Results Achieved

- The Accounts Payable unit processed over 43,972 documents.
- The Policy, Legislation, and Regulatory Accountability unit provided support to all areas of Justice, completing over 650 responses to incoming ministerial inquiries from members and organizations of the public, special projects, various actionable reports and summaries, as well as assisting the department in processing over thirty legislative and regulatory projects.
- The Access and Privacy Management branch responded to 324 access to information requests received throughout the year and maintained 100 percent compliance with legislated time frames. The branch continues to support the department in proactively disclosing information relevant to the public interest, where possible, and identifying further opportunities for proactive disclosure. The branch delivered 11 training sessions to approximately 125 departmental staff on The Freedom of Information and Protection of Privacy Act.
- The Business Intelligence unit launched a new executive management dashboard to provide departmental leadership and their teams with the ability to monitor and analyze the workload and performance of the justice system in much greater detail than ever before.
- The division led and coordinated the development and implementation of the whole-of-government

Balanced Scorecards initiative for Manitoba Justice, by leading and developing scorecards at the department, division, and branch level over the last year.

1(c) Financial and Admin Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,924	47.00	3,823	(899)	1
Other Expenditures	7,928	-	6,704	1,224	2
Total Sub-Appropriation	10,852	47.00	10,527	325	

Explanation(s):

1. Savings associated with vacant and under filled positions
2. Air services expenditures

Information Systems

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

Key Results Achieved

- A project to replace legacy Court IT systems is underway. The Integrated Case Management (ICM) solution will revolutionize the way information is handled across the court system and will improve systemic efficiency and enhance access to justice across the province.
- A project is underway to allow the Courts division to send automated text messages to those involved in Justice proceedings to inform/remind them about upcoming hearing information, thereby reducing fail to appear administrative charges. This initiative was launched in response to a need to reduce “Fail to Attend” charges in the courts system and will enhance access to justice for Manitobans.
- A project to replace the Victims of Crime Compensation application used by the Courts division is underway.
- A project to implement a data analytics system for the Public Safety division is underway.
- A project to evaluate and procure a digital evidence management system (DEMS) is underway.

- A project to allow electronic import of disclosure documents from external agencies into the Prosecutions Information Scheduling and Management System (PRISM) database is underway. This project will improve efficiency in the import of disclosure documents between Manitoba Justice and external agencies.
- A project to improve staff scheduling processes in Correctional facilities and Protective Services is underway.
- A project to replace the Inmate Trust Accounting System used by the Correctional Services division is underway.
- A project to replace the Office of the Chief Medical Examiner application is underway.
- A project to replace the legal billing system is underway.
- A project to implement managed WIFI services to selected Government offices throughout the province is underway.

1(d) Information Systems

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	1,126		1,267	(141)	
Other Expenditures	11,726		9,210	2,516	1
Total Sub-Appropriation	12,852		10,477	2,375	

Explanation(s):

1. Computer related costs

Legal Aid Manitoba

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

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

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

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

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

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

LAM delivers three types of services:

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

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

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

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

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

Key Results Achieved

- The Criminal, Family and Child Protection Tariff was updated following the tariff review process which involved both staff and private bar counsel located within Winnipeg as well as counsel practicing outside of Winnipeg. The tariffs more adequately reflect the significant changes in complexity facing counsel in 2023. Education programs were held to explain the new tariff to staff and private bar counsel.

- LAM has been in the process of reviewing, and where appropriate, renewing or cancelling leases on office spaces across the province. A number of offices within Winnipeg have been relocated to take advantage of excess space as a result of flexible work arrangement options. New leases have been entered into which provide for reduced rent costs and in Thompson a new office is being completed which will provide enhanced security and work environment for staff.
- LAM continues to pursue its record digitization project. LAM is now digitizing and then destroying all physical files which would have gone to archives for long-term storage. This program, in compliance with Provincial Archives directives, allows LAM to save on the costs of long-term storage while also improving the ability to recall file data should the need arise. LAM anticipates cost savings of approximately \$25,000 annually from this project.

1(e) Legal Aid Manitoba

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023			Over/(Under)	
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	14,160	-	17,078	(2,918)	1
Other Expenditures	17,196	-	19,631	(2,435)	2
Total Sub-Appropriation	31,356	-	36,709	(5,353)	

Explanation(s):

1. Savings associated with vacant and under filled positions
2. General volume decrease-private bar market share; slower turn around of cases at new tariff (court backlogs); low volume of resolution of I&R case

Office of the Chief Medical Examiner

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

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

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

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

During 2022/23, the Office of the Chief Medical Examiner received 7,426 reported deaths. Of the reported deaths, the office investigated and certified 2,851 cases, conducted 4,575 inquiries, ordered 1,764 autopsies and called 3 inquests. The office also handled 157 reports of unclaimed bodies. In the same period, the office received approximately 4,500 requests for information.

In 2022/23, there were ten active fee-for-service medical examiners and as of March 31, 2023, there were ten full-time death investigators, five administrative support staff, and one Director. The Fatality Inquiries Act requires the Office of the Chief Medical Examiner to prepare an annual statistical review for the Minister of Justice and submit an annual report on those reported deaths where the individual was a resident in a custodial facility, an involuntary resident of a psychiatric facility, or a resident in a developmental centre. The Anatomy Act requires the office to submit an annual report to the Minister of Health on the disposition of unclaimed bodies.

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

Key Results Achieved

- The office continued to provide regular preliminary data on drug-related deaths to Public Health and Mental Health and Community Wellness.
- A monthly suspected substance-related death dashboard was created on the Office of the Chief Medical Examiner’s website.

1(f) Office of the Chief Medical Examiner

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	1,738	16.00	1,696	42	
Other Expenditures	4,175	-	3,307	868	1
Total Sub-Appropriation	5,913	16.00	5,003	910	

Explanation(s):

1. Increase in freight costs (body transport fees)

Regulatory Accountability Secretariat

The Regulatory Accountability Secretariat supports the Statutes and Regulations Review Board, and coordinates and carries out initiatives to advance regulatory accountability across the Manitoba government and inter-jurisdictionally. The Secretariat facilitates the legislative and regulatory development process and works with all departments and government agencies in the monitoring, tracking, and analysis of regulatory requirements to minimize the regulatory burden upon citizens and other stakeholders and help ensure desired policy outcomes are achieved. The Secretariat provides and supports modern tools and technology to engage stakeholders and the public in order that regulatory requirements across the Manitoba government are developed in a transparent and accessible manner.

The Secretariat represents the Manitoba government at federal-provincial-territorial forums, including the Committee on Regulatory Governance and Reform.

Key Results Achieved

- Supported departments in achieving a reduction of approximately 9,200 regulatory requirements in a variety of regulatory instruments across government resulting in a 1.1% reduction from the previous fiscal and a total of 11.3% reduction since the original baseline count conducted in 2016.
- Participated in a comprehensive 5-year review of The Regulatory Accountability Act, which included internal and external stakeholder engagement, as well as a public survey, to ensure that the principles of regulatory accountability are being achieved.
- Promoted regulatory modernization by departments and government agencies in order to reduce unnecessary burden on local governments and businesses and foster faster economic growth.
- Managed the Manitoba Regulatory Consultation Portal where 19 regulatory projects were posted for a 45-day public comment period as required by The Statutes and Regulations Act.
- Coordinated the Manitoba Forms and Policies Portal, which ensures that government forms and policies are accessible to the public as required by The Regulatory Accountability Act.
- Supported departments and government agencies in regulatory accountability methodologies and techniques, and in the use of the Regulatory Accountability Database, Regulatory Accountability Impact Analysis, and other analytical tools.

1(g) Regulatory Accountability Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	769	9.00	752	17	
Other Expenditures	126	-	311	(185)	1
Total Sub-Appropriation	895	9.00	1,063	(168)	

Explanation(s):

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

Crown Law

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

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

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

Sub-appropriations	2022/23	2022/23 Authority	
	Actual	FTEs	\$ (000s)
04-2-a Manitoba Prosecution Service	38,847	323.00	38,623
04-2-b Crown Law Analysis and Development	751	10.00	755
04-2-c Legal Services	11,028	92.00	11,236
04-2-d Manitoba Human Rights Commission	1,598	18.00	1,682
TOTAL	52,224	443.00	52,296

Manitoba Prosecution Service

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

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

investigations, and procedures, as well as provide lectures and seminars on justice issues to the police, investigative agencies, and the public.

Each year, the branch hires eight to twelve articling students (for Winnipeg and certain regional offices) and provides them with a year of training and practical experience in the prosecution of offences under provincial statutes and the Criminal Code. In 2022/23, Manitoba Prosecution Service had 323 FTE positions.

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

1. Winnipeg Intake:

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

2. Regional Prosecutions:

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

3. Winnipeg Trials:

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

4. Business Operations:

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

5. Information Management, Disclosure and Appeals:

The Executive Director of Manitoba Prosecution Service has broad oversight of the overall operation, including the Prosecutions Information Scheduling and Management System, technology needs, and disclosure requirements mandated by law in Canada. This position provides supervision and assignments to General Counsel, the most experienced Crown attorneys who handle complicated matters, and

oversees the Appeal Unit to ensure consistency of provincial standards and early identification of legal trends. The Executive Director also leads the senior management team in the implementation of change and response to emerging issues relevant to Manitoba Justice and Manitoba Prosecution Service. In addition, the Executive Director provides direction to the four Director positions noted above as well as guidance and education to junior counsel.

Workload

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

- 2018/2019 49,799
- 2019/2020 46,896
- 2020/2021 37,882
- 2021/2022 37,539
- 2022/2023 43,329

The reduction of 3,000 files in 2019/20 reflects a reduction in Highway Traffic Act files because of early resolution discussions and an additional FTE has been dedicated to manage the workload to ensure that trials can be heard in a reasonable time. Although reductions in new files were noted during the pandemic, the current year reflects the number of new files rising again while the active files remain 15% higher than normal.

Key Results Achieved

- The Firearms Strategy led to the creation of the Firearms and Gang unit with 10 additional FTEs, including a Firearms Coordinator, to address emerging issues province-wide in firearm prosecutions.
- An updated Sexual Violence Strategy was implemented to provide additional support, education, and mentorship to Crown Attorneys province-wide that reflects a trauma informed approach to these prosecutions.
- The division continued its expansion of electronic files, with more than 30,000 prosecution files being disposed of without ever having been made physical.
- Reconciliation was furthered by greater engagement with First Nation communities.
- A robust Employee Engagement Committee has resulted in many recommendations being implemented to improve the culture of our workplace.

2(a) Manitoba Prosecution Service

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	35,326	323.00	34,811	515	
Other Expenditures	3,506	-	3,797	(291)	
Grant Assistance	15	-	15	-	
Total Sub-Appropriation	38,847	323.00	38,623	224	

Crown Law Analysis and Development

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

The branch also coordinates the department's response to legal and justice system issues having cross-divisional, cross-governmental, or intergovernmental implications, and represents the department on Federal/Provincial/Territorial (FPT) law-reform committees, such as the Coordinating Committee of Senior Officials (Criminal Justice), the Continuing Committee of Senior Officials for Human Rights (CCOHR), the Advisory Group on Private International Law (AGPIL) and supports the Minister, Deputy Minister, and Assistant Deputy Attorney General in their FPT work.

In addition, the branch coordinates the operations of the Community Notification Advisory Committee and the operations of the Manitoba provincial sex offender website.

As of March 31, 2023, the branch's FTE positions consisted of one director, three legal counsel, four policy analysts, one office administrator/manager, and one administrative support position.

Key Results Achieved

- Representatives of the branch attended and assisted the Deputy Minister at the June 2022, December 2022, and February 2023 videoconference meetings of FPT Deputy Ministers responsible for Justice and Public Safety and at other FPT Deputy Minister teleconference meetings throughout the year.
- Representatives of the branch attended and assisted the Minister at the October 2022 videoconference meeting and the March 2023 in-person meetings of FPT Ministers responsible for Justice and Public Safety and at other FPT Ministerial teleconference meetings throughout the year.
- Representatives of the branch participated in a variety of national working groups and consultations on changes to criminal law and on collection of justice data, including the Coordinating Committee of Senior Officials (CCSO) - Criminal Justice and the CCSO Impaired Driving, Cybercrime, Criminal Procedure, and Sentencing Working Groups.

- Representatives of the branch assisted the Assistant Deputy Attorney General at quarterly virtual meetings of the Senior Officials Committee for Human Rights.
- The branch assisted the department in its review of the Government of Canada’s commitments in relation to firearms law changes and bail reform.
- The branch led the analysis of new federal legislation pertaining to criminal law matters.
- The branch led the development of Bill 19, The Provincial Offences Amendment Act, which received Royal Assent on May 30, 2023. This Bill makes several minor amendments to The Provincial Offences Act to clarify procedures and improve the administration of justice in relation to provincial offences.
- The branch led the development of Bill 26, The Limitations Amendment and Public Officers Amendment Act, which received Royal Assent May 30, 2023. These amendments require a claim against a public officer to be brought within two years after discovery of the cause of action, which is in line with the limitation period for other types of claims under the new Limitations Act.
- The branch provided assistance to the department in respect of Bill 5, The Demise of the Crown Act, Bill 11, The Reducing Red Tape and Improving Services Act, and Bill 12, The Minor Amendments and Corrections Act.
- The branch represented the department on the Manitoba Provincial Road Safety Committee.
- The branch coordinated departmental responses to questions from other FPT justice and public safety departments about Manitoba's approach or positions on criminal law and provincial law issues, and other justice system issues.

2(b) Crown Law Analysis and Development

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	692	10.00	696	(4)	
Other Expenditures	59	-	59	-	
Total Sub-Appropriation	751	10.00	755	(4)	

Legal Services

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

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

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

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

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

- Aboriginal Law
- Access to Information, Privacy Law and Records Management
- Administrative Law
- Civil Litigation
- Constitutional Law
- Contracts and Agreements
- Conveyancing
- Corporate and Commercial
- Education Law
- Election-related legal advice
- Environmental Law and Natural Resource Management
- Executive Government Organization and appointments to Boards and Commissions
- Family Law
- Information Technology
- International Law, including Trade Agreements
- Legislative Review and Policy Development
- Policing and Security
- Procurement
- Provincial Taxation
- Training and Education

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

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

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

Provides legal services across government on a wide range of legal matters related to the Indigenous peoples of Canada and matters concerning the protection, use, and development of Manitoba's natural resources and Crown lands. Team members conduct legal research and analysis of legal problems, prepare legal opinions, negotiate and draft legal agreements, and provide general legal advice in relation to: Truth and Reconciliation and the Crown's duty to consult and accommodate Indigenous peoples under section 35 of the Constitution Act, 1982; United Nations Declaration on the Rights of Indigenous Peoples; Indigenous self-government; Treaty and Aboriginal rights; Treaty Land Entitlement; shared management; regulation of the environment, lands, provincial parks, wildlife, fish, forests, water power, and mines and minerals. Team members are also involved in the development and review of legislation, programs, and policies; negotiations between governments and Indigenous groups as well as litigation and arbitration involving Aboriginal Law issues.

2. **Constitutional Law Section**

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

As part of their role, Constitutional Law counsel appear in all levels of court in Manitoba and the Supreme Court of Canada on a variety of civil, administrative and criminal matters.

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

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

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

4. **Crown Law Team**

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

- Access to information and protection of privacy matters under The Freedom of Information and Protection of Privacy Act and The Personal Health Information Act, including legal support for a wide range of government activities and programs involving personal information and personal health information. The types of protection of privacy matters on which the Crown Law team provides legal advice include privacy impact assessments, information sharing agreements, privacy policies, notices and consents, legislative development, and responding to access requests and privacy breaches.
- Advice to central government, on a variety of legal issues, such as dealings with Legislative Officers, Cabinet confidentiality, and the Westminster system of Cabinet Government, Cabinet appeals, and Parliamentary Conventions, including the Access Convention and the Caretaker Convention.
- Advice to the Clerk of Executive Council related to the prohibition of advertisements and publications under The Election Financing Act.
- Advice related to conflict of interest under The Legislative Assembly and Executive Council Conflict of Interest Act.
- Advice related to government bodies' record retention and destruction obligations under The Archives and Recordkeeping Act.
- Advice related to whistleblower complaints made under The Public Interest Disclosure (Whistleblower Protection) Act.
- Advice related to the development and implementation of government programs and responses during emergencies.
- Advice related to the appointment and revocation of appointments to government agencies, boards, and commissions.

5. **Family Law Section**

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

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

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

- Provides family law advice and support for the Family Law Modernization Initiative, including to Family Resolution Service, and provides legal support for responses to public enquiries concerning family law matters received by the new Manitoba Justice Get Guidance service and other government offices.
- Works with the Legislative Counsel Office as instructing officers for family law legislation and proposed Court of King's Bench Rules amendments.
- Provides Crown opinions/charging authorization in appropriate cases to law enforcement officials throughout Manitoba in parental child abduction cases and provides assistance and legal interpretation advice to law enforcement officials respecting disputes between parents related to custody orders and enforcement of custody orders.
- Fulfills the responsibilities of the Minister of Justice as the Manitoba Central Authority in cases involving international child abduction under The Hague Convention on the Civil Aspects of International Child Abduction.
- Fulfills statutory responsibilities as designated authority under The Interjurisdictional Support Orders Act and under the Divorce Act (Canada).
- Provides lawyer-mediator services to parents in cooperation with Manitoba Justice's Family Resolution Service, including mediating family issues, particularly those involving children.

6. **Litigation Team**

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

- Advises on litigation matters and appears as counsel on behalf of the government and Crown agencies in all levels of court, including the Provincial Court for inquiries, the Court of King's Bench, the Manitoba Court of Appeal, the Federal Court, The Federal Court of Appeal, and the Supreme Court of Canada.
- Appears before numerous quasi-judicial and administrative boards and tribunals on behalf of client departments and agencies, including the Manitoba Labour Board, the Social Services Appeal Board, the Municipal Board, adjudicators appointed under The Human Rights Code, the Health Appeal Board, the Land Value Appraisal Commission, and The Liquor, Gaming and Cannabis Authority.
- Appears on behalf of Manitoba before inter-jurisdictional trade dispute resolution panels, including those appointed under the Canada Free Trade Agreement.

- Acts as counsel for many boards and tribunals (when a conflict does not exist with the interests of another government department or agency), including the Clean Environment Commission, the Criminal Code Board of Review, the Law Enforcement Review Agency, the Residential Tenancies Commission, and the Vulnerable Persons Commissioner.

Key Results Achieved

- Legislative Development of:
 - Bill 17, The Family Law Act, The Support Enforcement Act, and the Inter-Jurisdictional Support Orders Amendment Act, which received Royal Assent on June 1, 2022 (S.M. 2022, c. 16).
 - Bill 37, The International Child Support and Family Maintenance (Hague Convention) Act, which received Royal Assent on June 1, 2022 (S.M. 2022, c. 29).
 - Bill 26, The Limitations Amendment and Public Officers Act, which was given First Reading on March 13, 2023.
- Provided legal advice and support to Government in establishing the first Coordination Agreement in Manitoba pursuant to An Act respecting First Nations, Inuit and Métis children, youth and families, S.C. 2019 c. 24. This Agreement supports the exercise of jurisdiction over child and family services by an Indigenous governing body – notably Peguis First Nation and Peguis Child and Family Services.
- Assisted in developing an information-sharing agreement between the Vital Statistics branch and the National Centre for Truth and Reconciliation to enable the sharing of historical vital statistics records of missing Indigenous children who attended residential schools in Manitoba in response to the Truth and Reconciliation Commission of Canada’s Call to Action 71.
- Provided ongoing legal advice with respect to the launch of a new disability income support program called Manitoba Supports for Persons with Disabilities for Manitobans living with severe and prolonged disabilities.

2(c) Legal Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	10,629	92.00	10,891	(262)	
Other Expenditures	705	-	746	(41)	
Grants	85	-	85	-	
Less: Recoveries	(391)	-	(486)	95	
Total Sub-Appropriation	11,028	92.00	11,236	(208)	

Manitoba Human Rights Commission

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

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

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

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

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

2(d) Manitoba Human Rights Commission

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	1,347	18.00	1,521	(299)	1
Other Expenditures	251	-	161	90	
Total Sub-Appropriation	1,598	18.00	1,682	(209)	

Explanation(s):

1. Savings associated with vacant and under filled positions

Legislative Counsel

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

Sub-appropriations	2022/23 Actual	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
04-3-a Legislative Counsel	3,151	26.00	3,175
TOTAL	3,151	26.00	3,175

Legislative Counsel division

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

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

Legislative and Parliamentary Translation

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

Bills, Regulations, and Orders

In 2022/23 (which includes the Fourth and Fifth Sessions of the 42nd Legislature), 50 government bills and 51 private members bills were introduced in the Legislative Assembly. Approximately 168 regulations were registered during 2022/23. With the exception of a few made by farm products marketing boards, those regulations were drafted and translated by the Legislative Counsel division.

3(a) Legislative Counsel

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,881	26.00	2,940	(59)	
Other Expenditures	270	-	235	35	
Total Sub-Appropriation 04-3	3,151	26.00	3,175	(24)	

Correctional Services

The Correctional Services division promotes public safety by delivering correctional services and programs both in the community and in custody. The division is responsible for the safety and security of adult and young offenders serving custodial dispositions or detained in custody pending a court decision, as well as the provision of community correctional services and programs, recruitment and training of correctional staff, and supporting Indigenous and community justice programming.

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

- Executive and Financial Services (including youth justice)
- Custody Corrections
- Community Corrections

Sub-appropriations	2022/23 Actual	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
04-4-a Executive and Financial Services	3,797	33.00	4,810
04-4-b Custody Corrections	237,365	1,519.75	230,151
04-4-c Community Corrections	25,197	287.60	30,889
TOTAL	266,359	1,840.35	265,850

Executive and Financial Services

The Executive and Financial Services branch coordinates divisional comptrollership, staff training, information systems management, and program and policy development. This includes areas of recruitment and retention, integration of services for capital planning, and contract management.

The branch has four key initiatives:

- Streamline the payments process to internal and external partners by processing invoices from service providers and contractors to ensure payment in a timely and efficient manner;
- Support the division with high level strategic planning, including a streamlined contract process and implementing evidence-based policy development;
- Provide dedicated focus on advancing Youth Justice priorities, which includes a commitment to reducing youth recidivism rates in addition to a whole-of-government approach to youth at risk of involvement with the justice system. Initiatives include advancing recommendations of the Manitoba Advocate for Children and Youth (MACY) and leading a variety of projects that provide alternative solutions to support youth involved with the criminal justice system.

Key Results Achieved

- The Program and Policy Unit transitioned to multi-year contracts, reducing red tape for Government and service providers allowing for more time and resources to be spent delivering meaningful programming.
- Created efficiency trackers to accurately record and report actionable items, data sets, and deliverables for process optimization and effective workload completion.
- Introduced a pilot project to eliminate recruitment barriers for aspiring correctional officers to promote accessibility, diversity, and representation.

4(a) Executive and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,543	33.00	2,581	(38)	
Other Expenditures	1,181	-	2,156	(975)	1
Grant Assistance	73	-	73	-	
Total Sub-Appropriation	3,797	33.00	4,810	(1,013)	

Explanation(s):

1. Savings associated with moving of Social Impact Bond expenditures to future year(s)

Custody Corrections

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

Correctional Officers provide case management that includes:

- Completing risk assessments;
- Developing and implementing intervention plans;
- Delivering a variety of intervention programs; and
- Engaging supports in the community to promote effective reintegration.

Key Results Achieved

- Custody Corrections conducted a stand-alone training class for Correctional Officers for The Pas Correctional Centre to assist citizens of Northern Manitoba in attending Corrections training in or near their home community.
- The branch hired a Return to Work Coordinator for the Safety, Health, and Wellness unit of Custody Corrections.
- In July 2022, as a result of steadily declining youth custody counts, the Agassiz Youth Centre was closed and all youth custody was centralized at the Manitoba Youth Centre.
- In September 2022, the branch announced the establishment of two healing lodges at correctional centres in Brandon and The Pas, providing cultural connection and support for Indigenous offenders in those facilities while aiming to reduce their risk to reoffend.
- The branch began work with Manitoba Keewatinowi Okimakanak (MKO) Inc. to create and implement a youth healing lodge in Thompson as announced in March 2022.
- The branch established a staff training centre at Headingley Correctional Centre.

4(b) Custody Corrections

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	216,698	1,519.75	210,464	6,234	1
Other Expenditures	20,475	-	19,497	978	
Grant Assistance	192	-	190	2	
Total Sub-Appropriation	237,365	1,519.75	230,151	7,214	

Explanation(s):

1. Increased salary costs related to MGEU back pay, Corrections interest arbitration, overtime, etc.

Community Corrections

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

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

agencies as well as compliance management.

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

The following work areas fall under the Community Corrections branch:

Probation Services

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

- Completing risk assessments;
- Developing and implementing intervention plans;
- Delivering a variety of intervention programs;
- Engaging supports in the community;
- Monitoring compliance of court ordered conditions; and
- Completing allegations of non-compliance (breaches) when necessary.

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

Fetal Alcohol Spectrum Disorder Justice Program

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

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

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

Responsible Reintegration Initiative

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

Enhanced Employment Initiative

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

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

Restorative Justice

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

The RJ branch works with multiple levels of government, building capacity internally and externally to improve RJ outcomes. The RJ branch oversees over 110 community options for diversion throughout the province.

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

Indigenous Justice Programs

Canada and the RJ branch provide cost-shared funding agreements for Indigenous Justice Programs (IJP). The purpose of each program is to provide community driven prevention, diversion, and reintegration services. There are 11 IJP contacts that provide numerous RJ options throughout the province, including:

- Cross Lake
- Fisher River Cree Nation
- Hollow Water
- Manitoba Keewatinowi Okimakanak
- Manitoba Metis Federation Community Justice Program
- MMF Thompson Community Justice Program
- Norway House Cree Nation
- Onashowewin – Winnipeg
- St. Theresa Point First Nation Tribal Court
- Southern Chiefs Organization
- Island Lake Tribal Council

Manitoba Funded RJ Programs

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

Community Justice Committees

- There are 54 Community Justice Committees (CJs) responsible for carrying out community-based adult alternative measures and youth extrajudicial sanctions across the province.
- CJs are volunteer community members providing responsive consequences to meet the needs of victims, offenders, and communities. Of the 54 CJs, 29 are independent and 25 assist IJPs.

Restorative Justice Centres

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

1. Increasing the number of referrals to the Restorative Justice process;
2. Decreasing the number of cases that go through the formal Justice/court process;

3. Streamlining the RJ process for RCMP, Provincial and Federal Prosecutions, RJ Programs, and clients; and
4. Supporting the work of RJ Programs to operate programs that address the needs and support victims, offenders, and the community.

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

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

Key Results Achieved

- The branch has continued to expand Restorative Justice throughout the province, including the addition of a second office in the City of Winnipeg.
- The Criminal Organization High Risk Offender (COHROU) unit has been expanded to deal with more of the highest risk offenders in Winnipeg.
- The introduction of a new bail program delivered by Probation staff has been announced and the unit is currently being formed.
- The branch continued to support Probation Services in the north through the use of Probation staff in Winnipeg to provide service in areas where it is difficult to hire staff.
- The branch increased Restorative Justice referrals with increased trust and collaboration with Manitoba Prosecution Service to take more complex and serious cases.
- The capacity to deal with serious cases involving domestic violence and sexual offences was expanded.
- Community Corrections built upon relations with the Manitoba Association of Chiefs of Police to build trust and partner for increased police referrals.
- The branch realigned services in the Winnipeg region to support difficult to staff positions in rural Manitoba.
- New Justice Committees in Waywayseecappo and Lynn Lake were established.

4(c) Community Corrections

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	21,334	287.60	25,766	(4,432)	1
Other Expenditures	1,813	-	2,846	(1,033)	2
Grant Assistance	2,050	-	2,277	(227)	
Total Sub-Appropriation	25,197	287.60	30,889	(5,692)	

Explanation(s):

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

Courts

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

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

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

Sub-appropriations	Actual 2022/23	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
04-5-a Executive Policy and Financial Services	3,066	20.00	3,303
04-5-b Manitoba Court Operations	16,189	218.50	15,818
04-5-c Judicial Services	30,258	96.00	30,854
04-5-d Sheriff Services	13,978	116.70	12,487
04-5-e Family Resolution Services	6,452	74.50	7,358
04-5-f Victim Services	8,127	75.50	11,481
TOTAL	78,070	601.20	81,301

Executive, Policy and Financial Services

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

The Indigenous Court Work Program (ICWP) is intended to assist Indigenous people recognize their rights and obligations and to understand how the criminal justice system functions. Specifically, these court workers provide information that can increase access to alternative methods of justice, resources, and programs to Indigenous clients. In addition, this program collaborates with justice officials and other justice

system stakeholders to improve knowledge of Indigenous values, customs, and languages. Services are provided in English, Cree, Ojibwé, Oji-Cree, and Dakota at court and circuit court locations throughout Manitoba.

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

The Integrated Case Management (ICM) system project team also forms a part of the Executive, Policy, and Financial Services branch.

Key Results Achieved

- The ICM project team selected a vendor to implement a software solution following a competitive process. The ICM will modernize court registries and improve access to justice by providing online services such as e-filing, electronic payments, access to file information, and online dispute resolution. It will reduce reliance on paper and streamline processes through electronic document production and real-time information updates. Implementation will take approximately six years.
- The Workforce Planning and Staff Development unit delivered 118 training sessions to 302 court staff across the province.
- The Indigenous Court Work Program assisted 551 clients.

5(a) Executive, Policy and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	1,634	20.00	2,084	(450)	1
Other Expenditures	1,432	-	1,219	213	
Total Sub-Appropriation	3,066	20.00	3,303	(237)	

Explanation(s):

1. Savings associated with vacant and under filled positions

Manitoba Court Operations

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

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

A significant amount of work has been done to identify and address the systemic and unique reasons that give rise to accidental releases. The department continues to oversee the implementation of recommendations from previous reviews and is committed to exploring further improvements and reforms to address the complexities related to this issue. There was one (1) accidental release in 2022/2023.

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

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

Key Results Achieved

- The Criminal Justice System Modernization Strategy sets out a vision for the modernization of Manitoba's criminal justice system which promotes alignment and consistency of vision within the department. The division continued to support three initiatives as part of the strategy: the Court Date Notification pilot project in Winnipeg where accused persons, who are granted bail and released from custody, are given the option of being provided a reminder as to their next court appearance via text message; the acceptance of e-transfers to include regional court centres and matters where restitution was ordered; and a project that will facilitate the automation of fine payments improving cash management, reducing human error, improving productivity and service to justice stakeholders overall.
- Virtual courtrooms use a webinar-based platform to facilitate remote appearances in courtrooms with no existing video conferencing technology by court parties leveraging MS TEAMS. There are 37 MS TEAMS videoconferencing courtrooms installed across the province. The expansion of video conference courtrooms provides better access to justice by reducing travel costs and time for all court parties and reduces the stress associated with travel for witnesses leaving their community and support systems.
- A project is underway to enhance courtrooms using legacy Cisco video conferencing equipment to allow external parties such as lawyers and witnesses to participate in hearings where the accused

is in custody. Currently the video equipment is only able to connect to provincial correctional centres. The project team is working with Digital and Technology Solutions (DTS) to pilot an IP gateway solution using the Cisco equipment to interface with MS Teams as the platform for remote attendees. This will facilitate a link between a courtroom, correctional centre, and external users for hearings. The project includes enhanced MS Teams licencing which will better facilitate scheduling and improve functionality in the courtroom and increase video capability overall.

- Continued support of the judiciary of the Court of King’s Bench to enhance access to justice through court procedural changes in criminal, civil, and family matters, including child protection cases, with the goal being to ensure timely disposition or resolution of legal disputes before the court.
- Continued support of the judiciary of the Provincial Court of Manitoba to enhance access to justice and ensure the timelines set by the Supreme Court of Canada in the R. v Jordan decision are adhered to. Specifically, the division has supported and implemented a number of strategies to improve services throughout the province and have enhanced services out of the Thompson Court Centre.
- As part of business continuity planning, the court video unit installed WIFI and network infrastructure into several correctional centres (Headingley Correctional Centre, Women’s Correctional Centre, and Brandon Correctional Centre) to facilitate virtual court hearings using MS Teams on iPads and laptops. These devices would be used during times when a correctional centre is in lockdown and accused are unable to be physically transported to court or moved within the facility to a video room for their hearing. This initiative was implemented to facilitate access to justice and compliance with Jordan timelines during emergency events. An initiative is underway that would expand the use of the iPads to include virtual appointments for probation and mental health services.
- The Northern Courts Access (formerly Cross Lake Project) pilot project was intended to achieve better access to justice through virtual first appearances with a judicial justice of the peace (JJP) and to conduct non-contested bails where applicable. As a result of the pilot, all JJPs now have the ability to conduct and properly record virtual hearings. The pilot is currently under evaluation.
- Increased CCAIN access for Counsel allows lawyers to retrieve information related to their clients’ charges before a Provincial Court hearing, improving service to their clients and improving efficiency for Provincial Court Administration staff.
- Provincial offences matters totalled 214,350 in new tickets throughout Manitoba, with the majority being administered through the Provincial Offences Court in Winnipeg. These included 98,761 regular tickets and 115,589 Image Capturing Enforcement System tickets.
- The Direct Data Entry project involves court staff data entering court dispositions live from the courtroom. The first phase of the project commenced on August 29, 2022, dealing with in custody bail hearings. The second phase, which will deal with out of custody dispositions, will begin in July 2023 and will reduce the wait times by 86% for out of custody accused waiting to sign their court orders.

- Over the course of the year, the Transcription Services Unit arranged for transcription of 127,399 original pages of court proceedings as well as 2,420 transcript requests.
- The Winnipeg, regional, and St. Boniface Court of King's Bench opened 17,772 new files and added 188,236 documents to the Court Registry System.
- The Provincial Court processed 87,400 new charges (youth and adult) in the Winnipeg and regional court centres.
- The Review Board held 136 hearings, totaling 38 sitting days, for patients under its jurisdiction. The Board dealt with 134 patients. As of March 31, 2023, 116 patients remained under the Board's jurisdiction.
- The Vehicle Impoundment Registry maintained records for 3,655 vehicles seized from people driving while suspended or prohibited, or with blood alcohol content equal or over .08 for refusing a breathalyzer, refusing or failing a field sobriety test, refusing a drug recognition evaluation, restricted license contravention, or for committing prostitution related offences.
- The Restitution Program receipted \$359K and disbursed \$350K in restitution payments to victims of crime.

5(b) Manitoba Court Operations

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	13,536	218.50	14,158	(622)	
Other Expenditures	1,693	-	1,660	33	
Grant Assistance	960	-	-	960	1
Total Sub-Appropriation	16,189	218.50	15,818	371	

Explanation(s):

1. Increased grant assistance related to Indigenous Court Work funding

Judicial Services

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

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

There are three types of justices of the peace in Manitoba: 21 judicial justices of the peace, over 120 staff justices of the peace and 19 community justices of the peace. Justices of the peace provide judicial services in 12 court locations under the direction of the Chief Judge of the Provincial Court. Judicial justices of the peace perform duties where independence from the executive and legislative branches of government is required, such as conducting hearings under The Provincial Offences Act, hearing protection order applications under The Domestic Violence and Stalking Act, and issuing search warrants. Staff justices of the peace are located in court offices throughout the province and their duties include setting hearing dates, reviewing documents with an accused person, and processing the laying of charges. Community justices of the peace are community members who volunteer to perform duties similar to staff justices of the peace in their community such as witnessing documents and issuing subpoenas.

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

Key Results Achieved

- Ongoing educational programs were provided to all justices of the peace through the Judicial Justice of the Peace Education Committee under the direction of the Chief Judge of the Provincial Court.
- The Manitoba Court of Appeal opened 169 new files.
- The Provincial Court introduced a new scheduling model for adult criminal matters in the Thompson Court Centre.
- Pre-Trial Coordinator dockets previously held in courtrooms for out of custody individuals continue to run as a counter court model providing greater accessibility and flexibility.
- In light of the Queen's passing, the Court of Queen's Bench was renamed to the Court of King's Bench.

(c) Judicial Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	28,380	96.00	29,273	(893)	
Other Expenditures	1,835	-	1,534	301	1
Grant Assistance	43	-	47	(4)	
Total Sub-Appropriation	30,258	96.00	30,854	(596)	

Explanation(s):

1. Increased operating expenditures related to transportation, communication and publication

Sheriff Services

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

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

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

Responsibility for the operation of the jury management system is also within Sheriff Services, which ensures that sufficient jurors are available to meet the need of the Court of King's Bench. There were 11 jury trials held in Winnipeg and Winnipeg Jury Management issued 7,950 jury summonses out of 50,000 names obtained from Manitoba Health. Three jury trials were held in regional court centres, with 2,150 summonses issued from the 25,000 names obtained from Manitoba Health.

Key Results Achieved

- Winnipeg sheriffs transported 4,471 prisoners to court, travelled 545,590 kilometres by road and 217,622 kilometres by air.
- Regional sheriffs transported 9,633 prisoners to court, traveled 537,274 kilometres by road and 308,436 kilometres by air.
- Sheriff Services provided security at 11 jury trials in Winnipeg and 1 in regional court offices.
- Winnipeg Sheriffs utilized video conferencing technology for 8,275 prisoner court appearances.

- Regional Sheriffs utilized video conferencing technology for 5,080 prisoner court appearances.
- Sheriff’s Officers screened 117,231 individuals entering the Winnipeg Law Courts Complex.
- Sheriff’s Officers screened 69,679 individuals entering regional court offices.
- Sheriffs served 2,128 legal documents including protection orders and subpoenas (1,368 by Winnipeg Officers and 760 by regional Officers).
- Sheriffs executed 517 writs (448 by Winnipeg Officers; 69 by regional Officers).
- Winnipeg Sheriffs processed and transferred 39 accused persons through the Sheriff Officer Warrant Diversion Project Process.
- The Civil Enforcement Unit issued 6,208 sheriffs’ certificates provincially.
- Total monies received from all sources (including sheriffs’ certificates) were \$449,279.61.

5(d) Sheriff Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	12,298	116.70	10,830	1,468	1
Other Expenditures	1,680	-	1,657	23	
Total Sub-Appropriation	13,978	116.70	12,487	1,491	

Explanation(s):

1. Increased salary cost related to pension and employee salary shortfall

Family Resolution Service

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

Family Law Manitoba

The Family Law Manitoba website delivers simplified information, tools, and supports for families and community service partners. It is a definitive and authoritative source of information on Canadian and Manitoba family law and contains a searchable database of family justice services by region and topic. Families may connect with supports or use its self-serve tools when it is both convenient and safe for them.

Get Guidance Intake

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

Early Resolution Support (ERS)

Early Resolution Support helps families resolve disputes out of court or to prepare for court when needed. Support is provided by Family Guides, who specialize in:

- Intimate partner/family violence and safety planning;
- Mediation, court ordered assessments, voice of the child reports; and
- Family law/court processes.

Child Support Service (CSS)

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

Maintenance Enforcement Program (MEP)

Maintenance Enforcement Program monitors and enforces support orders for family maintenance payments and has been expanded to prevent the need for court applications in a wide variety of circumstances.

Supervised Parenting Time and Exchanges

Winnipeg Children's Access Agency (WCAA) and Brandon Friendship Centre's Brandon Access/Exchange Service (BAES) are funded to facilitate supervised parenting time and exchanges in a protected, neutral, and child-focused environment for families experiencing intimate partner/family violence.

Family Law Modernization Collaboration Table

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

Key Results Achieved

- The Family Resolution Service completed the consolidation of seven distinct business areas while expanding and enhancing out of court supports saving families an estimated \$41M annually in court and legal fees.
- A cumulative total of 15,215 aggregated family files were administered across the Family Resolution Service:
 - Child Support Service administered more than 2,261 active family files. A total of 72 calculation and 931 recalculation decisions were made.
 - The Maintenance Enforcement Program administered more than 10,600 family files and

disbursed \$52M in child and spousal payments to recipients. A total of \$3.18M was directed to the Minister of Finance to offset income assistance costs.

- The Fine Collection Unit collected over \$18.1M in provincial statute and Criminal Code fines, with \$102.6M outstanding.
- Over 158,823 users accessed a new centralized and authoritative website called the Family Law Manitoba online hub. Families now have more options for self-service and 24/7 access to legal information in both official languages including the Court mandated parent information program For the Sake of the Children.
- Services to families experiencing intimate partner and/or family violence were expanded to support families earlier and throughout their journey. All families requesting or receiving supports through the Family Resolution Service are screened for intimate partner/family violence. Families who disclosed violence or were identified by staff to be at risk of violence were referred to new Family Guide Domestic Violence Specialists. Families are now supported with out of court, civil, and criminal matters including pre-charge, post-charge, or where no charges have been laid.
- An ecosystem of over 20 public, private, and community-based service providers were brought together under the Family Law Modernization Collaboration Table and has resulted in reduction of duplication, increased referrals, and greater alignment and consistency through awareness and training efforts. Engagement with families and service providers early, often, and throughout has resulted in identification of gaps and opportunities for reform.
- Six Truth and Reconciliation Calls to Action and 41 Missing and Murdered Indigenous Women and Girls Calls to Justice have been identified as applicable to the work of the Family Resolution Service. Over 20% have been implemented and planning is underway to address over 80% within the next fiscal year with input from Indigenous families, community partners, and communities.
- The Family Resolution Service is co-designing a Family Justice - Indigenous Service Plan aligned with and complementary to the Indigenous Justice Action Plan, the Path to Reconciliation Action Plan, Manitoba's Framework: Address Gender-Based Violence, and the Family Law Modernization Action Plan. The goals of this plan are:
 - Ensure fair and equitable access to family justice related services, programs, supports, and information for Manitoba's Indigenous families including Indigenous women, girls, and 2SLGBTQIA+ individuals and families involved in multiple systems.
 - Implement the feedback, input, and ideas from Indigenous community members and organizations in the design and delivery of family law related programs, services, and supports, ensuring that feedback is substantively incorporated and meets families' unique circumstances and are culturally appropriate.
 - Create and implement appropriate evaluation mechanisms to align with the TRC Calls to Action and MMIWG Calls for Justice and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Ensure meaningful involvement of Indigenous community in all phases of assessment.

- Diversity, equity, and inclusion has been advanced by recruiting staff to better reflect the population we serve. Bilingual capacity was achieved throughout all business areas of the Family Resolution Service. Efforts are underway to recruit and retain staff representing other equity groups and progress has been made in hiring Indigenous and ethnocultural communities, other members of racialized communities, 2SLGBTQQIA+ staff, and leaders. Effort continues to work collaboratively with communities to dismantle systems and processes that disempower and seek to reduce or eliminate harm through the application of Gender Based Analysis+ and anti-bias training and reviews.
- In partnership with the Manitoba Status of Women Secretariat, The Disclosure to Protect Against Intimate Violence Act (“Clare’s Law”) was proclaimed. It aims to protect against intimate partner violence through a unique disclose and support approach making Manitoba the first jurisdiction in the world to have access to public or community-based supports as a stated goal in legislation. This enabling legislation and accompanying regulations are required for it to be implemented.
 - The design team continues to work with privacy experts and a multidisciplinary working group to develop the regulations and ensure the province’s approach to disclosure is appropriately respectful of the privacy of the person whose information is being disclosed.
 - Additional engagement with affected stakeholders will also be undertaken. This will include the Manitoba Association of Chiefs of Police.

5(e) Family Resolution Service

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	5,250	74.50	5,735	(485)	
Other Expenditures	1,202		1,623	(421)	1
Total Sub-Appropriation	6,452	74.50	7,358	(906)	

Explanation(s):

1. Overall reduction in operational expenditures due to vacant positions

Victim Services

The Victims Services branch (VSB) provides a wide range of services to clients throughout Manitoba, including domestic violence and child victims and victims of the most serious crimes, as outlined under The Victims’ Bill of Rights and the Canadian Victims Bill of Rights. Victim Services Workers attend all court centres and circuit locations, where possible, throughout the province. Victim Services aims to help people access their rights, understand their responsibilities, and obtain resources and support through a trauma informed, culturally safe approach in order to lessen the impact of the trauma, increase safety, and prevent future victimization. The VSB operates in collaboration with a number of services and programs including:

Victim Rights Support Service

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

Child Victim Support Service

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

Domestic Violence Support Service

The Domestic Violence Support Service (DVSS) helps victims of domestic violence when criminal charges have been laid or may be laid against their partners. Victim Services Workers explain the cycle of violence, how the cycle may affect victims and their families, and how to escape from it. They also help victims to develop protection plans to increase their personal safety. The DVSS provides support to families whose matters are proceeding through the restorative justice process and families who receive police services for domestic violence incidents that do not result in charges or arrests (Winnipeg only).

Family Guide - Domestic Violence Specialist

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

Protection Order Designates Service

The Domestic Violence and Stalking Act allows victims of stalking or domestic violence to apply for protection orders. Victim Services provides training to community service agencies so that their staff may become Protection Order Designates (PODs) to assist individuals with their applications for orders. There are currently 160 PODs from 48 agencies and 15 communities across the province.

Cellphone Emergency Limited Link-Up Program and SafeTracks

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

Victim/Witness Assistance

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

Compensation for Victims of Crime Program

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

Canadian Victims Bill of Rights

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

Key Results Achieved

- Staffing in the branch includes federally funded positions that include two workers supporting families of Murdered and Missing Indigenous Women and Girls (MMIWG), one therapist, one manager, one part-time trainer, and one administrative position to support the facilitation of the Manitoba Justice Wellness Program.
- Victim Rights Support Services provided services to 835 victims.
- Victim Services provided services to 500 victims under the Canadian Victim Bill of Rights.
- Child Victim Support Service provided services to 1,122 victims.
- Domestic Violence Support Service provided services to 6,844 victims in criminal charge matters and 9,688 in non-criminal charge matters (Winnipeg Only).
 - 570 restorative justice matters were opened and additional cases were referred to the specialized Domestic Violence Restorative Justice victim services workers throughout the year. At the end of 2022/23, there were 836 active restorative justice files.
 - Victim services workers located at the Winnipeg Police Headquarters pilot project responded to 682 queue calls. VSB continued to work in partnership with the Winnipeg Police Service (WPS) on the pilot project, which provides coordinated responses to non-charge domestic incident calls. Having both police and victim services staff on the same call provides families with an efficient response and connection to the appropriate supports, and reduces the trauma associated with a law enforcement response when a social one is

warranted. There are three victim services workers co-located at the WPS Headquarters, with one of them being a Family Guide Domestic Violence Specialist.

- Three Bell MTS phones were issued and 12 individuals enrolled in the CELL program using their personal phones.
- The branch issued three new SafeTracks devices.
- Victim/Witness Assistance provided services to 488 victims of crime (excluding police witnesses).
- Independent lawyers were retained through the program to represent the interests of sexual assault victims in court proceedings. There were 92 cases where defence counsel applied to the court for access to the victim's counselling and/or other records.
- Two Protection Order Designate (POD) training sessions were hosted in 2022/23. Each session contains a series of three modules. In order to become certified as a POD, participation is required in all three modules, the participant must pass a test, and complete a designation session.
- The Compensation for Victims of Crime Program (CVCP) opened 1,069 new applications for compensation. Total compensation expenses for this fiscal year were \$2.58M. The CVCP also recognized a net reduction in the benefit liability of \$1.51M.
- The department provided \$766K in grants and Continuing Service Agreements to community agencies and police-based programs that provide services to victims.
- Criminal Property Forfeiture revenue earmarked to further enhance services available to victims of crime supported the following community agencies: Heartwood Healing Centre, Ka Ni Kanichihk, Ndinawemaaganag Endaawaad Inc. (Ndinawe), Nisichawayasihk Cree Nation (NCN) Family and Community Wellness Centre Inc., Mount Carmel Clinic (Sage House), and Survivor's Hope Crisis Centre.
- With the assistance of funding from Justice Canada, the branch continued to employ two Family Liaison Contact (FLC) workers to assist the families of missing and murdered Indigenous persons. One FLC works alongside members of the RCMP and the second FLC works alongside the Winnipeg Police Service.
- The Justice Canada funding also supported two Community Family Liaison Contact workers, which are located in Manitoba Keewatinowi Okimakanak in the north and Ka Ni Kanichihk in the south. They offer one-stop information services for families of MMIWG by coordinating their access to appropriate agencies, justice partners and culturally safe resources, healing programs and annual healing gathering events. These four Family Liaison Contact positions form the Manitoba's Family Information Liaison Unit (FILU).
- With a reallocation of surplus funds from the Victims' Assistance Fund, Manitoba entered into a three-year agreement for years 2021/22 through 2023/24 with the Manitoba Metis Federation to support their Metis MMIWG Family Support Project, ultimately expanding supports to families of MMIWG.

- With the reallocation of surplus funds from the Victims' Assistance Fund, Manitoba also supported a diverse set of 24 other community organizations with three-year grants for years 2021/22 through 2023/24. This included Indigenous-led agencies developing projects to address violence against Indigenous women, girls, and 2SLGBTQQIA+ people, as well as community-based organizations developing projects to support victims of crime, including new and expanded work with victims of gender-based violence or in response to MMIWG inquiry recommendations.
- The Manitoba Justice Wellness Program employed four staff, as well as contracted therapists, to support Justice employees who have been impacted by vicarious trauma and compassion fatigue. In addition to providing therapy to address secondary traumatic stress, services focus on creating a culture of wellness to enable employees to continue to effectively address the needs and concerns of victims and witnesses. Recently, the program has expanded to include more staff working in the criminal justice system who interact directly with victims of crime. This program operates with federal financial support.
- VSB also received support through Canada's Victims Fund to enhance dedicated trauma-informed spaces for victims and families to use when at court, improve cultural supports for those accessing services through the branch, enhance the Victim Travel Fund, and support costs of independent legal counsel to help protect the privacy of victims in sexual assault cases when third-party records have been requested.
- Victim Services continued to support the newly established non-profit organization Victim Assistance Community Grants Inc. that has received a one-time amount of \$5M from the Department to administer funding for community-based victims of crime programming over the next four years.
- Victim Services continued to provide Elder support for victims attending meetings with Victim Services or participating in court hearings.
- Through funding allocated from the Criminal Property Forfeiture Fund, VSB was able to provide:
 - Interpreters to assist individuals applying for protection orders; and
 - Financial support for families of homicide victims to travel to court to attend sentencing hearings and financial assistance for parking costs for surviving family members when they attend preliminary hearings, trials, or sentencing hearings.
- The branch continued to provide assistance at Toba Centre for Children and Youth (the children's advocacy centre in Winnipeg) to enhance continuity of support for child victims from the point of charges being laid to disposition.

5(f) Victim Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	5,417	75.50	5,538	(121)	
Other Expenditures	2,710	-	5,918	(3,208)	1
Grant Assistance	-	-	25	(25)	
Total Sub-Appropriation	8,127	75.50	11,481	(3,354)	

Explanation(s):

1. Savings in the Compensation for Victims of Crime Program and Victims of Crime Compensation adjustment per actuarial report

Public Safety

The Public Safety division manages provincial policing agreements negotiated with the federal government and other parties and provides advice to government on the delivery of policing services. It monitors and coordinates the activities of the RCMP, municipal police forces, private investigators, and security guards. The division investigates complaints and major incidents involving police officers in Manitoba, and coordinates and implements evidence-based crime prevention policies and programs. It also provides security services for government departments and agencies and undertakes the seizure and disposition of property obtained through proceeds or used as instruments of crime. The division provides strategic, operational, and tactical services and products to law enforcement and government.

In carrying out the division's mandate, 11 branches report to the Assistant Deputy Minister:

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

Sub-appropriations	2022/23	Authority 2022/23	
	Actual	FTEs	\$ (000s)
	\$ (000s)		
04-6-a Executive and Financial Services	494	6.00	697
04-6-b Provincial Policing	229,474	2.00	233,135
04-6-c Policing Services and Public Safety Bilateral Funding Agreement	8,715	-	5,778
04-6-d Policing Services and Public Safety	3,448	35.00	4,450
04-6-d Law Enforcement Review Agency	317	5.00	538
04-6-f Manitoba Police Commission	150	1.00	239
04-6-g Independent Investigation Unit	2,199	15.00	2,492
04-6-h Crime Prevention	1,841	6.00	5,664
04-6-i Security and Intelligence Branch	9,769	114.80	6,464
04-6-j Manitoba Criminal Intelligence Centre	242	4.00	389
04-6-k Criminal Property Forfeiture Unit	913	9.00	1,230
TOTAL	257,562	197.80	261,076

Executive and Financial Services

The Executive and Financial Services branch provides overall direction and support services for the delivery of policing services throughout Manitoba. It ensures the adequate and effective delivery of policing and law enforcement services in accordance with The Police Services Act.

The branch has one key initiative: to provide leadership, effective comptrollership, and overall direction to the Public Safety division by analyzing and monitoring the timely and efficient contract management, including review of reports and program performance, in addition to monitoring budgets or targets against actual results to establish how well the division is functioning.

Key Results Achieved

- A new program and policy area was created to support the division with authority seeking documents, develop and revise divisional programs and policies to align with Government of Manitoba priorities.

6(a) Executive and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	459	6.00	661	(202)	
Other Expenditures	35	-	36	(1)	
Total Sub-Appropriation	494	6.00	697	(203)	

Provincial Policing

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

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

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

Key Results Achieved

- The Government of Manitoba provided \$168M in direct funding to the RCMP and \$4M to the Manitoba First Nations Police Service under a cost-sharing agreement with the Government of Canada.
- The City of Brandon continued to receive \$5.4M in Public Safety grant funding, plus \$1.2M for support officer positions.

6(b) Provincial Policing

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	-	2.00	-	-	
Other Expenditures	229,439	-	228,525	914	
Grant Assistance	35	-	4,610	(4,575)	1
Total Sub-Appropriation	229,474	2.00	233,135	(3,661)	

Explanation(s):

1. City of Brandon grant processed in 6(c) Policing Service and Public Safety Bilateral Funding Agreements

Policing and Public Safety Bilateral Funding Agreements

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

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

Key Results Achieved

- Manitoba introduced amendments to The Police Services Act to establish a new layered public safety delivery model and enhancements to the Community and First Nations Safety Officer programs.
- In 2022/23, the department announced several new integrated policing initiatives, including \$3.2M to establish an Integrated Violent Offender Apprehension Unit, \$2.1 million for dedicated police resources to establish a provincial-level integrated child abuse response that will connect child victims and their families from across Manitoba to wraparound, child-centred supports, and \$2.1 million to establish a Manitoba Integrated Missing Persons Response.

- In 2022/23, the department announced the Community Safety and Wellbeing (CSWB) Planning Project (\$1.2M). CSWB Plans will be supported in six rural pilot communities, including Portage la Prairie, Selkirk, Steinbach, The Pas, Swan River, Dauphin, and eight First Nations including, Cross Lake, Northlands Denesuline, Sayisi Dene, Sapotaweyak and Manto Sipi, St. Theresa Point, Sandy Bay, and Peguis First Nations.

6(c) Policing Service and Public Safety Bilateral Funding Agreements

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	8,750	-	5,778	2,972	1
Grant Assistance	(35)	-	-	(35)	
Total Sub-Appropriation	8,715	-	5,778	2,937	

Explanation(s):

1. Increased operating costs related to City of Brandon and Downtown Community Safety Partnership grants

Policing Services and Public Safety

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

Policing Services and Public Safety includes a special unit that investigates complaints and conducts inspections under The Safer Communities and Neighbourhoods Act and The Fortified Buildings Act. These Acts target properties that affect the safety and security of neighbourhoods in various ways, including fortifications that prevent access or escape, habitual use for prostitution, production, sale and/or use of drugs, abuse of intoxicants, child sexual exploitation or child sexual abuse, the storage of illegal weapons and explosives, selling liquor without a license and criminal organization offences. The Public Safety Investigations (PSI) Unit investigates complaints and may apply for community safety orders in the Court of King's Bench, under The Safer Communities and Neighbourhoods Act. PSI conducts inspections and may serve removal or closure orders under The Fortified Buildings Act. PSI is also responsible for licensing under The Body Armour and Fortified Vehicles Control Act.

The Witness Security Program provides an independent process to coordinate protection to witnesses and associated persons under threat of death or grievous harm by virtue of their involvement in a prosecution by Manitoba Justice. Entry is made by application and may only be made by a law enforcement agency under the provisions of The Witness Security Act. Funding and services are provided to protected persons while in the Program, generally for periods ranging between two and four years. The

Program also coordinates with law enforcement agencies in the province to facilitate admission under the federal Witness Protection Program Act, administered by the RCMP. Since its inception in 2002, the program has accepted 203 cases involving 166 witnesses.

Key Results Achieved

- Bill 34, The Police Services Amendment Act, received Royal Assent on May 30, 2023, establishing a new layered public safety service delivery model and includes enhancements to the Community and First Nations Safety Officers programs. This Act furthers the implementation of the recommendations from report of the independent review of Manitoba’s Police Services Act released in November 2020.
- During 2022/2023, the Private Investigators and Security Guards Program issued 42 licences to businesses to provide security guards, 29 licences to businesses to provide private investigators, and registered 21 new in-house employers of security guards. A total of 272 employers were registered to employ security guards in-house. The program issued 8,186 licences to individuals to act as security guards and 148 licences to individuals to act as private investigators.
- Continued funding and support of community mobilization initiatives, including, the Thunderwing Project (Winnipeg), START/ReSTART (Selkirk), DART/ReSTART (Dauphin), FYRST/ReSTART (Gimli), Headway (Steinbach), ReSOURCE (Stonewall), Wawokiya (Portage la Prairie), Community Mobilization Westman (Brandon), Thompson Community Response Team, Swan River Community Mobilization, Community Care Program (Winkler), and CommUNITY Support Teams (Altona), which utilize team-based planning and interventions that promote collaboration and communication between team members, youth, family and community supports. In 2022/23, community mobilization initiative support and funding expanded to include two additional communities, Community Care Program (Morden) and Waywayseecappo Community Mobilization, which is the first, First Nation to implement this model.

6(d) Policing Services and Public Safety

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,062	35.00	2,929	133	
Other Expenditures	386	-	1,521	(1,135)	1
Total Sub-Appropriation	3,448	35.00	4,450	(1,002)	

Explanation(s):

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

Law Enforcement Review Agency

The Law Enforcement Review Agency (LERA) is an independent civilian agency established under The Law Enforcement Review Act to investigate public complaints of abuse of authority by municipal and local police. A registrar, clerk, and two investigators assist the commissioner of LERA in handling complaints

about municipal and local police conduct that arise in the execution of police duties. LERA does not investigate criminal matters. Such matters are referred to the appropriate law enforcement agency. The Act provides several ways to resolve complaints: informal resolution (mediation), admission of disciplinary default by the respondent police officer, or where evidence exists, referral to a Provincial Court judge for public hearing.

Key Results Achieved

- In 2022, LERA formally received 92 complaints. This was an increase of 7 complaints over the previous year.
- In addition, 12 complaints were resolved at intake, or the complainant failed to file a formal written complaint.
- Including carryover from previous years, the 2022 caseload at LERA was 105 files, a decrease of 6 over the previous year.
- The average timeframe for completing investigations in 2022 was 4 months, a decrease of 3 months over the previous year.

6(e) Law Enforcement Review Agency

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	295	5.00	415	(120)	
Other Expenditures	22	-	123	(101)	
Total Sub-Appropriation	317	5.00	538	(221)	

Manitoba Police Commission

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

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

The Commission has also provided training to police boards through individual sessions and policy directives. The Commission continues to participate actively as a member of the Manitoba Association of Chiefs of Police, the Canadian Association of Police Governance, and the Canadian Association of Civilian

Oversight of Law Enforcement, including attending and presenting at workshops and conferences. These working alliances have greatly informed research efforts at the Commission relative to the development of policing governance practices and recommendations for policing standards and regulations.

Key Results Achieved

- The MPC received requests and assigned civilian monitors to monitor 13 Independent Investigation Unit files where the actions of a police officer allegedly caused a death.
- In 2022, MPC staff conducted training presentations and provided policy support to all municipal police boards/First Nations police commissions in the province.

6(f) Manitoba Police Commission

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	124	1.00	123	1	
Other Expenditures	26	-	116	(90)	
Total Sub-Appropriation	150	1.00	239	(89)	

Independent Investigation Unit

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

The Police Services Act requires that the unit be headed by a civilian director who is not a current or former member of a police service or the RCMP. The civilian director is responsible for the management, administration, and operation of the Unit, overseeing all investigations undertaken by the Unit and performing all other duties imposed by the Act.

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

The civilian director must be notified by the police chief of the police service of all such incidents as soon as practicable. The civilian director must also be notified by the police chief of the police service of all other allegations of unlawful activity involving a police officer and may assume conduct of any investigation of such incidents if they consider it to be in the public interest to do so.

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

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

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

Key Results Achieved

- In 2022/23, the IIU received 70 notifications, an increase of 13 notifications from the previous year.
- The unit commenced 49 investigations.
- The unit concluded 42 investigations.

6(g) Independent Investigation Unit

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	1,930	15.00	1,806	124	
Other Expenditures	269	-	686	(417)	1
Total Sub-Appropriation	2,199	15.00	2,492	(293)	

Explanation(s):

1. Decreased expenditure related to cases in more accessible locations resulting in lower travel expenses

Crime Prevention

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

Community Mobilization

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

Lighthouses and Turnabout Program

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

External Partnerships

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

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

Key Results Achieved

- Community mobilization initiative funding was expanded to include two additional communities, Community Care Program (Morden) and Waywayseecappo Community Mobilization, which is the first First Nation to implement this model.
- All community mobilization initiatives in Manitoba are using the Risk-Driven Tracking Database (RTD). Moving forward, the RTD is provided as an in-kind resource to all existing and new community mobilization initiatives.
- The department's two-year research project titled Prevention and Intervention: An Examination of Community Mobilization Responses to Crime completed the first year of the project. To date, twelve community mobilization initiatives are engaged in the project with stakeholder interviews and data collection complete. The final report and recommendations are due by the end of 2023/24.

6(h) Crime Prevention

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	363	6.00	411	(48)	
Other Expenditures	290	-	533	(243)	
Grant Assistance	1,188	-	4,720	(3,532)	1
Total Sub-Appropriation	1,841	6.00	5,664	(3,823)	

Explanation(s):

1. Downtown Community Safety Partnership grant processed in 6(c) Policing Service and Public Safety Bilateral Funding Agreements

Security and Intelligence branch

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

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

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

Key Results Achieved

- Amendments to The Legislative Security Act were made to strengthen security measures by designating a portion of Memorial Provincial Park as part of the Legislative Precinct.

6(i) Security Intelligence branch

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	8,232	114.80	7,072	1,160	1
Other Expenditures	2,513	-	867	1,646	2
Less: Recoveries	(976)	-	(1,475)	499	3
Total Sub-Appropriation	9,769	114.80	6,464	3,305	

Explanation(s):

1. Base salary increase based on MGEU agreement and additional staffing to support operations
2. Increased operating costs due to protection and security demand
3. Less Recovery as a result of less recoverable services provided

Manitoba Criminal Intelligence Centre

The Manitoba Criminal Intelligence Centre (MCIC) is addressing the intelligence needs of law enforcement within the province by promoting jurisdictional coordination of criminal intelligence and analytics. The goal is to lay a solid foundation for effective and innovative intelligence-led policing efforts, targeting serious and organized crime.

Since the establishment of the MCIC in 2020, existing seconded resources from within the Criminal Intelligence Service of Manitoba (CISM) were integrated with MCIC, which is led by an Executive Director and supported by internal secondments and provincial resources. The Police Service Act establishes MCIC as a specialized office, staffed with criminal intelligence experts who work with police services and other enforcement related organizations to develop their criminal intelligence collection and analysis capacity. This legislative authority provides the mandate and directive authority under which MCIC operates. The Canadian Firearm Program has provided an additional resource to the MCIC, which is now integrated within the intelligence team.

Key Results Achieved

- MCIC has initiated the first Manitoba Integrated Tactical Enforcement Priority (MITEP) process and the intelligence collection plan is under way. This product, to be released in 2023, will provide law enforcement agencies with a consolidated targeting strategy.
- In 2022/23, MCIC provided a total of \$433,000 in Joint Operations Funding to law enforcement agencies.
- Two provincial analysts were added to the MCIC complement and will focus on engagement with non-policing enforcement agencies in the province. This aims to improve relationships with more than 30 agencies across the province, link new agencies to CISM, and improve the exchange of intelligence products.

6(j) Manitoba Criminal Intelligence

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	203	4.00	389	(186)	
Other Expenditures	39	-	-	39	
Total Sub-Appropriation	242	4.00	389	(147)	

Criminal Property Forfeiture Unit

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

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

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

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

Key Results Achieved

- During 2022/23, the Criminal Property Forfeiture Unit initiated 20 civil forfeiture actions against 55 assets with 34 of those files (62%) being resolved by the court. Under administrative forfeiture proceedings, 522 assets were initiated with 452 being resolved (87%).
- The Criminal Property Forfeiture has continued to experience high levels of forfeiture with the 2022/23 forfeitures totalling \$7.04M. It is believed that this demonstrates continued high levels of drug trafficking in the province.

- Disbursements for 2022/2023 were used to promote safer communities through payments to law enforcement agencies and law enforcement sponsored community activities of \$1.93 million (79%), contributions to Victim Services of \$500K (20%), and compensation for specific victims of crime of \$10,300 (0.5%). The remainder consisting of \$12,400 (0.5%) was donated to public safety-based community initiatives.

6(k) Criminal Property Forfeiture Unit

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	661	9.00	884	(223)	1
Other Expenditures	252	-	346	(94)	
Total Sub-Appropriation	913	9.00	1,230	(317)	

Explanation (s):

1. Savings associated with vacant and under filled positions

Costs Related to Capital Assets (Non-Voted)

Description

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

Description	2022/23 Actual	2022/23 Authority	Variance	Expl. No.
Capital Investment				
Amortization-Existing assets at March 31, 2023	2,818	3,040	(222)	
TOTAL	2,818	3,040	(222)	

Other Key Reporting

Departmental Risk

Manitoba Justice provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. In 2022/23, the Department initiated revisions to its comptrollership plan to reflect the Government of Manitoba's comptrollership transformation initiative, and updated "Comptrollership Framework".

The Department manages risks for policy, operations, performance, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

The Department implements a continuous, proactive, and systematic process to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized. The Department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The Department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the Department comptrollership framework to meet risk management responsibilities:

- Risk management and assessment is an ongoing activity, with risk issues reviewed and ranked on a regular basis.
- Risk assessment by division, is incorporated in the Annual Internal Audit Plan / Request.
- Periodic internal and status reviews are conducted.
- Management reports all incidents of loss in a timely manner.
- An annual review of the comptrollership plan, including risk management, is conducted.

Through fiscal year 2022/23, the Department undertook the following specific activities toward managing its risks.

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

Regulatory Accountability and Red Tape Reduction

Regulatory Requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	22,435	22,280
Net change		-26
Percentage change		-0.12%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2022/23.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Justice for fiscal year 2022/2023.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2023
Women	50%	51.1%
Indigenous Peoples	16%	12.9%
Visible Minorities	13%	15.5%
Persons with Disabilities	9%	3.5%

Appendices

Appendix A – Other Reporting Entities

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

The following OREs form part of the department's consolidated results:

Legal Aid Manitoba

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

Liquor, Gaming and Cannabis Authority

- The Liquor, Gaming and Cannabis Authority of Manitoba (LGCA) was created by The Liquor, Gaming and Cannabis Control Act (the Act) as authorized by the Criminal Code (Canada). The Act and associated regulations establish and empower the LGCA to:
 - Regulate persons who sell, serve or manufacture liquor;
 - Regulate gaming events and persons who are involved in gaming;
 - Regulate the integrity of lottery schemes conducted in Manitoba; and,
 - Regulate persons who sell and distribute cannabis.

- The LGCA is a public-facing organization that provides licensing and enforcement services that are divided into two streams: commercial and community services. Restaurants, hotels, entertainment venues, casinos, gaming industry employees, small businesses, gaming suppliers and service providers, liquor and gaming manufacturers, and retail cannabis stores are served by the commercial services department. The community services department is responsible for issuing licenses and permits for eligible community-based events and activities, including socials, festivals, charitable fundraisers, family celebrations and special events.
- The LGCA's mandate expanded in the 2022/23 fiscal year to integrate regulatory oversight for horse racing. Bill 31, The Horse Racing Regulatory Modernization Act, was introduced on March 19, 2020 received royal assent in May 2021 and came into force on April 1, 2022.
- For more information, please visit: <https://lgcamb.ca/>.

Manitoba Law Reform Commission

- The Manitoba Law Reform Commission (MLRC) is Manitoba's only official law reform agency. It is established by The Law Reform Commission Act.
- The MLRC's duties are to inquire into and consider any matter relating to law in Manitoba, with a view to making recommendations for the improvement, modernization and reform of law.
- All citizens of Manitoba make up the audience for the MLRC's work, because changes to provincial legislation ultimately impact everyone. The MLRC makes all of its reports available to the public on its website. Members of the legal community, the Faculty of Law, libraries across Canada and in other countries, as well as members of the public routinely request MLRC reports.
- As an independent, dedicated law-reform agency, the MLRC is equipped to undertake extensive research and analysis in a broad range of subjects, and maximizes its resources to produce meaningful publications every year, and contribute to conversations surrounding important issues affecting Manitobans.
- For more information, please visit: <http://manitobalawreform.ca/>

Manitoba Public Insurance Corporation

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

Appendix B - Statutory Responsibilities

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to Acts. The department of Justice operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

- The Administrative Tribunal Jurisdiction Act (A1.9)
- The Arbitration Act (A120)
- The Body Armour and Fortified Vehicle Control Act (B65)
- The Child Sexual Exploitation and Human Trafficking Act (C94)
- The Child Support Service Act (C96)
- The International Commercial Arbitration Act (C151)
- The Conflict of Interest (Members and Ministers) and Related Amendments Act (C171) *This Act comes into force one day after the election day of the next general election held after this Act receives Royal Assent.*
- The Constitutional Questions Act (C180)
- The Correctional Services Act (C230)
- The Court of Appeal Act (C240)
- The Provincial Court Act (C275)
- The Court of King's Bench Act (C280) (formerly The Court of Queen's Bench Act)
- The Court of King's Bench Small Claims Practices Act (C285) (formerly The Court of Queen's Bench Small Claims Practices Act)
- The Court Security Act (C295)
- The Court Services Fees Act (C297)
- The Criminal Property Forfeiture Act (C306)
- The Cross-Border Policing Act (C325)
- The Crown Attorneys Act (C330)
- The Child Custody Enforcement Act (C360)
- The Domestic Violence and Stalking Act (D93)
- The Election Financing Act (E27)
- The Elections Act (E30)
- The Electoral Divisions Act (E40)
- The Enforcement of Canadian Judgments Act (E116)
- The Enforcement of Judgments Conventions Act (E117)
- The Escheats Act (E140)
- The Manitoba Evidence Act [division VI of Part I] (E150)
- The Executive Government Organization Act (E170) [subsection 12(2), only, as Keeper of the Great Seal]

- The Expropriation Act (E190)
- The Family Dispute Resolution (Pilot Project) Act (F14) *This Act is not yet in force. It is to come into force on a date to be fixed by proclamation.*
- The Family Maintenance Act (F20)
- The Family Law Act (F20) *This Act is not yet in force. It is to come into force on a date to be fixed by proclamation.*
- The Family Property Act (F25)
- The Family Support Enforcement Act (F26) *This Act is not yet in force. It is to come into force on a date to be fixed by proclamation.*
- The Fatality Inquiries Act (F52)
- The Fortified Buildings Act (F153)
- The Gunshot and Stab Wounds Mandatory Reporting Act (G125)
- The Human Rights Code (H175)
- The Inter-jurisdictional Support Orders Act (I60)
- The International Child Support and Family Maintenance (Hague Convention) Act (I161) *This Act is not yet in force. It is to come into force on a date to be fixed by proclamation.*
- The Intimate Image Protection Act (I87)
- The Intoxicated Persons Detention Act (I90)
- The Reciprocal Enforcement of Judgments Act (J20)
- The Canada - United Kingdom Judgments Enforcement Act (J21)
- The Jury Act (J30)
- The Department of Justice Act (J35)
- The Justice for Victims of Child Pornography Act (J39)
- The King's Counsel Act (K10) (formerly The Queen's Counsel Act) (Q5)
- The Law Enforcement Review Act (L75)
- The Law Reform Commission Act (L95)
- The Legal Aid Manitoba Act (L105)
- The Legislative Security Act (L122)
- The Liquor, Gaming and Cannabis Control Act (L153)
- The Lobbyists Registration Act (L178)
- The Minors Intoxicating Substances Control Act (M197)
- The Missing Persons Act (M199)
- The Municipal By-law Enforcement Act (M245)
- The Opioid Damages and Health Care Costs Recovery Act (O55)
- The Police Services Act (P94.5)
- The Privacy Act (P125)
- The Private Investigators and Security Guards Act (P132)

- The Proceedings Against the Crown Act (P140)
- The Profits of Criminal Notoriety Act (P141)
- The Provincial Offences Act (P160)
- The Regulatory Accountability Act (R65)
- The Restorative Justice Act (R119.6)
- The Safer Communities and Neighbourhoods Act (S5)
- The International Sale of Goods Act (S11)
- The Scrap Metal Act (S40)
- The Sheriffs Act (S100)
- The Statutes and Regulations Act (S207)
- The Interprovincial Subpoena Act (S212)
- The Trespass Act (T156)
- The Transboundary Pollution Reciprocal Access Act (T145)
- The Uniform Law Conference Commissioners Act (U30)
- The Vacant Property Act (V10)
- The Victims' Bill of Rights (V55)
- The Witness Security Act (W167)

The following Acts are not assigned to the Minister of Justice by Order in Council, but relate to subject areas for which the Minister of Justice is responsible:

- The Age of Majority Act (A7)
- The Apportionment Act (A100)
- The Beneficiary Designation Act (Retirement, Savings and Other Plans) (B30)
- The Blood Test Act (B63)
- The Boundary Lines and Line Fences Act (B70)
- The Builders' Liens Act (B91)
- The Civil Remedies Against Organized Crime Act (C107)
- The Class Proceedings Act (C130)
- The Federal Courts Jurisdiction Act (C270)
- The Court of King's Bench Surrogate Practice Act (C290) (formerly The Court of Queen's Bench Surrogate Practice Act)
- The Defamation Act (D20)
- The Dependents Relief Act (D37)
- The Distress Act (D90)
- The Domicile and Habitual Residence Act (D96)
- The Equality of Status Act (E130)
- The Executions Act (E160)

- The Factors Act (F10)
- The Fatal Accidents Act (F50)
- An Act to Repeal The Statute of Frauds (F158)
- The Fraudulent Conveyances Act (F160)
- The Frustrated Contracts Act (F190)
- The Garage Keepers Act (G10)
- The Garnishment Act (G20)
- The Gold Clauses Act (G60)
- The Good Samaritan Protection Act (G65)
- The Guarantors' Liability Act (G120)
- The Homesteads Act (H80)
- The Hotel Keepers Act (H150)
- The Infants' Estates Act (I35)
- The Interpretation Act (I80)
- The Intestate Succession Act (I85)
- The Judgments Act (J10)
- The Law of Property Act (L90)
- The Limitations Act (L150)
- The Marine Insurance Act (M40)
- The Married Women's Property Act (M70)
- The Mercantile Law Amendment Act (M120)
- The Mortgage Act (M200)
- The Newspapers Act (N90)
- The Nuisance Act (N120)
- The Occupiers' Liability Act (O8)
- The Official Securities Act (O20)
- The Parental Responsibility Act (P8)
- The Perpetuities and Accumulations Act (P33)
- The Powers of Attorney Act (P97)
- The Presumption of Death and Declaration of Absence Act (P120)
- The Registration of Property Restraint Orders Act (R48)
- The Repair Shops Act (R90)
- The Sale of Goods Act (S10)
- The Sand and Gravel Act (S15)
- The Soldiers' Estates Act (S170)
- The Stable Keepers Act (S200)
- The Survivorship Act (S250)

- The Threshers' Liens Act (T60)
- The Tortfeasors and Contributory Negligence Act (T90)
- The Trustee Act (T160)
- The International Trusts Act (T165)
- The Unconscionable Transactions Relief Act (U20)
- The Use of Animals to Shield Unlawful Activities Act (U90)
- The Warehousemen's Liens Act (W20)
- The Wills Act (W150)

Other Statute Responsibility

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

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Glossary

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

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

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

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

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

Balanced Scorecard – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

Baseline - The starting data point for the performance measure.

Borrowings – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

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

Government Reporting Entity (GRE) – Includes core government and Crown organizations, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

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

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

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

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

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

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

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

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

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

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

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

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

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

Target – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

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

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

Vision – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.