

Manitoba Justice

Justice Manitoba

**Annual Report
Rapport annuel**

For the year ended March 31, 2024

Pour l'exercice terminé le 31 mars 2024

LAND ACKNOWLEDGEMENT

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

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

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

We respect the spirit and intent of Treaties and remain committed to working in partnership with First Nations, Inuit and Métis Peoples as we walk the shared path of truth and reconciliation.

RECONNAISSANCE TERRITORIALE

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'intention des traités. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis alors que nous marchons ensemble vers la vérité et la réconciliation.

**Annual Report
2023-24**

Manitoba Justice

**Rapport annuel
2023-2024**

Justice Manitoba

Manitoba Justice

Room 1110-405 Broadway, Winnipeg R3C 3L6

Phone: 204-945-4378

Fax: 204-945-6692

Email: CorpStratSrv@gov.mb.ca

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ATTORNEY GENERAL
MINISTER OF JUSTICE

Room 104
Legislative Building
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, 2024.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Matt Wiebe'.

Honourable Matt Wiebe
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 2024.

Le tout respectueusement soumis,

Matt Wiebe
Ministre de la Justice
et procureur général





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

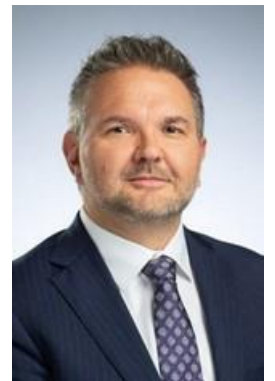
Honourable Matt Wiebe
Minister of Justice and Attorney General
Room 104 Legislative Building
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2023-24 Annual Report of the Department of Justice.

Respectfully submitted,

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

Matt Wiebe
Ministre de la Justice et procureur général
Palais législatif, bureau 104
Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel du ministère de la Justice pour l'exercice 2023-2024.

Le tout respectueusement soumis,

Jeremy Akerstream
Sous-ministre de la Justice et sous-procureur général

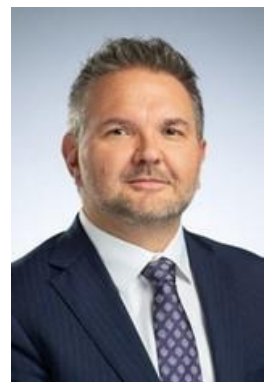


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Introduction/Introduction

This Annual Report fulfills the department reporting requirements described in the Financial Administration Act. The Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2024, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the annual report includes the Manitoba Government Performance Measurement Framework to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. Performance Measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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 financial results and associated variance explanations continue to be provided at the sub-appropriation level. The Annual Report provides a comprehensive picture of the department's financial performance.

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2024, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend le cadre de mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

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. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Le rapport annuel fournit un portrait global de la performance financière du ministère.

Department At a Glance – 2023-24 Results

Department Name & 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	Matt Wiebe	
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)	
860 540	1 018 796
Authority	Actual

Core Expenditure (\$M)		Core Staffing
813 876	981 622	3 332.85
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2023-2024

Nom et description du ministère	Le ministère de la Justice est chargé 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.	
Ministre	Matt Wiebe	
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)	
860 540	1 018 796
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
813 876	981 622	3 332,85
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Justice Responsibilities

The activities of Manitoba Justice support the primary objective of enhancing public safety, improving access to justice, and advancing reconciliation.

The overall responsibilities of the Minister and Manitoba Justice include:

- **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), and 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, case management and support in a multi-level release plan for societal reintegration, providing substance abuse and trauma counselling and rehabilitation, delivering evidence-based programming to reduce recidivism rates, implementing, managing, and renewing divisional policies and contracts, and developing innovative programs for correctional centres.
- **Courts** - providing administrative services to the Court of Appeal, the Court of King's Bench and the Provincial Court (including policy and financial support, court operations, judicial and sheriff services), providing court-related support services (including victim services, compensation for victims of crime, family resolution service, maintenance enforcement, fine collection, administration of the Indigenous court worker program, and the vehicle impoundment registry), 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

Appendix B—Statutory Responsibilities lists acts under the minister's responsibility.

Responsabilités ministérielles

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 l'avancement de la réconciliation.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère de la Justice comprennent 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'application de la justice criminelle; fournir des services juridiques au gouvernement relativement aux 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; et 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 pour les jeunes contrevenants et les contrevenants adultes dans des établissements de détention et dans la collectivité, ainsi que des programmes de justice communautaire et de justice autochtone; fournir des services de gestion des causes et du soutien dans le cadre d'un plan de libération à multiples niveaux à des fins de réinsertion sociale; offrir des services de counseling et de rétablissement dans le cadre du traitement des toxicomanies et des traumatismes; exécuter des programmes fondés sur des données probantes pour réduire les récidives; mettre en œuvre, gérer et renouveler les politiques et les contrats divisionnaires; et élaborer des programmes novateurs pour les centres correctionnels.
- **Tribunaux** – Fournir des services administratifs à la Cour d'appel, à la Cour du Banc du Roi et à la Cour provinciale (soutien stratégique et financier, administration des tribunaux, services judiciaires, Bureau du shérif, etc.); fournir des services de soutien liés aux tribunaux (services aux victimes, indemnisation des victimes d'actes criminels, règlement des litiges familiaux, exécution des ordonnances alimentaires, recouvrement des amendes, administration du Programme des travailleurs autochtones auprès des tribunaux, Registre des véhicules mis à la fourrière, etc.); et améliorer l'accès à la justice.
- **Sécurité publique** – Mettre en œuvre des politiques et des programmes de prévention de la criminalité; 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.

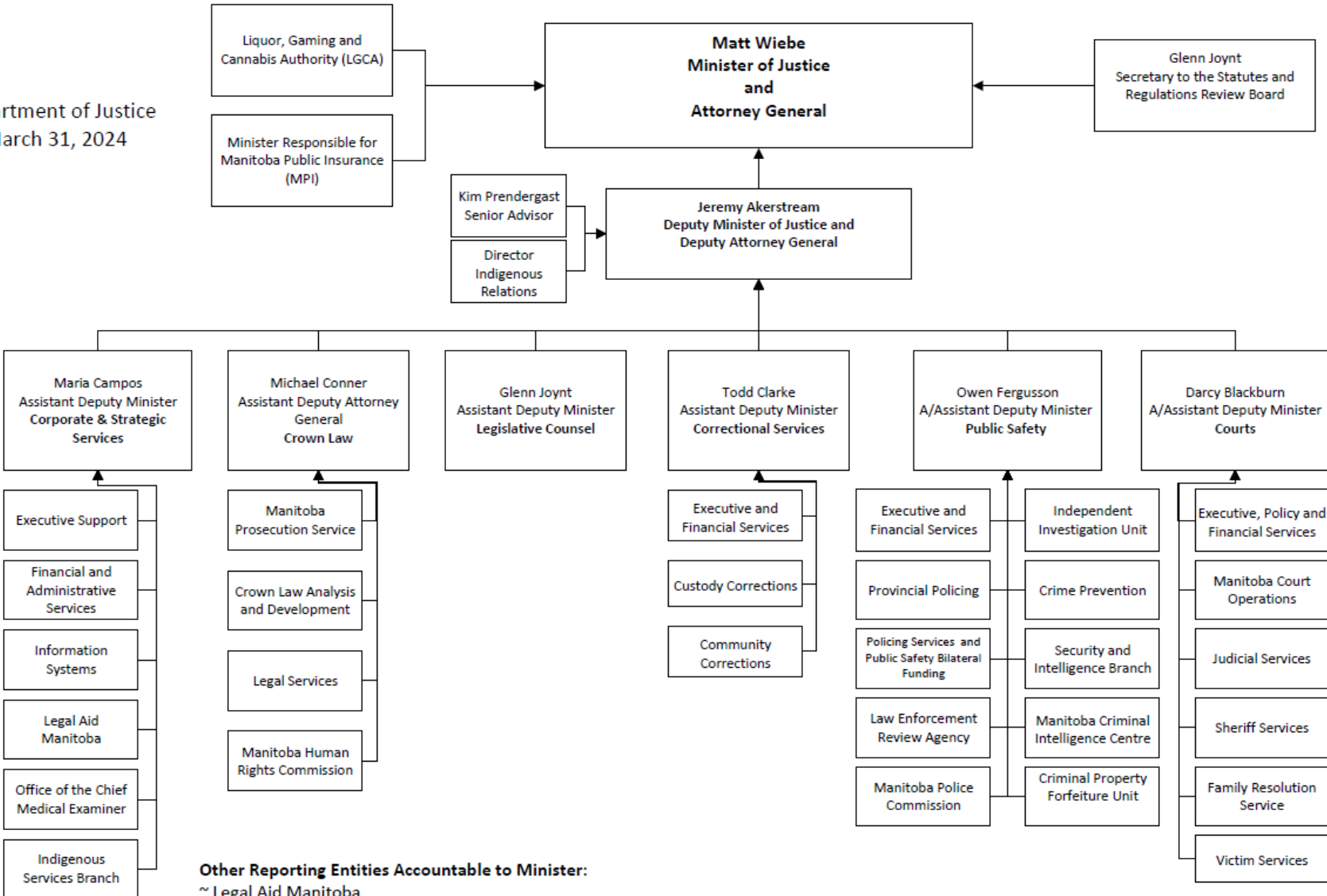
La personne occupant le poste de ministre est aussi responsable des entités suivantes:

- 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

L'annexe B portant sur les responsabilités législatives dresse la liste des lois qui relèvent de la personne occupant le poste de ministre.

Organizational Structure

Department of Justice
March 31, 2024



Other Reporting Entities Accountable to Minister:
 ~ Legal Aid Manitoba
 ~ Liquor, Gaming and Cannabis Authority
 ~ Manitoba Law Reform Commission
 ~ Manitoba Public Insurance Corporation

2023-24 Key Achievement Highlights

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

Truth and Reconciliation

Advancing reconciliation remains a top priority for Manitoba Justice. Acknowledging the past, recognizing the importance of healing, and understanding the need for restoring hope and balance are all important considerations on our journey to reconciliation with Indigenous Peoples of Canada. Key initiatives for this year included:

- Six Truth and Reconciliation (TRC) Calls to Action and 41 Missing and Murdered Indigenous Women and Girls Calls for Justice have been identified as applicable to the work of the Family Resolution Service through the development of an Indigenous Family Service Plan by engaging Elders and Indigenous Governments.
- The branch is working in partnership with Manitoba Keewatinowi Okimakanak (MKO) on the Kakiskinawtahitonan Program (We Will Show You the Way). The program provides youth involved within the Justice system culturally appropriate programming designed to meet the needs of young offenders, with the goal of reducing their involvement in the Justice system, and connecting them to their culture, community, and positive identity as an Indigenous youth.
- The Youth Justice Branch continues to work with MKO to create and implement a youth healing lodge in Thompson, with the aim of decreasing the number of youths who are incarcerated in Manitoba and to address the overrepresentation of Indigenous youth in custody.

Public Safety

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

- The Manitoba Criminal Intelligence Centre (MCIC) provided significant funding towards nine joint force operations involving multiple police agencies. Through two of these joint force operations, MCIC completed the first Manitoba Integrated Tactical Enforcement Priority (MITEP) process resulting in 18 priority arrests.
- The community mobilization initiative, which focuses on community level crime prevention strategies, expanded funding to include the Newcomer Community Mobilization Initiative based in Winnipeg, which is the first community mobilization model focused on the unique needs of newcomers. Additionally, the Thunderwing project expanded to include the female offender pilot, a focused approach to support females involved in the criminal justice system.
- Bill 34, The Police Services Amendment Act, was proclaimed in February 2024. This bill enhances the Community and First Nations Safety Officers programs as a part of a layered public safety model. Additionally, The Act enabled the creation of Winnipeg's Community Safety Team which patrols on and around the Winnipeg Transit system.
- The Community Safety and Wellbeing (CSWB) Planning Project was officially implemented in six communities, with two other locations in development. Up to fourteen communities will participate in the CWSB Planning project.

- The department continues to work closely with stakeholders and partners in Brandon and Thompson to implement Sobering Centre programs in those communities to promote public safety and community well-being.
- Manitoba Justice announced an investment of over \$4M towards a bail reform plan, including \$3M towards law enforcement resources, \$500K towards community monitoring and supervision, and \$514K towards increasing data and intelligence capacities.

Victim Services

The department supports 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:

- Through funding allocated from the Criminal Property Forfeiture Fund, the Victim Services Branch was able to provide the specialized supports of an Accredited Facility Dog (AFD). The Victim Services Branch acquired a new AFD named Gloucester (also known as Glossy), after the former AFD retired in March 2021. Glossy provides comfort to vulnerable victims of crime. As of March 31, 2024, Glossy has assisted 146 individuals as they have navigated the criminal justice system and has attended 32 court hearings.
- The department provided \$1.2M in grant and Continuing Service Agreements to community agencies and police-based programs that provide services to victims. This included a new funding partnership with Toba Centre for Children and Youth, enhancing the collaborative working relationship the Victim Services Branch has had with the children’s advocacy centre since its inception.
- The project piloted by the Manitoba government and the Winnipeg Police Service (WPS) to better support families experiencing intimate partner violence through the co-location of specialized Victim Services staff at WPS headquarters to facilitate a more coordinated response was implemented permanently. The permanent service was named the Domestic Violence Intervention Unit.
- In June 2023, amendments to The Victims’ Bill of Rights and Victims’ Rights Regulations were proclaimed, creating important changes to the Compensation for Victims of Crime Program. This includes some benefit rate increases, as well as expanded eligibility for close family members of a victim who died in a crime.

Manitoba Court Operations

The department continued to update Court Operations to provide easier access to justice and ensure the efficient resolution of disputes, criminal offences, and other matters requiring judicial adjudication. Several steps have been taken to ensure continued growth in Court Operations, which include:

- Manitoba Courts continue to expand the technologies used in courtrooms to provide better access to justice. Investments in virtual courtrooms using a webinar-based platform, Microsoft Teams, legacy Cisco video conferencing equipment, and installing Wi-Fi and network infrastructure into several court centres have streamlined the court process.

- The Direct Data Entry project, involving court staff entering court dispositions live from the courtroom has begun its second phase which deals with out of custody dispositions from Fetal Alcohol Spectrum Disorder (FASD) court, has significantly reduced wait times for out of custody accused waiting to sign their court orders. The project will continue to expand once resources are in place to support the expansion.
- 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. The pilot is currently under evaluation.

Principales réalisations en 2023-2024

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

Vérité et réconciliation

La promotion de la réconciliation reste une priorité absolue pour le ministère de la Justice du Manitoba. Reconnaître le passé et l'importance de la guérison et comprendre la nécessité de restaurer l'espoir et l'équilibre sont autant de considérations importantes sur notre chemin vers la réconciliation avec les peuples autochtones du Canada. Les principales initiatives de cette année comprennent les éléments suivants :

- Six appels à l'action de la Commission de vérité et réconciliation et 41 appels à la justice pour les femmes et les filles autochtones disparues et assassinées ont été identifiés comme étant applicables au travail du Service de règlement des litiges familiaux par l'entremise de l'élaboration d'un plan de service pour les familles autochtones avec la participation des aînés et des gouvernements autochtones.
- La direction travaille en partenariat avec Manitoba Keewatinowi Okimakanak sur le programme Kakiskinawtahitonan. Le programme offre aux jeunes aux prises avec le système juridique une programmation culturellement appropriée, conçue pour répondre aux besoins des jeunes contrevenants, dans le but de réduire leur implication dans le système juridique et de les lier à leur culture, à leur communauté et à leur identité positive en tant que jeunes autochtones.
- La direction de la justice pour les jeunes continue de travailler avec Manitoba Keewatinowi Okimakanak pour créer et mettre en œuvre un pavillon de ressourcement pour les jeunes à Thompson, dans le but de réduire le nombre de jeunes incarcérés au Manitoba et de remédier à la surreprésentation des jeunes Autochtones en détention.

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 :

- Le Centre manitobain de renseignements sur les activités criminelles a fourni un financement important pour neuf opérations conjointes impliquant plusieurs services de police. Dans le cadre de deux de ces opérations conjointes, le Centre manitobain de renseignements sur les activités criminelles a mené à bien le premier processus d'application tactique intégrée des priorités au Manitoba, qui a donné lieu à 18 arrestations prioritaires.
- L'initiative de mobilisation communautaire, qui se concentre sur les stratégies de prévention de la criminalité à l'échelle communautaire, a vu son financement élargi pour inclure l'initiative de mobilisation communautaire pour les nouveaux arrivants basée à Winnipeg, qui est le premier modèle de mobilisation communautaire axé sur les besoins uniques des nouveaux arrivants. En outre, le projet Thunderwing s'est élargi pour inclure le projet pilote pour les délinquantes, une approche ciblée pour soutenir les femmes impliquées dans le système de justice pénale.
- Le projet de loi 34, Loi modifiant la Loi sur les services de police, a été promulgué en février 2024. Ce projet de loi renforce les programmes des agents de sécurité communautaires et des Premières Nations dans le cadre d'un modèle de sécurité publique multidimensionnel. En outre, la Loi a permis

la création de l'équipe de sécurité communautaire de Winnipeg, qui patrouille à l'intérieur et à l'extérieur du réseau de transport en commun de Winnipeg.

- Le projet de planification de la sécurité et du bien-être des communautés a été officiellement mis en œuvre dans six communautés, deux autres sites étant en cours de développement. Jusqu'à quatorze communautés participeront au projet de planification de la sécurité et du bien-être des communautés.
- Le Ministère continue de travailler en étroite collaboration avec les intervenants et les partenaires de Brandon et de Thompson pour mettre en œuvre des programmes de centres de dégrisement dans ces collectivités afin de promouvoir la sécurité publique et le bien-être de la collectivité.
- Le ministère de la Justice du Manitoba a annoncé un investissement de plus de 4 M\$ dans un plan de réforme de la mise en liberté sous caution, dont 3 M\$ pour les ressources d'application de la loi, 500 000 \$ pour le suivi et la supervision communautaires, et 514 000 \$ pour l'augmentation des capacités en matière de données et de renseignements.

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 et aux enfants victimes de crimes graves. Les principales réalisations de cette année comprennent les éléments suivants :

- Grâce à un financement provenant du Fonds de confiscation des biens obtenus ou utilisés criminellement, la Direction des services aux victimes a pu fournir le soutien spécialisé d'un chien d'intervention agréé. La Direction des services aux victimes a acquis un nouveau chien d'intervention agréé nommé Gloucester (également connu sous le nom de Glossy), après le départ à la retraite de l'ancien chien d'intervention agréé en mars 2021. Glossy apporte du réconfort aux victimes vulnérables de la criminalité. Au 31 mars 2024, Glossy avait aidé 146 personnes à naviguer dans le système de justice pénale et a assisté à 32 audiences.
- Le Ministère a accordé 1,2 M\$ en subventions et en ententes de service continues à des organismes communautaires et à des programmes assurés par la police qui fournissent des services aux victimes. Il s'agit notamment d'un nouveau partenariat de financement avec le Toba Centre for Children and Youth, qui renforce la relation de collaboration que la Direction des services aux victimes entretient avec le Children's Advocacy Centre depuis sa création.
- Le projet piloté par le gouvernement du Manitoba et le Service de police de Winnipeg pour mieux soutenir les familles victimes de violence conjugale grâce au regroupement du personnel spécialisé dans les services aux victimes au siège du Service de police a été mis en œuvre de façon permanente afin de faciliter une réponse mieux coordonnée. Il s'agit d'une section d'intervention en matière de violence familiale.
- En juin 2023, des amendements à la Déclaration des droits des victimes et au Règlement sur les droits des victimes ont été promulgués, apportant des changements importants au Programme d'indemnisation des victimes d'actes criminels. Il s'agit notamment de certaines augmentations du taux des prestations, ainsi que de l'élargissement de l'admissibilité pour les membres de la famille proche d'une victime décédée lors d'un acte criminel.

Administration des tribunaux du Manitoba

Le Ministère a continué à moderniser la Direction de l'administration des tribunaux afin de faciliter l'accès à la justice et de garantir une résolution efficace des litiges, des actes criminels et d'autres questions nécessitant une décision judiciaire. Plusieurs mesures ont été prises pour assurer la croissance continue de la Direction de l'administration des tribunaux :

- Les tribunaux du Manitoba continuent de développer les technologies utilisées dans les salles d'audience afin d'offrir un meilleur accès à la justice. Les investissements dans des salles d'audience virtuelles utilisant une plateforme basée sur des webinaires, Microsoft Teams, l'ancien équipement de vidéoconférence Cisco, et l'installation d'une infrastructure Wi-Fi et de réseau dans plusieurs centres judiciaires ont permis de rationaliser la procédure judiciaire.
- Le projet de saisie directe des données, qui consiste à ce que le personnel du tribunal saisisse les décisions judiciaires en direct de la salle d'audience, a entamé sa deuxième phase, qui concerne les décisions prises par le tribunal chargé des troubles causés par l'alcoolisation fœtale, et a permis de réduire considérablement les temps d'attente pour les accusés non détenus qui attendent de signer leur ordonnance de la cour. Le projet continuera à s'étendre une fois que les ressources nécessaires seront en place.
- Le projet pilote Northern Courts Access (anciennement Cross Lake Project) visait à améliorer l'accès à la justice grâce à des premières comparutions virtuelles avec un juge de paix judiciaire et à procéder à des mises en liberté sous caution non contestées. Le projet pilote est actuellement en cours d'évaluation.

Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. The government identified five provincial themes: Lowering Costs for Families, Rebuilding Health Care, Growing Our Economy, Safer, Healthier Communities and A Government that Works for You, with the department's objectives listed under each of the themes.

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.

Provincial Themes and Department Objectives

Safer, Healthier Communities

1. Ensure Safer Communities
2. Address Indigenous Over-Representation in the Criminal Justice System
3. Reduce Youth Crime
4. Address the Root Causes of Crime
5. Protect Vulnerable Manitobans

A Government That Works for You

6. Provide Access to Fair and Just Treatment Before the Law

Mesure de la performance du ministère

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu énumérées dans les lettres de mandat du Ministère. Le gouvernement a identifié cinq thèmes provinciaux : Diminuer les coûts pour les familles, Rebâtir notre réseau de santé, Faire croître notre économie, Créer des collectivités plus sécuritaires et plus saines et Un gouvernement qui travaille pour vous.

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.

Thèmes provinciaux et objectifs ministériels

Collectivités plus sécuritaires et plus saines

1. Améliorer la sécurité de nos collectivités
2. Lutter contre la surreprésentation des Autochtones dans le système de justice pénale
3. Réduire la criminalité chez les jeunes
4. S'attaquer aux causes profondes de la criminalité
5. Protéger les Manitobains vulnérables

Un gouvernement qui travaille pour vous

6. Accorder un traitement juste et équitable devant la loi

Department Performance Measurement - Details

The following section provides information on key performance measures for the Department of Justice for the 2023-24 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.

Safer, Healthier Communities

1. Ensure Safer Communities

Key Initiatives

- **Investing in Public Safety:** The Public Safety Strategy fosters community safety and wellbeing and guides an informed, meaningful response to crime. Recognizing that community safety interventions must extend beyond enforcement and suppression activities; the strategy also advances initiatives to address the roots of crime through a whole-of-government response. Focus areas under the strategy include cross-departmental co-ordination, prevention, responsive services for victims, and re-integration and healing for adults and youth. Strategy objectives are amplified by efforts to prevent, disrupt, and combat gun and gang violence through the Guns and Gangs Violence Action Fund. This bilateral agreement between the provincial and federal governments, which runs from 2023 to 2028, provides Manitoba with \$13M in total funding. Aligning with these efforts is the Firearms Strategy, which addresses the increasing prevalence and complexity of firearms offences and ensures their timely prosecution. Under the Crown Law Division, the Criminal Organization and High-Risk Offender Unit handles all serious firearms offences in Winnipeg and includes a Firearms Coordinator who coordinates a consistent approach to these cases.
- **Addressing Bail Reform:** Fulfilling commitments outlined in the Speech from the Throne in November 2023, the province advanced measures this past fiscal year to strengthen bail reform and address violent crime committed by repeat, chronic offenders. The Bail Reform Plan builds on recent reforms to Bill C-48 that seek to protect public safety by being tougher on repeat violent offenders, including those charged with intimate partner violence, promoting confidence in the administration of justice, and ensuring consistency and fairness in the approach to bail across the province. The plan includes commitments to bolster Crown policy, expand data collection and sharing efforts, enhance law enforcement resources, and ensure chronic offenders on bail receive the mental health and substance use supports they need while being intensively monitored and supervised in the community.
- **Coordinating Community Safety Responses:** Making communities safer involves a multi-disciplinary approach to ensure coordinated input from various partners at various levels of government and community. The Coordinated Assistance Network (CAN) is a formalized partnership between the Winnipeg Police Service (WPS) and the Downtown Community Safety Partnership (DCSP). The CAN serves as a centralized information and communication centre to connect the downtown community, to facilitate timely, appropriate, and consistent responses to calls for assistance to prevent crime and improve public safety for businesses, residents, and visitors in downtown Winnipeg. Department

investments in this partnership for 2023/24 included more than \$3.9M to the WPS for salary and operational expenses and the establishment of a workspace for the CAN. More than \$995,000 in funding was also provided to DCSP in the 2023 calendar year to continue to improve public safety in the downtown area. Investments in 2023/24 for Project Clean Slate included \$350,000 for programming and one-time funding for a vehicle to support individuals reintegrating into community from custody and others experiencing significant barriers to employment.

- Supporting Responsive Policing:** The Police Services Amendment Act, which received royal assent in May 2023, allows municipalities and regional communities across Manitoba to better protect their communities by setting out a layered public safety model. Among other things, the Act leverages the significant and community-driven contributions of the Community Safety Officer and First Nation Safety Officer role in Manitoba. The amendments expanded the scope and authority of Community and First Nation Safety Officers to enforce provincial statutes and bylaws and respond to lower-risk incidents, freeing up police to respond to violent and complex crime. There are currently 42 First Nation Safety Officer Programs across Manitoba, with six of the programs being established in 2023. In the past fiscal year, the department also continued to work with the RCMP to address challenges in the Northern Judicial District regarding the transport of new arrests from RCMP detachments to correctional centres, as well as the transition of circuit court security responsibilities, allowing the RCMP to focus on front-line, priority policing functions.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.a. Number of Provincial Court charges for all serious offences per quarter	2,160	2,319	2,200	2,305
4.b. Percentage of all bail decisions made within 7 days of arrest.	64%	59%	67%	65%
3.c. Recidivism rate among adults following completion of a custodial sentence per quarter.	21%	20%	19%	21%
3.d. Recidivism rates among adults following completion of a community corrections sentence per quarter.	11%	11%	10%	12%

Measure(s) Description:

1.a. Number of Provincial Court charges for all serious offences per quarter: This measure counts how many charges were laid in Provincial Court in response to serious, violent offences, which helps to track when there is a reduction of serious, violent charges. The baseline was obtained from the total average number of serious charges laid in Q1-Q4 of 2021/22. The actual was tallied from Q1-Q4 of 2023/24. The 2023/24 target was not met; however, the 2023/24 actual reflected a positive decrease from the previous fiscal year. In 2023/24 the measure name changed from, “Decrease number of Provincial Court charges for serious offences per quarter.”

4.b. Percentage of bail decisions made within 7 days of arrest: Accused individuals have a right to a bail hearing within a reasonable time. This measure calculates the average percentage of bail decisions (granted or denied) that are made within 7 days or less after an individual is taken into custody. The baseline was calculated from Q1-Q4 of 2021/22, with the actual calculated from Q1-Q4 of 2023/24. The 2023/24 target was not met; however, the actual demonstrates a positive trend increase from the previous fiscal year. In 2023/24 the measure name changed from, “Increase percentage of bail decisions made within 7 days of arrest.”

3.c. Recidivism rates among adults following completion of a custodial sentence per quarter: 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 baseline value represents the average of Q1-Q4 of 2021/22. Actual value represents the average of Q1-Q4 of 2023/24. The 2023/24 target was not met, reflecting the multi-faceted, complex nature of recidivism. The department remains committed to reducing recidivism among adults serving a custodial sentence. In 2023/24 the measure name changed from, “Decrease recidivism rates among adults following completion of a custodial sentence.”

3.d. Recidivism rates among adults following completion of a community corrections sentence per quarter: 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 baseline value represents the average of Q1-Q4 of 2021/22. Actual represents the average of Q1-Q4 of 2023/24. The 2023/24 target was not met, reflecting the multi-faceted, complex nature of recidivism. The department remains committed to reducing recidivism among adults serving a community sentence. In 2023/24 the measure name changed from, “Decrease recidivism rates among adults following completion of a community sentence.”

2. Address Indigenous Over-Representation in the Criminal Justice System

Key Initiatives

- **Enhancing the Indigenous Court Worker Program:** The Indigenous Court Worker Program (ICWP) provides services that allow for Indigenous people involved in the criminal justice system to obtain equitable and culturally relevant support. Indigenous Court Workers assist Indigenous clients with requests for legal counsel, information about court documents and procedures, cultural interpretation services and linking them to appropriate resources. In 2023/24, new Continuing Service Agreements were signed by Manitoba Keewatinowi Okimakanak (MKO), Southern Chiefs Organization (SCO), and the Manitoba Métis Federation (MMF) to establish Indigenous Court Workers regionally across the province. Discussions with the Island Lake Tribal Council on a similar agreement are ongoing.
- **Supporting MMIWG2S+ Families:** Manitoba Justice continued to help families of Missing and Murdered Indigenous Women and Girls and Two-Spirit Peoples (MMIWG2S+) in 2023/24 to navigate the justice system. Manitoba’s Family Information Liaison Unit (FILU) offers one-stop information services for MMIWG2S+ families by coordinating their access to appropriate agencies, justice partners and culturally safe resources, healing programs, and annual healing gathering events. With continued assistance from Justice Canada funding in 2023/24, the department supported the four (4) positions that form the FILU. This includes two Family Liaison Contact workers, one who works alongside members of the RCMP, and the second alongside the WPS; in addition to two Community Family Liaison Contact workers, one located in MKO in the north, and one at Ka Ni Kanichihk in the south.

Victim Services also continued to partner with the Manitoba Métis Federation to support their Métis MMIWG Family Support Project this past fiscal year.

- Implementing Calls to Action and Calls for Justice:** Aligning with the Truth and Reconciliation Commission’s (TRC) Call to Action 57 and the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice to ensure training and education of criminal justice system officials, Manitoba Prosecution Service continued tracking the completion rates of truth and reconciliation training completion for staff, with 100 Crown Attorneys and 18 Prosecution File Managers completing Grandmothers Pathway to Peace training in 2023/24. Additionally, this past fiscal year Family Resolution Service implemented 80% of six (6) TRC Calls to Action (1.3, 1.4, 1.5, 43, and 57) and 41 MMIWG Calls for Justice, and further aligned with the UN Declaration of Rights of Indigenous Peoples (UNDRIP). Family Resolution Service also continued its review of all policies, procedures, forms, and expanded efforts to its website in 2023/24, to address bias and barriers to services and supports for Indigenous families and to track implementation service improvement feedback received through community engagement, including with Indigenous partners.
- Addressing Systemic Barriers:** In 2023/24, Legal Aid Manitoba completed twelve (12) Impact of Race and Culture Assessments (IRCAs). IRCAs are an invaluable tool for counsel to provide a full picture to the courts during the sentencing process for Black and other racialized Manitobans and consider how the offender’s lived experiences of racism and discrimination inform the circumstances of the offender, the offence committed, and the offender’s experience with the justice system. To further address systemic barriers and advance reconciliation, Manitoba’s Independent Investigation Unit (IIU) established a new role of Director of Indigenous and Community Relations in the past fiscal year to enhance relationships between the IIU and affected community members.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
2.b. Comparative likelihood of being incarcerated, Indigenous v. non-Indigenous per quarter.	12:1	14:1	1:1	14:1
2.c. Number of inmates participating in Reclaiming Our Identity (ROI) program annually.	431	182	100	657
2.d. Number of reports that include racialized data sets annually.	-	-	1	1
2.e. Number of cultural supports available for Victim Services Branch service users annually.	-	30	30	34

Measure(s) Description:

2.b. Comparative likelihood of being incarcerated, Indigenous v. non-Indigenous per quarter: By comparing the 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 (TRC Call to Action 30). Per capita incarceration rates are calculated by dividing the average number of Indigenous and

Non-Indigenous individuals in custody during the quarter by the estimated total population of Manitoba, as of the Statistics Canada 2021 Census of Population. The 2023/24 target was not met, reflecting the multi-faceted, complex nature of over-incarceration of Indigenous Peoples. The department remains committed to reducing Indigenous incarceration rates. In 2023/24 the measure name changed from, “Comparative likelihood of being incarcerated, Indigenous v. non-Indigenous.”

2.c. Number of inmates participating in Reclaiming Our Identity (ROI) program annually: 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. The baseline is the 2021/22 actual. The 2023/24 actual demonstrates a positive increase in program participation due to continuing prioritization of the program by the department. In 2023/24 the measure name changed from, “Increase number of inmates participating in Reclaiming Our Identity (ROI) program.”

2.d. Number of reports that include racialized data sets annually: The goal of publicly reporting on this information is to reduce disproportionate impacts on racialized communities, as well as to increase transparency in reporting. Through the development of a voluntary self-identification declaration form in 2023/24, the Independent Investigation Unit (IIU) met the 2023/24 target to collect and report on racialized data. In 2023/24 the measure name changed from, “Increase number of reports that include racialized data sets,” and the measure formula was adjusted to include the reporting of self-disclosed racialized data to external stakeholders and in public reports across several areas across the department (for example: Independent Investigation Unit, Manitoba Human Rights Commission, Business Intelligence Unit, etc.).

2.e. Number of cultural supports available for Victim Services Branch service users annually: Cultural supports may include access to Elders/ceremony and smudging space, as well as cultural supplies at Victim Services offices, such as tobacco gifts. The measure calculation is a numerical count of cultural supports available to service users, with the 2023/24 actual exceeding the 2023/24 target, reflecting a positive increase in the number of cultural supports available to victims of crime for the fiscal year, amplified by the development of new soft spaces in 2023/24 for victims of crime to wait and receive services in while attending court. In 2023/24 the measure name changed from, “Increase number of cultural supports available for Victim Services Branch service users.”

3. Reduce Youth Crime

Key Initiatives

- **Providing Healing Supports for Youth:** Manitoba Justice continued to work in partnership with MKO in this past fiscal year to support the development of the youth healing lodge in Thompson, Manitoba. The youth healing lodge will be a one-stop resource centre for youth involved with the justice system, with priority placed on Indigenous youth. The youth healing lodge will offer mental health and substance use supports and help address the intergenerational impacts of colonization and the loss of awareness of Indigenous culture, customs, and traditions. It will also provide essential resources in northern Manitoba, with opportunities to heal in a trauma-informed and culturally safe environment (TRC Call to Action 38). As project lead, MKO worked with an architectural firm to advance the design phase of the project in 2023/24.

- **Advancing Youth Justice Priorities:** Development of the Youth Justice Strategic Plan commenced in 2023/24 and focuses on a whole-of-government approach to addressing youth crime and the root causes of youth crime, including recidivism. In addition to aligning with recommendations from the Aboriginal Justice Inquiry, the TRC, and the MMIWG National Inquiry, the plan outlines focus areas committed to providing direct, developmentally appropriate, culturally safe, and trauma-informed supports to youth.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
3.e. Recidivism rates among youth following completion of a community corrections sentence per quarter.	16%	20%	13%	21%

Measure(s) Description:

3.e. Recidivism rates among youth following completion of a community corrections sentence per quarter: 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. Recidivism is a multi-faceted issue and requires a whole of government approach to address the contributors to reoffending to fulsomely impact measure results. The baseline is the average percentage from Q1-Q4 of 2021/22. The actual is the average percentage from Q1-Q4 of 2023/24. The 2023/24 target was not met, reflecting the multi-faceted, complex nature of recidivism. In 2023/24 the measure name changed from, “Decrease recidivism rates among youth following completion of a community corrections sentence.”

4. Address the Root Causes of Crime

Key Initiatives

- **Investing in Community Mobilization and Wellbeing Planning:** The department continued to support Community Mobilization (CM) programs across the province this past fiscal year. CM programs offer coordinated, client-centred interventions that bring together law enforcement, health, social services, and other service and community organizations to provide integrated, intensive supports to at-risk and vulnerable individuals and families. In 2023/24, efforts continued to track and report consistent metrics annually for individuals participating in CM programming. Additionally, this past fiscal year Manitoba Justice began planning for the Community Safety and Well-being Planning Project (CSWB) in six communities, with others in development. The six communities include Brandon, Portage la Prairie, Dauphin, Swan River, The Pas, Steinbach, and Selkirk. CSWB planning supports a collaborative approach to addressing local priority risks to safety and well-being through the implementation of programs and strategies to address social development, prevention, risk intervention and incident response.
- **Focusing on Diversions and Restorative Justice:** Restorative justice is an approach to crime that advances Indigenous justice reconciliation (TRC Call to Action 31) by emphasizing the wrongs done to individuals and communities, addressing harms, and responding to the underlying causes of offending. In 2023/24, Manitoba Justice’s Probation Services and Restorative Justice Branch continued to work collaboratively with Victim Services to deliver diversion programming across the province and oversee options for

diversion throughout Manitoba. Expansions to restorative justice programming to include Island Lake Tribal Council continued in the 2023/24 fiscal year, with plans in place to progress for the next fiscal year.

- Working Collaboratively Together:** Manitoba Justice recognizes that the root causes of crime are multifaceted and require cross-departmental and multi-disciplinary approaches to address the various contributors to crime, such as substance use and mental-health challenges. In 2023/24 the department committed to working with partners such as Housing, Addictions and Homelessness (HAH) and law enforcement agencies to hire mental-health workers to work alongside law enforcement to ensure strengthened mental-health resources for those citizens who require alternate safety and wellness responses.
- Providing Trauma-Informed, Culturally Safe Supports:** In 2023/24, the department continued to support the development of two sobering centres, one in the city of Brandon and one in the city Thompson, in partnership with MKO. Sobering centres provide immediate, short-term recovery from intoxication and offer supports in an accessible, community-based, safe, non-punitive, and trauma-informed setting for individuals struggling with substance use (TRC Call to Action 30 and 38). Additionally, consultation engagements were conducted in 2023/24 for each of the two adult healing lodges currently in development, one at Brandon Correctional Centre and one at The Pas Correctional Centre. These engagements were followed by a project start up meeting, with the scoping process completed and construction requirements determined. The healing lodges promote a traditional, trauma informed, and culturally appropriate method of healing, which aligns with two Calls to Action from the TRC recommendations (30 and 36).
- Enhancing Reintegration Supports:** In 2023/24, the Responsible Reintegration Initiative (RRI) continued to support individuals released early from their custody sentences on a Temporary Absence. Providing this support immediately upon release addresses the high-risk period for re-involvement in crime to ensure individuals receive appropriate and intensive transitional supports, reducing the risk of re-offending and bolstering community safety. Since the inception of the program, 87% of clients involved with the RRI have successfully completed their early release from custody, with success defined as successfully completing their Temporary Absence without a revocation.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.c. Number of Community Mobilization programs in operation annually.	12	15	16	15
3.b. Percentage of improved participant outcomes tracked by Community Mobilization programs annually.	60%	71%	80%	93%
5.b. Volume of cases proceeding through alternative processes per quarter.	1,202	1,409	1,250	1,498

Measure(s) Description:

1.c. Number of Community Mobilization programs in operation annually: This measure tracks how many Community Mobilization (CM) programs are actively funded by the department. These programs help to connect at-risk youth, families, and individuals to social services to ensure they are receiving appropriate supports and intervention while improving public safety. The baseline value is the 2021/22 actual. Although the 2023/24 target was not met, the 2023/24 actual demonstrates the department's continued investment in CM programming. In 2023/24 this measure name changed from, "Increase number of Community Mobilization programs in operation."

3.b. Percentage of improved participant outcomes tracked by Community Mobilization programs annually: This measure aims to track improvements for individuals participating in Community Mobilization (CM) programs, by calculating three outcomes including, reductions in charges, reductions in calls for police service, and reductions in involvement with the criminal justice system post-involvement in community mobilization programming. The baseline value is the 2021/22 actual. The 2023/24 actual positively exceeded the 2023/24 target, demonstrating an increase in positive participant outcomes tracked by CM programs. In 2023/24 the measure name changed from, "Increase percentage of Community Mobilization programs tracking participant outcomes," with the measure calculation under review to ensure effectiveness.

5.b. Volume of cases proceeding through alternative processes per quarter: 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 measure is calculated by taking the sum of the total number of diversions for each month of the reporting quarter and dividing by three to obtain the average number per quarter. The baseline was calculated from the average number of diversions from Q1-Q4 of 2021/22. The actual represents a positive increase in the average number of diversions from Q1-Q4 of 2023/24, exceeding the 2023/24 target, due to continued focus of the department on alternatives to the traditional criminal justice system. In 2023/24 this measure name changed from, "Increase the volume of cases proceeding through alternative processes per quarter."

5. Protect Vulnerable Manitobans

Key Initiatives

- **Supporting Families Experiencing Domestic Violence:** A continuum of services is provided for domestic violence victims where criminal charges are pending, to provide the most appropriate support for victims and their families. For 2023/24, this included ongoing comprehensive support to domestic violence victims whose partners are involved in restorative justice proceedings, and for victims whose matters are proceeding through diversion from the criminal system. In partnership with Women and Gender Equity Manitoba (WAGE), regulations under The Disclosure to Protect against Intimate Partner Violence Act (Clare's Law) continued to be co-designed in 2023/24, to ensure persons at risk of intimate partner violence and/or family violence can access their partner's history of violence and be connected with community-based supports.
- **Enhancing Supports for Survivors of Sexual Violence:** The Sexual Violence Prosecution Action Plan works towards minimizing negative experiences for survivors of sexual violence by conducting prosecutions in a trauma-informed manner. The plan was expanded in 2023/24 to include a specific cyber-exploitation strategy. Nine-day sexual violence training was delivered in November 2023 and is being evaluated by the Sexual Violence Working Group.

All sexual violence trials occurring in Winnipeg are referred to the Domestic Violence Trial Unit for prosecution, along with appropriate resources to assist with the cases, such as the Victim Services Branch and community-based agencies. This past fiscal year, Victim Services received funding to create additional opportunities to implement new initiatives under their existing Canada’s Victims Fund project. Enhancements included bolstering the process by which Victim Services provides Independent Counsel to victims of crime, increasing opportunities to support the Manitoba Prosecution Service, and employing a Victim Services Worker who specializes in sexual violence matters. A Sexual Assault Specialist was also actively involved in community engagement in 2023/24 to enhance this pilot project.

- Modernizing Family Law:** Crown Counsel, with the Family Law Section and Legal Services Branch, provides family law advice and legal support for families, including the Family Resolution Service. In 2023/24, the Family Law Section also continued to work with Legislative Counsel to enable new legislation to come into force and develop explanatory materials for the judiciary, family law lawyers, and for the public through updates to the Family Law Manitoba online hub. These developments make family law more accessible for families, encourage out-of-court alternatives to resolve family law disputes, and harmonize Manitoba law with recent changes to federal legislation. In 2023/24, consultations to inform the development of the strategic framework, ‘Family Justice Pathways: An Invitation to Change’, continued. This framework focuses on improving and supporting the long-term safety and well-being of all families, with particular attention on closing access to justice gaps for Manitoba’s low to middle income, Indigenous, newcomer, Francophone, 2SLGBTQIA+, and rural and northern families, as well as survivors of intimate partner and family violence.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.b. Percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) referred to a Family Guide Domestic Violence Specialist annually.	-	100%	100%	100%
5.a. Number of families served by Family Resolution Service annually	17,533	19,401	19,800	21,290

Measure(s) Description:

1.b. Percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) connecting with a Family Guide Domestic Violence Specialist annually: 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. Prior to 2021/22, not all families were first referred to an FG-DVS. Procedures and training have been adjusted to improve results with the 2023/24 actual meeting the 2023/24 target for families who disclose IPV being referred to FG-DVS. In 2023/24 this measure name changed from, “Percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) referred to a Family Guide Domestic Violence Specialist (FG-DVS).”

5.a. Number of families served by Family Resolution Service annually: This measure calculates the number of families served by FRS as equal to the number of child support service files, maintenance enforcement files, and FRS intake files. The baseline value is the 2021/22 actual. The actual for 2023/24 positively exceeded the target for the fiscal year, demonstrating the importance of this service for families. In 2023/24 this measure name changed from, “Increase number of families served by Family Resolution Service annually”.

A Government that Works for You

6. Provide Access to Fair and Just Treatment Before the Law

Key Initiatives

- **Redistributing Proceeds of Crime:** Expansions in the Criminal Property Forfeiture Branch (CPF) in 2023/24 included money laundering investigators and a financial analyst who is responsible for developing and implementing an anti-money laundering initiative to add capacity to complete in-depth investigations of money laundering in Manitoba. In 2023/24 CPF forfeited \$3.97M and disbursed a total of \$3.43M to specific victims, Victim Services, law enforcement agencies and community organizations for crime prevention, victim programs and public safety initiatives. In 2023/24, work also commenced to develop legislation that provides additional tools to disrupt organized crime groups and prevent money laundering.
- **Enhancing Technological Infrastructure:** Implementation of The Integrated Case Management System (ICMS) commenced in 2023/24 fiscal year and is a multi-year effort to modernize court systems by replacing over 25 existing resource-intensive court systems with a single online system. The Weekend Court Pilot Project, a collaborative effort amongst Manitoba Prosecution Service, Legal Aid Manitoba and Courts has concluded and implemented on a full-time basis to ensure file review happens much earlier in the process to resolve the issue of people staying in remand custody on the weekends. The Direct Data Entry Pilot Project (Winnipeg Court Centre) continued in the pilot phase in 2023/24 to reduce wait times for out-of-custody offenders and increase timeliness of criminal matters before the Provincial Court. The Courts Video Conferencing project also continued in 2023/24, with MS Teams video conferencing installation being expanded to external users, including lawyers, court litigants and witnesses for virtual participation in court hearings.
- **Addressing Identification (ID) Gaps for Offenders:** Government-issued identification (ID) is essential to gain access to a wide range of social and governmental services and systems. For individuals who are incarcerated, a lack of ID (i.e., birth certificates, status cards, Manitoba Health cards) creates a critical barrier to accessing these services when released into the community. ID clinics, organized by staff and Resource Facilitators at the correctional centres, continued to be held at both the Women’s Correctional Centre (WCC) and the Headingley Correctional Centre, with Citizen’s Bridge and the John Howard Society visiting each center respectively throughout the 2023/24 fiscal year. The Supporting Employment & Economic Development Winnipeg Inc. and the Southern Chiefs’ Organization also assisted in obtaining Manitoba Health cards and status cards for inmates at the WCC.
- **Strengthening Data Collection and Sharing:** Coordinating the collection and sharing of data with relevant stakeholders is an important mechanism to ensure progress on key modernization priorities for Manitoba Justice. In 2023/24 investments to the department’s business intelligence enhanced capabilities to expand statistical and data solutions across the department and enable collaborative data-sharing cross-jurisdictionally. Additional investments in the Manitoba Criminal Intelligence Centre, strengthen and

support law enforcement related agencies across Manitoba by collecting, uploading, analyzing, and disseminating incoming intelligence on bail reform and other priorities. This past fiscal year Manitoba Justice also continued to invest in bringing stable internet to First Nations across Manitoba with the MKO Starlink initiative. This initiative helps individuals living on MKO First Nations to access justice online, reducing the need for travel and the associated costs.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
3.a. Number of Law Enforcement Review Agency (LERA) community engagement initiatives annually.	2	7	4	7
4.a. The criminal justice system backlog index (proportion of new cases vs disposed cases) annually.	1.01	1.02	0.98	1.02
4.c. Provincial Offences Court (POC) general phone line wait times in minutes on an annual basis.	-	18	20	20
4.d. Percentage of Prosecution files assessed or disposed within 30 days (monthly).	59%	61%	75%	64%
6.b. Percentage of out-of-custody individuals in Winnipeg whose post disposition court orders are processed at a kiosk outside a courtroom.	-	-	100%	10%
7.a. Percentage of e-transfers used for Provincial Court payments annually.	-	17%	8%	18%
7.b. Percentage of correctional management branch policies reviewed and updated every 36 months.	-	31%	30%	57%
8.a. Number of data points published on Justice's criminal justice statistics webpage per quarter.	17	21	34	22
9.a. Percentage of employees up to date on mandatory training.	-	74%	100%	88%
13.a. Average number of court appearances to disposition for Winnipeg matters per quarter.	13	12	10	11

13.b. Average number of court appearances to disposition for regional matters per quarter.	11	11	7	10
13.c. Percentage of Legal Aid Certificates accepted within 3 business days.	74%	86%	75%	85%
14.a. Percent capital budget spent by end of fiscal year.	100%	100%	100%	48%
15.a. Expenditures – actual vs. budget.	102.9%	100%	100%	122%

Measure(s) Description:

3.a. Number of Law Enforcement Review Agency (LERA) community engagement initiatives annually:

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. This measure was discontinued as a performance measure in 2023/24 and will be replaced by an internal facing measure to guide and inform branch operations.

4.a. The criminal justice system backlog index (proportion of new cases vs disposed cases) annually:

The backlog index measures whether the justice system is keeping pace with the volume of new cases entering the system by comparing it to the number of cases being disposed. This measure is calculated by taking the total number of new cases in a year and dividing it by the number of cases disposed (completed) in a year. If there are more new cases that arise in a year versus those disposed, then the backlog index will be above 1.0, meaning that the backlog of pending cases in the system has increased during the year. The baseline value is the 2021/22 actual. The 2023/24 actual demonstrates a slight increase in the backlog index from the 2023/24 target. In 2023/24, the measure name changed from, “Decrease the criminal justice system backlog index (proportion of new cases vs disposed cases).”

4.c. Provincial Offences Court (POC) general phone line wait times in minutes on an annual basis:

With the implementation of a hosted cloud centre, the POC can capture telephone wait times. Reducing wait times for defendants who want to deal with their POC tickets ensure timely access to justice services. The actual for 2023/24 demonstrates the 2023/24 target was met. In 2023/24 the measure name changed from, “Reduce Provincial Offences Court general phone line wait times in minutes.”

4.d. Percentage of Prosecution files assessed or disposed within 30 days (monthly):

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. Baseline is the average percentage from Q1-Q4 of 2021/22. The 2023/24 actual represents the average percentage for Q1-Q4 of 2023/24. Though the 2023/24 target was not met, the actual reflects an overall positive trend increase of files assessed or disposed within 30 days as compared to previous years. In 2023/24 measure name changed from, “Increase percentage of Prosecution files assessed or disposed within 30 days.”

6.b. Percentage of out-of-custody individuals in Winnipeg whose post disposition court orders are processed at a kiosk outside a courtroom:

Currently in Winnipeg, post-disposition court orders for out-of-custody individuals are processed together with those for in-custody individuals.

The 2023/24 actual reflects the piloting of one kiosk project for one courtroom on a non-daily basis to provide a more expedited process for individuals who receive an out-of-custody disposition. This measure was discontinued as a performance measure in 2023/24 and will be replaced by an internal facing measure to guide and inform branch operations.

7.a. Percentage of e-transfers used for Provincial Court payments annually: This measure tracks the percentage of Provincial Court payments received by e-transfer in the Winnipeg Centre. Increasing the percentage provides greater access to justice, simplifies the receipt of revenue, and allows the customer to make payments without needing to attend the court office. The actual for 2023/24 reflects a positive uptake in e-transfers annually, with the 2023/24 target being exceeded. In 2023/24 this measure name changed from, “Increase percentage of e-transfers used for Provincial Court payments.”

7.b. 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. The 2023/24 actual exceeded the 2023/24 target, demonstrating a positive trend as the branch continues to prioritize this project. In 2023/24, this measure transitioned to an internal facing measure and will be utilized at the branch level to inform operations.

8.a. Number of data points published on the criminal justice statistics webpage per quarter: This measure counts the number of data points available to the public on a quarterly basis related to Manitoba’s progress on key criminal justice system metrics. A data point is defined as each new value published each quarter. The metrics are reported on the department’s public facing website at www.gov.mb.ca/justice/cjism, and includes data related to referrals to diversion, recidivism rates, custody populations, remand populations and percentages, time to disposition for Provincial Court and Kings Bench, and serious crimes. This measure calculation also includes 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. The target for 2023/24 was not met; however, new data points for this measure are currently under review by the department for the next fiscal year. In 2023/24 this measure name changed from, “Increase number of data points published.”

9.a. Percentage of employees up to date on mandatory training: 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. This measure was discontinued as a performance measure in 2023/24 and will be replaced by an internal facing measure to guide and inform branch operations.

13.a. Average number of court appearances to disposition for Winnipeg matters per quarter: This measure seeks to optimize the use of justice system resources by reducing the average number of court appearances to disposition quarterly in Winnipeg. Disposition of a file means that the case has been closed. Common reasons of a case being closed includes admission of guilt, dismissal, or conviction. People are required to appear in court in Manitoba regions for a variety of reasons, including allegations made against them that lead to charges and the need to answer to those charges. The Provincial Court has established pre-trial protocols with timelines that range from 6 to 16 weeks, depending on the type of matter. The baseline value of 13 is the average number from Q1-Q4 of 2021/22, and the actual is from Q1-Q4 of 2023/24. Though the 2023/24 target was not met, the actual demonstrates an overall positive trend decrease of appearances per

disposition in Winnipeg from previous years. In 2023/24 measure name changed from, “Reduce average number of court appearances to disposition for Winnipeg matters.”

13.b. Average number of court appearances to disposition for regional matters per quarter: This measure seeks to optimize the use of justice system resources by reducing the average number of court appearances to disposition quarterly in regions across Manitoba. Disposition of a file means that the case has been closed. Common reasons of a case being closed includes admission of guilt, dismissal, or conviction. People are required to appear in court in Manitoba regions for a variety of reasons, including allegations made against them that lead to charges and the need to answer to those charges. The Provincial Court has established pre-trial protocols with timelines that range from 6 to 16 weeks, depending on the type of matter. The baseline value of 11 is the average number from Q1-Q4 of 2021/22. Though the 2023/24 target was not met, the 2023/24 actual demonstrates an overall positive trend decrease of appearances per disposition in regional matters from previous years. In 2023/24 measure name changed from, “Reduce average number of court appearances to disposition for regional matters.”

13.c. Percentage of Legal Aid Certificates accepted within 3 business days: This measure relates to the time between when counsel is notified of the certificate and when that counsel decides to accept or decline the certificate. By regulation a lawyer has seven (7) days to accept or decline a certificate. Counsel can 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. The baseline value reflects the 2021/22 actual. The 2023/24 actual exceeded the 2023/24 target, demonstrating a continuing positive trend. In 2023/24 this measure name changed from, “Increase percentage of Legal Aid Certificates accepted within 3 business days.”

14.a. Percent capital budget spent by end of fiscal year: This measure calculates the percentage of total capital budget spent each year. The baseline is based on the 2021/22 actual. The capital surplus in 2023/24 was due to project deferrals because of construction requirements and the reprioritization of capital projects across the department. In 2023/24, this measure transitioned to an internal facing measure and will be utilized by the department to inform operations.

15.a. Expenditures – actual vs. budget: Annual department-wide operational expenditures must match Public Accounts and Summary Budget. This measure is calculated by taking total expenditures and dividing it by the total budget. The 2023/24 actual reflects over expenditures due to increase in operating costs on contingent liability as outlined in the Departmental Actual Expenditures explanation. In 2023/24, this measure transitioned to an internal facing measure and will be utilized by the department to inform operations.

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

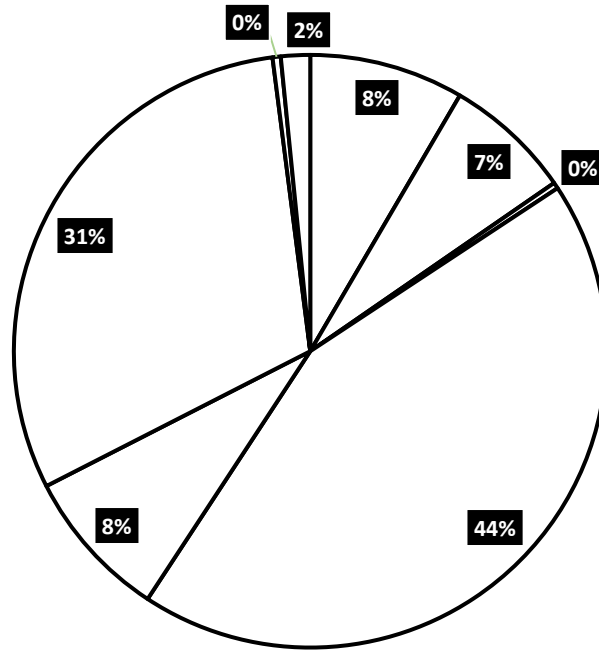
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2023-24 Actual	2022-23 Actual
04-1 Corporate and Strategic Services	64,861	53,403	(32,429)	85,835	78,235
04-2 Crown Law	70,927	-	-	70,927	52,371
04-3 Legislative Council	3,392	-	-	3,392	3,151
04-4 Correctional Services	443,432	-	-	443,432	266,359
04-5 Courts	83,916	-	-	83,916	78,070
04-6 Public Safety	310,565	-	-	310,565	257,562
Costs Related to Capital Assets (NV)	4,529	-	-	4,529	2,818
Interfund Activity	-	-	16,200	16,200	20,600
TOTAL	981,622	53,403	(16,229)	1,018,796	759,166

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2023-24, Actuals



0%	Legislative Counsel
0%	Costs Related to Capital Assets (NV)
2%	Interfund Activity
7%	Crown Law
8%	Corporate and Strategic Services
8%	Courts
31%	Public Safety
44%	Correctional Services

Summary of Authority

Part A – Operating	2023-24 Authority \$ (000s)
2023-24 MAIN ESTIMATES – PART A	
Allocation of funds from:	
Corporate and Strategic Services (04.1)	64,927
Crown Law (04.2)	57,955
Legislative Counsel (04.3)	3,393
Correctional Services (04.4)	287,198
Courts (04.5)	82,915
Public Safety (04.6)	314,143
Sub-total	810,531
In-year re-organization from:	
NIL	-
Sub-total	-
2023-24 Authority	810,531

Part B – Capital Investment	2023-24 Authority \$(000s)
2023-24 MAIN ESTIMATES – PART B	
Allocation of funds from:	
General Assets	5,037
Subtotal	5,037
In-year re-organization from:	
NIL	-
Subtotal	-
2023-24 Authority	5,037

**2023-24 Authority
\$(000s)**

Part D – Other Reporting Entities Capital Investment

2023-24 MAIN ESTIMATES – PART D	76,035
In-year re-organization from:	
NIL	-
Subtotal	76,035
2023-24 Authority	76,035

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

Detailed Summary of Authority	Printed Estimates 2023-24	In-Year Re-organization	Virement	Enabling Authority	Authority 2023-24	Supplementary Estimates
Part A – Operating (Sums to be Voted)						
1. Corporate and Strategic Services	68,075	-	(3,600)	452	64,927	-
2. Crown Law	61,203	-	(5,284)	2,036	57,955	-
3. Legislative Counsel	3,841	-	(453)	5	3,393	-
4. Correctional Services	241,187	-	21,157	24,854	287,198	-
5. Courts	86,498	-	(4,751)	1,168	82,915	-
6. Public Safety	307,188	-	(7,069)	14,024	314,143	-
Subtotal	767,992	-	-	42,539	810,531	-
Part A – Operating (NV)	3,345	-	-	-	3,345	-
TOTAL Part A - Operating	771,337	-	-	42,539	813,876	-
Part B – Capital Investment	5,037	-	-	-	5,037	-
Part D – Other Reporting Entities Capital Investment	76,035	-	-	-	76,035	-

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
	04-1 Corporate and Strategic Services				
42	(a) Minister's Salary	50	44	6	
	(b) Executive Support				
1,368	Salaries and Employee Benefits	1,413	1,424	(11)	
117	Other Expenditures	65	90	(25)	
	(c) Financial & Administrative Services				
4,044	Salaries and Employee Benefits	4,217	3,070	1,147	1
6,906	Other Expenditures	8,224	7,928	296	
	(d) Information Systems				
1,880	Salaries and Employee Benefits	1,182	1,126	56	
8,108	Other Expenditures	11,468	11,726	(258)	
	(e) Legal Aid Manitoba				
17,658	Salaries and Employee Benefits	14,227	14,160	67	
18,431	Other Expenditures	17,357	17,196	161	
	(f) Office of the Chief Medical Examiner				
1,855	Salaries and Employee Benefits	1,916	1,738	178	
3,756	Other Expenditures	4,152	4,175	(23)	
	(g) Regulatory Accountability Secretariat				
651	Salaries and Employee Benefits	519	769	(250)	
111	Other Expenditures	71	126	(55)	2
64,927	Subtotal 04-1	64,861	63,572	1,289	
	04-2 Crown Law				
	(a) Manitoba Prosecution Service				
39,343	Salaries and Employee Benefits	39,005	35,326	3,679	3
3,954	Other Expenditures	17,087	3,506	13,581	4
15	Grant Assistance	15	15	-	
	(b) Crown Law Analysis and Development				
740	Salaries and Employee Benefits	766	692	74	
106	Other Expenditures	21	59	(38)	5
	(c) Legal Services				
11,816	Salaries and Employee Benefits	12,013	10,629	1,384	6
731	Other Expenditures	637	705	(68)	
95	Grant Assistance	95	85	10	
(486)	Less: Recoveries	(451)	(391)	(60)	
	(d) Manitoba Human Rights Commission				
1,459	Salaries and Employee Benefits	1,449	1,347	102	

182	Other Expenditures	290	251	39	
57,955	Subtotal 04-2	70,927	52,224	18,703	
	04-3 Legislative Counsel				
	(a) Legislative Counsel				
3,172	Salaries and Employee Benefits	3,148	2,881	267	
221	Other Expenditures	244	270	(26)	
3,393	Subtotal 04-3	3,392	3,151	241	
	04-4 Correctional Services				
	(a) Executive and Financial Services				
2,992	Salaries and Employee Benefits	3,214	2,936	278	
3,372	Other Expenditures	2,031	1,036	995	7
73	Grant Assistance	73	73	-	
	(b) Custody Corrections				
232,986	Salaries and Employee Benefits	234,200	216,431	17,769	8
21,990	Other Expenditures	177,627	20,285	157,342	9
-	Grant Assistance	-	192	(192)	10
	(c) Community Corrections				
21,274	Salaries and Employee Benefits	21,693	21,062	631	
2,234	Other Expenditures	2,272	1,813	459	11
2,277	Grant Assistance	2,322	2,050	272	
287,198	Subtotal 04-4	443,432	265,878	177,554	
	04-5 Courts				
	(a) Executive, Policy and Financial Services				
2,816	Salaries and Employee Benefits	1,773	1,634	139	
327	Other Expenditures	119	1,432	(1,313)	12
	(b) Manitoba Court Operations				
14,297	Salaries and Employee Benefits	15,208	13,536	1,672	13
1,873	Other Expenditures	3,122	1,693	1,429	14
-	Grant Assistance	-	960	(960)	
	(c) Judicial Services				
26,891	Salaries and Employee Benefits	30,750	28,380	2,370	15
1,845	Other Expenditures	2,063	1,835	228	
47	Grant Assistance	47	43	4	
	(d) Sheriff Services				
11,583	Salaries and Employee Benefits	11,866	12,298	(432)	
1,660	Other Expenditures	1,707	1,680	27	
	(e) Family Resolutions Services				
5,611	Salaries and Employee Benefits	5,628	5,112	516	16
1,991	Other Expenditures	1,501	1,202	299	17
	(f) Victim Services				
6,561	Salaries and Employee Benefits	5,993	5,555	438	
6,467	Other Expenditures	3,211	2,219	992	18

946	Grant Assistance	928	491	437	19
82,915	Subtotal 04-5	83,916	78,070	5,846	
	04-6 Public Safety				
	(a) Executive and Financial Services				
578	Salaries and Employee Benefits	399	459	(60)	
56	Other Expenditures	282	35	247	20
	(b) Provincial Policing				
103	Salaries and Employee Benefits	80	-	80	
279,864	Other Expenditures	277,181	230,184	46,997	21
110	Grant Assistance	110	35	75	22
	(c) Policing Services and Public Safety Bilateral Funding Agreements				
6,277	Other Expenditures	6,285	8,837	(2,552)	23
-	Grant Assistance	-	(35)	35	
	(d) Policing Services and Public Safety				
3,051	Salaries and Employee Benefits	3,298	2,923	375	
657	Other Expenditures	616	(214)	830	24
	(e) Law Enforcement Review Agency				
270	Salaries and Employee Benefits	293	295	(2)	
33	Other Expenditures	30	(65)	95	25
	(f) Manitoba Police Commission				
128	Salaries and Employee Benefits	150	263	(113)	26
39	Other Expenditures	25	26	(1)	
	(g) Independent Investigation Unit				
1,820	Salaries and Employee Benefits	2,260	1,930	330	
500	Other Expenditures	277	269	8	
	(h) Crime Prevention				
524	Salaries and Employee Benefits	287	363	(76)	
1,533	Other Expenditures	775	290	485	27
4,820	Grant Assistance	4,796	1,188	3,608	28
	(i) Security and Intelligence Branch				
9,412	Salaries and Employee Benefits	9,238	8,232	1,006	29
978	Other Expenditures	1,478	2,513	(1,035)	30
(1,475)	Less: Recoveries	(227)	(976)	749	31
	(j) Manitoba Criminal Intelligence Centre				
869	Salaries and Employee Benefits	317	203	114	32
2,562	Other Expenditures	1,113	39	1,074	33
	(k) Criminal Property Forfeiture Unit				
1,014	Salaries and Employee Benefits	853	661	192	
420	Other Expenditures	649	252	397	34
314,143	Subtotal 04-6	310,565	257,707	52,858	
3,345	04-7 Costs Related to Capital Assets	4,529	2,818	1,711	35
813,876	Total Expenditures	981,622	723,420	258,202	

Explanation(s):

1. Increased salary costs related to MGEU pay increase, retirement and vacation pay.
2. Decreased operating expenditures related to IT professional services.
3. Increased salary costs related to MGEU and MACA pay increase; as well as funding for the public safety initiative positions.
4. Increased operating costs due to contingent liability.
5. Decreased operating costs related to expenditure management savings.
6. Increased salary costs related to MGEU and MACA pay increase, vacancies filled, severance and vacation pay.
7. Increased operating costs related to training stipend for correctional officers.
8. Increased salary costs related to MGEU pay increase, corrections interest arbitration, and overtime.
9. Increased operating costs related to litigation claim.
10. Decreased grant assistance related to Main Street Project funding moved to Families.
11. Increased operating costs related to transportation and communication.
12. Decrease in operating costs related to expenditure management savings.
13. Increased salary costs related to MGEU pay increase, vacation pay, and overtime.
14. Increased operating costs related to Indigenous Court Worker program, paid as a grant in 22/23.
15. Increased salary costs related to JCC11 pay increase and funding for two judiciary positions.
16. Increased salary costs related to MGEU pay increase and overtime.
17. Increased operating costs related to new service and provider agreement.
18. Increased operating costs related to 22/23 internal reorganization as well as transportation and communication.
19. Increased grant assistance related to reclassification of continuing service agreements to grants, offset by 22/23 internal reorganization.
20. Increased operating expenditures due to office renovation and relocation project.
21. Increased operating costs due to increase in PPSA and funding for municipalities.
22. Increased grant assistance related to program expenditures.
23. Decreased operating costs due to internal realignment of resources for a program in 22/23.
24. Increased operating costs related to 22/23 internal reorganization.
25. Increased operating costs related to 22/23 internal reorganization.
26. Decreased salary costs related to 22/23 internal reorganization.
27. Increased operating costs related to program expenditures.
28. Increased grant assistance due to internal realignment of resources for a program in 22/23.
29. Increased salary costs related to MGEU pay increase.
30. Decreased operating costs related to protection and security demand.
31. Decreased demand for recoverable protection and security.
32. Increased salary costs related to filled vacancies.
33. Increased operating costs related to seconded positions.
34. Increased operating costs related to program expenditures and seconded positions.
35. Write-off of a project, partially offset of delay in other projects' completion.

Overview of Capital Investments

	2023-24 Actual \$(000s)	2023-24 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Part B – Capital Investment				
Provides for Equipment Acquisition	2,437	5,037	(2,600)	1

Explanation(s):

1. Capital surplus due to project deferrals caused by change in construction requirements and reprioritization of capital projects across the Department.

	2023-24 Actual \$(000s)	2023-24 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Part D – Other Reporting Entities Capital Investment				
Provides for Manitoba Public Insurance	27,454	76,035	(48,581)	1

Explanation(s):

1. Delay on major projects and funds will be incurred in subsequent fiscal year.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Actual 2022-23	Actual 2023-24	Increase/ (Decrease)	Expl. No.	Source	Actual 2023-24	Estimate 2023-24	Variance Over/(Under)	Expl. No.
Taxation								
-	-	-		Subtotal	-	-	-	
Other Revenue								
82	178	96	1	Escheats to the Crown	178	50	128	7
34,462	49,801	15,339	2	Fines and Costs	49,801	35,000	14,801	8
2,941	3,043	102		Law Fees	3,043	3,216	(173)	
5,471	5,404	(67)		Sundry	5,404	4,960	444	
2,856	2,656	(200)		Cost Recovery from Municipalities	2,656	2,856	(200)	
7,037	7,039	2		Victim Services	7,039	7,800	(761)	
52,849	68,121	15,272		Subtotal	68,121	53,882	14,239	
Government of Canada								
571	511	(60)		Indigenous Court Worker Program	511	493	18	
4,582	2,950	(1,632)	3	Guns and Gang Violence Action Fund	2,950	4,597	(1,647)	9
9,503	11,518	2,015	4	Legal Aid Agreement	11,518	11,518	-	
3,087	3,367	280		Special Projects	3,367	3,200	167	
11,485	8,313	(3,172)	5	Youth Justice Services and Programs Agreement	8,313	8,313	-	
2,071	1,676	(395)		Canadian Family Justice Fund/Supporting Families Initiative	1,676	1,197	479	10
1,201	1,610	409	6	Victim Services	1,610	2,427	(817)	11
2,071	2,129	58		First Nations Safety Officer Program	2,129	1,430	699	12
940	767	(173)		Drug Impaired Driving Program	767	971	(204)	13
35,511	32,841	(2,670)		Subtotal	32,841	34,146	(1,305)	
88,360	100,962	12,602		Total Revenue	100,962	88,028	12,934	

Explanation(s):

1. Increase in the number of estates written off to the Crown.
2. Increase is due to the impact of PS 3400 Revenue accounting standard, which recognizes revenue on accrual basis.
3. Decrease is due to overpayment from 2022-23, considering the 20% of the funding carried over to next fiscal.
4. Increase in funding that Manitoba received as announced in Federal Budget 2022.
5. Decrease is due to 2021-22 outstanding payment received in 2022-23.
6. Increase in expenditures that are recoverable from Canada.
7. Increase in the number of estates written off to the Crown.
8. Increase is due to the impact of PS 3400 Revenue accounting standard, which recognizes revenue on accrual basis.
9. Decrease is due to overpayment from 2022-23, considering the 20% of the funding carried over to next fiscal.
10. Increase in expenditures that are recoverable from Canada.
11. Decrease in revenue as agreements were not implemented in time to fully maximize the recovery from Canada.
12. Increase related to the new First Nations and Inuit Policing Program funding agreement with Canada.
13. Decrease in revenue due to reduced expenditures that are recoverable from Canada.

Departmental Program and Financial Operating Information

Corporate and Strategic Services

The Corporate and Strategic Services Division provides for the executive and policy direction and co-ordination for all departmental programs. The division provides leadership and support in financial planning, central accounting, budgetary and financial management services, records management, privacy matters and proactive disclosure, regulatory accountability, information technology development, and computer services. The division advances strategic innovation initiatives and provides outcome results for departmental programs. It protects the rights of individuals who could not otherwise afford counsel. It investigates all unexpected, unexplained, and violent deaths.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
04-1-a Minister's Salary	50	1.00	42
04-1-b Executive Support	1,478	10.00	1,485
04-1-c Financial & Administrative	12,441	60.00	10,950
04-1-d Information Systems	12,650	18.00	9,988
04-1-e Legal Aid Manitoba	31,584	-	36,089
04-1-f Office of the Chief Medical Examiner	6,068	18.00	5,611
04-1-g Regulatory Accountability Secretariat	590	-	762
TOTAL	64,861	107.00	64,927

Minister's Salary

This Branch represents the interests and perspectives of Manitoba Justice at Cabinet. It represents the interests and perspectives of Cabinet to the department and the department's communities of interest. As the chief law officer of Manitoba, the branch advises Cabinet to ensure the rule of law is maintained and that Cabinet actions are consistent with the law and the Constitution Act, 1867 and 1982. It also administers statutes for which the Minister is responsible.

1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	50	1.00	42	8	
Total Sub-Appropriation	50	1.00	42	8	

Executive Support

The Executive Support Branch ensures the department's activities are consistent with its vision, mission and guiding principles. The branch monitors the strategies for the delivery of justice programs to the public to ensure uniform standards, adequate support and consistency in program delivery. It coordinates and manages the activities of the department. It provides interpretation and direction on policy development to senior executive and program management of the department.

1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	1,413	10.00	1,368	45	
Other Expenditures	65	-	117	(52)	1
Total Sub-Appropriation	1,478	10.00	1,485	(7)	

Explanation(s):

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

Financial and Administrative Services

Financial and Administrative Services oversees the department's financial and comptrollership operations to ensure appropriate financial accountability and control processes are in place to protect the financial and physical assets of the department and provides corporate support and advice on financial and comptrollership issues to program areas. It oversees the department's administrative operations and reporting, including, procurement planning and reporting, contracts, fleet vehicles and parking, leases for space and equipment, physical asset inventories, insurance, workplace safety and health, and related staff training. The area provides corporate services including records management, regulatory accountability, coordination of departmental compliance with The Freedom of Information and Protection of Privacy Act and investigation of disclosures made by Justice employees under The Public Interest Disclosure (Whistle-blower Protection) Act. It provides strategic services in support of improving management processes in the department including strategic planning and alignment, advancing technological innovation, development of and reporting on performance, leading continuous improvement efforts, Business Continuity Planning, and monitoring and reporting of key metrics.

Key Results Achieved

- The Accounts Payable unit processed over 42,253 documents.
- The Policy, Legislation, and Regulatory Accountability unit provided support to all areas of Justice, completing over 912 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 242 access to information requests received throughout the year and maintained 95 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 Business Intelligence unit remains committed to actively publishing criminal justice metrics to the public, thereby enhancing transparency, and has provided valuable knowledge and expertise to several working groups throughout the 2023-2024 period, resulting in positive impacts on the public.
- The division led implementation of the whole-of-government Performance Measurement framework for Manitoba Justice, by coordinating the development, refinement, and reporting of performance measures to ensure alignment with provincial priorities and mandates at the department, division and branch level over the last year.
- Contract and Purchasing Services (CPS) provides central purchasing, contract management, administrative services, and control functions for the department and provides support and capacity to the divisions by removing much of the required preparation and process to purchase operational goods and services, finalize contracts to completion and increase invoice payment efficiency. Here are just a few highlights of the work done by CPS in 2023-2024:
 - 771 standard purchase orders created for general goods and services and contracts.
 - 835 Release Purchase Orders created for general goods and services.
 - 3,841 Goods receipts created against PO based contracts and good and services.
 - 91 Non-PO cheque request verifications.
 - 157 non-PO payments processed.
 - Requested by Purchasing and Supply Chain, CPS has been involved in 67 government wide purchasing committees, identified as subject matter experts.
 - CPS also provided over 61 hours of purchasing and SAP training.

1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,217	60.00	4,044	173	
Other Expenditures	8,224	-	6,906	1,318	1
Total Sub-Appropriation	12,441	60.00	10,950	1,491	

Explanation(s):

1. Increased air services expenditures

Information Systems

Information Systems provides leadership, direction, advice, guidance and support for technology related initiatives and requests. The Branch supports the operation and enhancement of business systems used by the department. It manages information and communication technology (ICT) expenditures for the department.

Key Results Achieved

- A project to replace legacy Court IT systems continued. 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 to implement a data analytics system for the Public Safety division continued.
- A project to evaluate and procure a digital evidence management system (DEMS) continued.
- A project to allow electronic import of disclosure documents from external agencies into the Prosecutions Information Scheduling and Management System (PRISM) database continued. 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 continued.
- A project to replace the Office of the Chief Medical Examiner application continued.
- A project to replace the Crown Law legal billing system continued.

1(d) Information Systems

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,182	18.00	1,880	(698)	1
Other Expenditures	11,468	-	8,108	3,360	2
Total Sub-Appropriation	12,650	18.00	9,988	2,662	

Explanation(s):

1. Savings from vacant and under filled positions
2. Computer related charges

Legal Aid Manitoba

Legal Aid Manitoba (LAM) delivers legal advice and representation services for criminal, child protection, family, poverty law, immigration and refugee, and public interest matters to individuals and groups based on financial eligibility guidelines and merit criteria (in accordance with the Legal Aid Manitoba Act and Regulation) through a competitive business model using staff and private bar lawyers. LAM provides legal services to a variety of community organizations and groups through the Public Interest Law Centre in the areas of housing, mental health, poverty law issues, systemic issues, disability rights, consumer matters, environmental matters, and Indigenous issues.

Key Results Achieved

- The immigration tariff was reviewed through a lengthy consultative process. While the costs of providing assistance with refugee and deportation matters is funded by the Federal Government, the maintenance of a reasonable tariff, taking into account the increasing complexities in the law, is important to the overall ability of LAM to provide all legal services. Newcomers to Manitoba are also becoming of greater importance to making up the provincial workforce shortage and providing an appropriate level of service is vital to the province as a whole. A new tariff based on this consultative process will be implemented effective April 1, 2024.

- LAM collaborated with other Departments within the Province to begin development of a project to provide better immigration and refugee services.
- LAM has continued to pursue improved relationships with Manitoba’s Indigenous Communities and Leadership. Ongoing meetings between both special project counsel and various communities and the Leadership team and First Nations Leadership continues.
- For the first time, LAM, in conjunction with the Manitoba Bar Association, and the Manitoba Court of King’s Bench Family Division, sponsored a one-day family law seminar for counsel to improve their basic skills in family law. LAM’s involvement meant a significantly reduced cost for participants which made it possible for junior counsel, often working as sole practitioners, to attend and learn about family law in Manitoba. The event had over 90 participants and was considered a great success. Another conference is being planned for early 2025.
- A project to equip all legal staff with laptops and peripherals to allow them to conduct paperless trials continued.
- 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 on a moment’s notice should the need arise. LAM anticipates cost savings of approximately \$25,000 annually once this project is complete.

1(e) Legal Aid Manitoba

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	14,227	-	17,658	(3,431)	1
Other Expenditures	17,357	-	18,431	(1,074)	2
Total Sub-Appropriation	31,584	-	36,089	(4,505)	

Explanation(s):

1. Savings from vacant and under filled positions
2. General volume decrease – private bar market share

Office of the Chief Medical Examiner

The Office of the Chief Medical Examiner (OCME) conducts inquiries into all reportable deaths, and further investigations where required. The OCME conducts monthly children’s, adult and geriatric inquest review committee meetings. It also orders post-mortem examinations where necessary, including toxicological analysis of specimens.

Key Results Achieved

- The office continued to provide regular preliminary data on substance-related deaths to Public Health and Housing, Addictions, and Homelessness.
- 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 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,916	18.00	1,855	61	
Other Expenditures	4,152	-	3,756	396	
Total Sub-Appropriation	6,068	18.00	5,611	457	

Regulatory Accountability Secretariat

The Regulatory Accountability Secretariat supports the Statutes and Regulations Review Board and coordinates initiatives to advance regulatory accountability across government. The Secretariat facilitate the legislative and regulatory development process and the tracking of regulatory requirements across government.

As a result of government reorganization, the Regulatory Accountability Secretariat was dissolved, the counting of regulatory requirements was discontinued in the fiscal year, and the associated performance measure was concurrently discontinued.

Regulatory Accountability Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	519	-	651	(132)	
Other Expenditures	71	-	111	(40)	
Total Sub-Appropriation	590	-	762	(172)	

Crown Law

Crown Law provides for the administration of criminal justice in Manitoba. The division prosecutes offences under provincial statutes and the Criminal Code of Canada and other federal statutes. It provides specialized legal services, policy development and analysis, and programs that protect the rights of Manitobans. The division advises the government on modernization and improvement to provincial laws. It provides legal advice and services to all departments and agencies on civil, family, and constitutional law matters.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual	FTEs	\$(000s)
	\$(000s)		
04-2-a Manitoba Prosecution Service	56,107	350.00	43,312
04-2-b Crown Law Analysis and Development	787	10.00	846
04-2-c Legal Services	12,294	99.00	12,156
04-2-d Manitoba Human Rights Commission	1,739	21.50	1,641
TOTAL	70,927	480.50	57,955

Manitoba Prosecution Service

Manitoba Prosecution Service reviews police investigative reports and gives legal advice on the laying of criminal and provincial act charges. The branch prosecutes or otherwise responsibly and effectively resolves alleged breaches of the Criminal Code of Canada, the Youth Criminal Justice Act or provincial legislation, in a timely manner. It conducts appeals to the Manitoba Court of Appeal and Supreme Court of Canada related to the prosecution of Criminal Code, Youth Criminal Justice Act, or provincial act offences.

Key Results Achieved

- A Firearms Strategy was implemented, resulting in enhanced province-wide training, resources and support by the Firearms Coordinator and the Criminal Organization and High-Risk Offender Unit.
- A Cyber-Exploitation 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 resulted in many recommendations being implemented to improve the culture of our workplace.

2(a) Manitoba Prosecution Service

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	39,005	350.00	39,343	(338)	
Other Expenditures	17,087	-	3,954	13,133	1
Grant Assistance	15	-	15	-	
Total Sub-Appropriation	56,107	350.00	43,312	12,795	

Explanation(s):

1. Increased operating costs related to contingent liability.

Crown Law Analysis and Development

Crown Law Analysis and Development (CLAD) conducts legal research, undertakes analysis of legislation, case law and legal issues, and provides commentary, options, recommendations and assistance on civil law and criminal law related issues for the Minister, the Deputy Minister, and senior managers. CLAD co-ordinates the operations of the Community Notification Advisory Committee and the operations of the Manitoba provincial sex offender website.

Key Results Achieved

- Supported Manitoba's participation in the October 2023 meeting of Federal, Provincial, Territorial (FPT) Ministers responsible for Justice and Public Safety.
- Supported Manitoba's participation in the June 2023 meeting of FPT Ministers responsible for Human Rights.
- Assisted the Deputy Minister at the May 2023 and December 2023 meetings of FPT Deputy Ministers responsible for Justice and Public Safety and at other FPT Deputy Minister meetings throughout the year.
- Supported the Deputy Minister's participation in the Canadian delegation for Canada's fourth Universal Periodic Review at the United Nations Human Rights Council in Geneva.
- 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, Sentencing High Risk Offender and Online Child Sexual Exploitation Working Groups.
- Participated in monthly meetings of the Continuing Committee of Officials on Human Rights and assisted the Assistant Deputy Attorney General at quarterly meetings of the Senior Officials Committee for Human Rights.
- Participated in regular meetings of the Advisory Group on Private International Law and the Uniform Law Conference of Canada - Civil Section Steering Committee.
- Assisted the department in its review of the Government of Canada's commitments in relation to bail reform and led the analysis of new federal legislation pertaining to criminal law matters.

- Assisted the department in respect of Bill 43, The Provincial Offences Amendment Act (2), which received Royal Assent on May 30, 2023. The amendments enabled First Nations to have contraventions of their laws dealt with under The Provincial Offences Act, which allows charges to be laid using tickets and provides additional enforcement options to collect unpaid fines.
- Represented the department on the Manitoba Provincial Road Safety Committee.
- 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 matters.

2(b) Crown Law Analysis and Development

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	766	10.00	740	26	
Other Expenditures	21	-	106	(85)	1
Total Sub-Appropriation	787	10.00	846	(59)	

Explanation(s):

1. Decreased operating costs related to expenditure management.

Legal Services

Legal Services functions as the law firm for government by providing services in a variety of areas including but not limited to Aboriginal law, access to information and privacy law, administrative law, civil litigation, constitutional law, contracts and agreements, conveyancing, criminal property forfeiture, family law, information technology, and international law.

Key Results Achieved

- Legislative Development of:
 - Amendments to The Child and Family Services Act, The Court of King's Bench Act, and The Provincial Court Act – in force May 30, 2023 - aimed at supporting Indigenous governing bodies exercising their own jurisdiction over child and family services and responding to changes in former federal Bill C-92, An Act respecting First Nations, Inuit and Métis children, youth and families.
 - The Family Law Regulation, the Manitoba Child Support Guidelines Regulation, the Support Enforcement Regulation and the Inter-jurisdictional Support Orders Regulation, amendment to enable the July 1, 2023, proclamation of The Family Law Act, The Support Enforcement Act, and the Inter-Jurisdictional Support Orders Amendment Act.
 - The International Child Support and Family Maintenance Regulation to enable proclamation of The International Child Support and Family Maintenance (Hague Convention) Act, and implementation of a new Hague Convention into Manitoba law February 1, 2024.
 - Bill 26, The Limitations Amendment and Public Officers Act, came into force on May 30, 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.
- Provided legal advice and support to Government respecting the development and implementation of a new, modernized health card, including plastic and digital options.
- Provided legal support for humanitarian search of Prairie Green Landfill.
- Provided legal advice for major infrastructure projects, including Lake Manitoba / Lake St. Martin Outlet Channels and perimeter highway interchanges.
- Supported negotiation and documentation of major information technology projects, including SAP Order Forms project, Salesforce Infrastructure as a Service Agreement, Computer Assisted Mass Appraisal System, Enterprise Project Management System and Manitoba Grants Online.
- Protection of TRACIA'S TRUST (word mark) and TRACIA'S TRUST (turtle design) as official marks.

2(c) Legal Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	12,013	99.00	11,816	197	
Other Expenditures	637	-	731	(94)	
Grants	95	-	95	-	
Less: Recoveries	(451)	-	(486)	35	
Total Sub-Appropriation	12,294	99.00	12,156	138	

Manitoba Human Rights Commission

The Manitoba Human Rights Commission provides information and resources to the public about human rights principles and The Human Rights Code and assists the public to identify and frame their complaints based on human rights principles and law, offering referrals to other agencies as appropriate. It offers mediation to parties at various stages in the process with an emphasis on early resolution of complaints and public interest remedies. The commission investigates complaints of discrimination and determines if there is sufficient evidence to warrant an adjudication hearing before the Human Rights Adjudication Panel. It represents the public's interest in the adjudication of complaints before the Human Rights Adjudication Panel. 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. A 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 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,449	21.50	1,459	(10)	
Other Expenditures	290	-	182	108	1
Total Sub-Appropriation	1,739	21.50	1,641	98	

Explanation(s):

1. Increased operating costs related to outside legal costs, offset by expenditure management savings.

Legislative Counsel

Legislative Counsel provides drafting services for Bills and regulations for all government departments and provides related legal advice. It provides legislative and parliamentary translation services to the government and the Legislative Assembly. Legislative Counsel is the Law Officer of the Legislative Assembly. It prepares Bills and enactments for print publication. It operates and publishes to the Manitoba Laws website, an official source of the laws of Manitoba.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual	FTEs	\$(000s)
	\$(000s)		
04-3-a Legislative Counsel	3,392	34.00	3,393
TOTAL	3,392	34.00	3,393

Explanation(s):

3(a) Legislative Counsel

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)				
Salaries and Employee Benefits	3,148	34.00	3,172	(24)	
Other Expenditures	244	-	221	23	
Total Sub-Appropriation 04-3	3,392	34.00	3,393	(1)	

Legislative Counsel branch

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 and supports both the operations of the Statutes and Regulations Review Board and the public consultation process for proposed regulations. The branch prepares final texts of all laws for publication in print and on the Manitoba Laws website.

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

Key Results Achieved

- Prepared the French version of all bills, acts and regulations, as well as rules of procedure for courts and administrative tribunals and some orders.
- Ensured all documents needed in the Legislative Assembly are available in French, including preparation of the French version of the orders of the day, votes and proceedings of the Assembly, and rulings of the Speaker.
- Drafted and translated 28 government bills and 20 private members bills.
- Drafted and translated approximately 156 regulations.

Correctional Services

Correctional Services provides for the protection of society by delivering correctional services and programs. It is responsible for the care and control of adult and young offenders serving custodial dispositions or detained in custody pending a court decision, provides community correctional services, programs, recruitment and training of correctional staff, and Indigenous and community justice programming.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
04-4-a Executive and Financial Services	5,318	27.00	6,437
04-4-b Custody Corrections	411,827	1,519.75	254,976
04-4-c Community Corrections	26,287	292.60	25,785
TOTAL	443,432	1,839.35	287,198

Executive and Financial Services

Executive and Financial Services provides divisional comptrollership and human resource planning, staff training, information systems management and program and policy development. The branch coordinates the integration of services to all branches including developing annual capital plans, budget submissions and forecasting, expenditure oversight and coordination of contracts including but not limited to medical and reintegration programs.

Key Results Achieved

- The Executive and Financial Services branch fully implemented the stipend program in Central Training that provides financial support to individuals training to become correctional officers/juvenile counsellors, enhancing employment accessibility for aspiring correctional officers/juvenile counsellors.
- The branch developed capacity building to allow for clearly defined roles and responsibilities for the effective and efficient management of vendor payments in order to maintain positive relationships with external partners and clients.
- The Program and Policy Unit successfully completed all contracts requiring tendering processes within target in the 2023/24 fiscal year, ensuring smooth continuation of contracts and critical service provision of all branches, including essential services such as medical and dental contracts.
- The Program and Policy Unit developed a standardized process for updating all long-standing policies, forms and appendices across the division.
- The Program and Policy Unit developed the capacity to centralize all communications related to Restorative Justice contracts, performance measurement systems and other divisional and department-wide reporting.
- The Youth Justice Branch continued to work with Manitoba Keewatinowi Okimakanak (MKO) Inc. to create and implement a youth healing lodge in Thompson as announced in March 2022. The youth healing lodge is dedicated to decreasing the number of youth who are incarcerated in Manitoba and to addressing the overrepresentation of Indigenous youth in custody. The branch is working closely

with MKO to lead this initiative, which is designed to bring much needed justice and healing resources to the north and establish community-based open custody.

- The branch continued to work in partnership with MKO on the Kakiskinawtahitonan Program (We Will Show You the Way). The program provides youth involved within the Justice system culturally appropriate and reconciled programming designed to meet the healing and wellness needs of young offenders, with the goal of reducing their involvement in the justice system, and connecting them to their culture, community and positive identity as an Indigenous youth. The program uses a two-eyed seeing approach, blending Indigenous knowledge, wisdom and healing practices together with Western treatment modalities to support a child centered, individual and holistic approach to wellness and healing.

4(a) Executive and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,214	27.00	2,992	222	
Other Expenditures	2,031	-	3,372	(1,341)	1
Grant Assistance	73	-	73	-	
Total Sub-Appropriation	5,318	27.00	6,437	(1,119)	

Explanation(s):

1. Decreased operating costs related to expenditure management.

Custody Corrections

Custody Corrections provides an integrated security environment for the protection of staff and inmates. It provides a system of inmate care and rehabilitation, including regulations and policies governing their social wellbeing and health. The branch provides inmate programs and counselling to assist dealing with criminogenic needs and issues that resulted in incarceration.

Key Results Achieved

- Custody Corrections conducted a stand-alone training class for Correctional Officers at Brandon Correctional Centre to assist citizens of Western Manitoba in attending Corrections training in or near their home community.
- Custody Corrections conducted a second 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.
- Custody Corrections partnered with Mother Ink Tattoo Removal to pilot a project for tattoo removal at Headingley Correctional Centre with plans to expand to other centres.
- The branch continued to progress with healing lodge projects at correctional centres in Brandon and The Pas that will provide cultural connection and support for Indigenous offenders in those facilities while aiming to reduce their risk to reoffend.

- The branch began work with End Homelessness to give further support to inmates once they are released from custody centres.
- The branch partnered with Manitoba Keewatinowi Okimakanak (MKO) Inc, Southern Chiefs Organization (SCO), and Supporting Employment and Economic Development (SEED) to operate clinics for inmates to assist them in getting a variety of forms of identification such as Status Cards and Birth Certificates.
- The branch is expanding communication platforms to allow inmates more access to information and more meaningful contact with family and loved ones.
- The branch provided internet access to all staff in correctional centres. This allows staff greater access to information to support the clients they work with.

4(b) Custody Corrections

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	234,200	1,519.75	232,986	1,214	1
Other Expenditures	177,627	-	21,990	155,637	2
Total Sub-Appropriation	411,827	1,519.75	254,976	156,851	

Explanation(s):

1. Increased salary costs related to MGEU back pay, Corrections interest arbitration, overtime, etc.
2. Increased operating costs related to contingent liability for litigation claim estimate

Community Corrections

Community Corrections includes Probation Services and Restorative Justice services where Probation Officers write court ordered pre-sentence reports and Gladue reports, complete comprehensive risk assessments, supervise individuals, utilize compliance management as necessary and provide one to one interventions and group programming towards reducing recidivism and improving public safety. The branch also supports the Responsible Reintegration Initiative and the Community Service Work and Fine Option programs throughout the province.

Key Results Achieved

- Expansion of Restorative Justice (RJ) continued in an effort to improve the timeliness of interventions and to provide support to offenders and victims where appropriate.
- Restorative justice referrals reached their highest level with targeted financial support secured for community service providers.
- The Restorative Justice Branch established five Memorandums of Understandings (MOUs) with police services across the province, supporting restorative justice work and encouraging earlier referrals for consideration.
- Completion of a restitution protocol for restorative justice cases, allowing for compensation to victims from accused individuals whereby a demonstrated financial impact has been incurred.

- Court Report numbers continued to increase. Resources have been re-aligned to support the volume and short timelines associated with the orders.
- The Reclaiming our Identity (ROI) Program was revised and delivered throughout the province.
- Coordinated and accelerated training for Probation Officers delivered to on-board new staff.
- Creation of a Branch Wellness Committee and unit level Wellness groups to promote mental health and well being throughout the Branch.

4(c) Community Corrections

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	21,693	292.60	21,274	419	
Other Expenditures	2,272	-	2,234	38	
Grant Assistance	2,322	-	2,277	45	
Total Sub-Appropriation	26,287	292.60	25,785	502	

Courts

The Courts Division provides administrative services to the three levels of court in Manitoba: The Court of Appeal, The Court of King's Bench and The Provincial Court, as well as other court related support services, including the Maintenance Enforcement Program, Fine Collection Program, Restitution Program, Indigenous Court Worker Program, Review Board, and Vehicle Impoundment Registry. Courts advances The Victims' Bill of Rights and domestic violence and child victim support services. The division improves access to justice services, including range and relevance of supports, while aligning stakeholders.

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual	FTEs	\$(000s)
	\$(000s)		
04-5-a Executive, Policy and Financial Services	1,892	44.00	3,143
04-5-b Manitoba Courts Operations	18,330	226.50	16,170
04-5-c Judicial Services	32,860	101.00	28,783
04-5-d Sheriff Services	13,573	117.70	13,243
04-5-e Family Resolution Service	7,129	81.50	7,602
04-5-f Victim Services	10,132	82.50	13,974
TOTAL	83,916	653.20	82,915

Executive, Policy and Financial Services

The Executive, Policy and Financial Services branch provides the division with corporate oversight, financial management, legislative analysis, regulatory project support, program reviews, planning of information systems, and delivery of court training. The branch is comprised of four units: Financial Services, Workforce Planning and Policy Development, Indigenous Relations, and Integrated Case Management (ICM).

Key Results Achieved

- The Courts Modernization ICM project team commenced implementation of the ICM software in April of 2023. The project will take approximately 75 months to complete and is currently tracking on schedule to the project plan.
- 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.
- The Workforce Planning and Staff Development unit delivered 140 training sessions to 592 court staff across the province.

5(a) Executive, Policy and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,773	44.00	2,816	(1,043)	1
Other Expenditures	119	-	327	(208)	2
Total Sub-Appropriation	1,892	44.00	3,143	(1,251)	

Explanation(s):

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

Manitoba Court Operations

The Court Operations branch provides operational and administrative support to manage and process all matters in the Court of Appeal, the Court of King's Bench (civil, criminal, family, and small claims), and the Provincial Court (adult, youth, family and Provincial Offences Court). Services are provided in Winnipeg, 12 regional court locations and 40+ circuit court locations throughout the province. The Court Operations branch also manages court infrastructure and manages court technology operations, including contracts, purchasing, implementation and future planning. Within Court Operations, the Review Board Manages the Criminal Code Review Board, which is established pursuant to Section 672.38(1) of the Criminal Code of Canada (the Code) to make and review dispositions concerning accused in respect of whom a verdict of not criminally responsible on account of mental disorder (NCR) or unfit to stand trial (UF) has been rendered.

Key Results Achieved

- The division continued to support three initiatives as part of working towards improving the Criminal Justice System: a project that automates the court disposition paperwork to the defendant from the Common Offence Notice database, the acceptance of e-transfers, which was expanded to include regional court centres in matters where restitution, bail and vehicle impoundment payments were 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 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 continued. 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 a 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.

- Supported 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.
- Supported 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.
- As part of business continuity planning, the court video unit installed Wi-Fi 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 objective was 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 229,817 in new tickets throughout Manitoba, with the majority being administered through the Provincial Offences Court in Winnipeg. These included 106,849 regular tickets and 122,968 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 deals with out of custody dispositions from FASD court, began in July 2023 has reduced wait times by 86% for out of custody accused waiting to sign their court orders. The project will expand to additional out of custody disposition courts once resources are in place to support the expansion. During the fiscal year, the Transcription Services Unit arranged for transcription of 121,054 original pages of court proceedings as well as 2,395 transcript requests.
- The Winnipeg, regional, and St. Boniface Court of King's Bench opened 18,846 new files and added 204,566 documents to the Court Registry System.
- The Provincial Court processed 89,100 new charges (youth and adult) in the Winnipeg and regional court centres.
- The Review Board held 136 hearings, totaling 41 sitting days, for patients under its jurisdiction. The Board dealt with 132 patients. As of March 31, 2024, 109 patients remained under the Board's jurisdiction.

- The Vehicle Impoundment Registry maintained records for 4,063 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 received \$381K and disbursed \$402K in restitution payments to victims of crime.

5(b) Manitoba Courts Operations

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	15,208	226.50	14,297	911	
Other Expenditures	3,122	-	1,873	1,249	1
Total Sub-Appropriation	18,330	226.50	16,170	2,160	

Explanation(s):

1. Increased operating costs related to ICWP RHO contracts

Judicial Services

Judicial Services supports the judiciary in management and administrative matters, including strategic planning, managing information systems, and preparing judgments. The branch provides the public and law enforcement agencies with accessible judicial services, provincewide. Judicial Services adheres to the concept of judicial independence by working collaboratively with all judicial officers to implement goals and improve services, while maintaining appropriate separation between branches.

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 129 new files.
- Pre-Trial Coordinator dockets previously held in courtrooms for out of custody individuals continued to run as a counter court model providing greater accessibility and flexibility in Winnipeg.
- Pre-Trial Coordinator dockets commenced in many Regional Court Offices, allowing administrative matters to be heard before a Staff Justice of the Peace rather than a Judge. This increased the amount of time judges have to adjudicate substantive matters.
- Realigned circuit court sitting times and dates, in various locations, to facilitate better access to justice in high need regions/locations, which in turn, provides greater opportunities for the judiciary to preside over significant matters.

5(c) Judicial Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	30,750	101.00	26,891	3,859	1
Other Expenditures	2,063	-	1,845	218	
Grant Assistance	47	-	47	-	
Total Sub-Appropriation	32,860	101.00	28,783	4,077	

Explanation(s):

1. Increased salary costs related to MGEU retro pay and 2.00 FTEs in judiciary positions without budget.

Sheriff Services

Sheriff Services provides security to the Law Courts Complex and the Provincial Offences Court in Winnipeg, court houses in Brandon, Dauphin, The Pas, Thompson, Portage la Prairie, regional court locations and 40+ circuit court locations throughout the province. The branch coordinates and provides safe and efficient movement of persons in custody from provincial and federal institutions to court appearances. The branch also serves and enforces court orders issued by all levels of court. It operates the jury management system, which ensures that sufficient jurors are available to meet the needs of the Court of King's Bench.

Key Results Achieved

- Winnipeg sheriffs transported 3,416 prisoners to court, travelled 718,383 kilometres by road and 146,936 kilometres by air.
- Regional sheriffs transported 12,209 prisoners to court, traveled 642,398 kilometres by road and 320,901 kilometres by air.
- Sheriff Services provided security at 6 jury trials in Winnipeg and 2 in regional court offices.
- Winnipeg Sheriffs utilized video conferencing technology for 7,946 prisoner court appearances.
- Regional Sheriffs utilized video conferencing technology for 5,565 prisoner court appearances.
- Sheriff's Officers screened 144,506 individuals entering the Winnipeg Law Courts Complex.
- Sheriff's Officers screened 83,586 individuals entering regional court offices.
- Sheriffs served 2,172 legal documents including protection orders and subpoenas (1,414 by Winnipeg Officers and 758 by regional Officers).
- Sheriffs executed 520 writs (455 by Winnipeg Officers; 65 by regional Officers).
- Winnipeg Sheriffs processed and transferred 117 accused persons through the Sheriff Officer Warrant Diversion Project Process.
- The Civil Enforcement Unit issued 6,080 sheriff certificates provincially.
- Total monies received from all sources (including sheriff certificates) was \$441,407.38.

5(d) Sheriff Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	11,866	117.70	11,583	283	
Other Expenditures	1,707	-	1,660	47	
Total Sub-Appropriation	13,573	117.70	13,243	330	

Family Resolution Services

The Family Resolution Service (FRS) is a single window service that supports families navigating separation, divorce, and intimate partner and/or family violence. FRS services are delivered in collaboration with community partners to help resolve disputes in a safe, collaborative, fair, affordable, and timely way with a continuum of culturally and trauma informed social, legal, financial, and spiritual supports.

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 \$42M annually in court and legal fees.
- A cumulative total of 21,290 family files were administered across the Family Resolution Service:
 - Child Support Service administered more than 2,404 active family files. A total of 105 calculation and 857 recalculation decisions were made.
 - The Maintenance Enforcement Program administered more than 10,481 family files and disbursed \$50.8M in child and spousal payments to recipients. A total of \$3M was directed to the Minister of Finance to offset income assistance costs.
 - Fine Collection Unit (FCU) facilitates the collection and enforcement of provincial statute and Criminal Code fines. The FCU also monitors the payment of court-ordered restitution (money owed to a victim of crime) through the Restitution Program. The FCU moved to the Provincial Offences office with the Revenue and Trust Processing Unit at the beginning of the 2023/24 fiscal year.
- Over 235,293 users accessed the 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.
- FRS began developing a public, private community partnership to expand free and affordable services for families navigating separation, divorce and intimate partner and family violence.
- Services to families experiencing intimate partner/family violence were expanded to support families earlier and throughout their journey. 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.

- Over 30 public, private, and community-based service providers were brought together under the Minister’s Family Justice Collaboration Table. This has resulted in the 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 (TRC) 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 80% have been implemented and planning is underway to address the remaining Calls within the next fiscal year with input from Indigenous families, community partners, and communities.
 - The Family Resolution Service is developing an Indigenous Family Service Plan. Continued engagement with Elders and Indigenous Governments will inform intergovernmental and community collaboration on development of multi-year strategic plan to implement applicable and relevant TRC Calls to Action and MMIWG2S+ Calls for Justice.
 - Implement the feedback, input, and ideas from Indigenous community members and organizations in the design and delivery of family justice programs, services, and supports, ensuring that feedback is substantively incorporated and meets families’ unique circumstances and are culturally appropriate and trauma informed.
 - Create and implement appropriate evaluation mechanisms to align with the TRC Calls to Action and MMIWG2s+ 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.
- Efforts are underway to recruit and retain staff representing other equity groups and progress has been made in hiring Indigenous and ethnocultural community members, other members of Racialized communities, 2SLGBTQIA+ 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.
- The Family Resolution Service began co-designing a St. Boniface Access to Justice Hub with community partners such as Infojustice Manitoba. The Hub is being developed in phases; phase one was implemented in 2023/24 and included a family-friendly soft space at the St. Boniface Court House for family members, newcomers and survivors to meet with their lawyer, Victim Services Worker, Indigenous Court Worker, or other justice providers. Phase two will be implemented in 2024/25.

5(e) Family Resolution Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	5,628	81.50	5,611	17	
Other Expenditures	1,501	-	1,991	(490)	1
Total Sub-Appropriation	7,129	81.50	7,602	(473)	

Explanation(s):

1. Decreased operating costs related to expenditure management

Victim Services

Victim Services (VS) develops and implements programming to address federal legislation, such as the Canadian Victim's Bill of Rights. VS processes and adjudicates claims within the parameters of The Victims' Bill of Rights and awards compensation in an efficient and timely manner. The branch administers the Domestic Violence Support Service, the Child Victim Support Service, the Victim Rights Support Service, the Family Guide Domestic Violence Specialist Service (in collaboration with Family Resolution Service), the Compensation for Victims of Crime Program, the Victim/Witness Assistance Program, the Victim Impact Statement Program, the CELL (Cellphone Emergency Limited Link-up) Program, the SafeTracks Program, the Protection Order Designates Program, and the Family Liaison Information Unit.

Key Results Achieved

- Staffing in the branch includes federally funded positions, including two workers supporting families of MMIWG2S+, one Victim Services Worker dedicated to supporting victims of sexual violence, one junior policy analyst developing new resources for victims of crime, one leadership position in the Family Guide Domestic Violence Specialist Service, as well as 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 930 victims.
- Victim Services provided services to 375 victims under the Canadian Victims Bill of Rights.
- Child Victim Support Service provided services to 955 victims.
- Domestic Violence Support Service provided services to 6,789 victims in criminal charge matters and 9,490 in non-criminal charge matters (Winnipeg Only).
 - 401 restorative justice matters were opened, and additional cases were referred to the specialized Domestic Violence Restorative Justice victim services workers throughout the year.
 - Victim services workers located at the Winnipeg Police Headquarters Domestic Violence Intervention Unit responded to 1,051 queue calls. Victim Services Branch continued to work in partnership with the Winnipeg Police Service (WPS) providing coordinated responses to non-charge domestic incident calls. There are three victim services workers co-located at the WPS Headquarters, with one of them being a Family Guide Domestic Violence Specialist.
- Family Guide Domestic Violence Specialists opened 837 files, and additional cases were referred to the specialized victim services workers throughout the year.
- Three Bell MTS phones were issued, and 8 individuals enrolled in the CELL program using their personal phones.
- The branch issued four new SafeTracks devices.
- Victim/Witness Assistance provided services to 510 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 99 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 2023/24. Each session contains a series of three modules. The participant must pass a test and complete a designation session.
 - There are currently 80 PODS from 46 agencies and 13 communities across the province.
- The Compensation for Victims of Crime Program (CVCP) opened 950 new applications for compensation. Total compensation expenses for this fiscal year were \$2.72M. The CVCP also recognized a net reduction in the benefit liability of \$909K.
- The department provided \$1.2M 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 MMIWG2S+ 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 the reallocation of surplus funds from the former Victims' Assistance Fund, Manitoba 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 MMIWG2S+ 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.
- Victim Services Branch also received support through Canada's Victims Fund to enhance services available to victims of sexual violence, including a dedicated victim services worker, and resources related to independent legal counsel to help protect the privacy of victims in sexual assault cases when third-party records have been requested. A policy analyst was also added to help with the

development of projects, including dedicated trauma-informed spaces for victims and families to use when at court, improving cultural supports for those accessing services through the branch, and enhancing the Victim Travel Fund.

- With support from Canada's Justice Partnership and Innovation Program, Victim Services Branch employed one new staff to support the Family Guide Domestic Violence Specialist Service.
- 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, Victim Services Branch was able to provide:
 - Interpreters to assist individuals applying for protection orders.
 - Financial support for families of homicide victims to travel to court to attend sentencing hearings and financial assistance for parking costs.
 - The specialized supports of an Accredited Facility Dog (AFD). In July 2023, the Victim Services Branch acquired a new AFD named Gloucester (also known as Glossy), after the former AFD retired in March 2021. Glossy provides comfort to vulnerable victims of crime. As of March 31, 2024, Glossy has assisted 146 individuals as they have navigated the criminal justice system. She has also attended 32 court hearings to date.
- In May 2023, the project piloted by the Manitoba government and the Winnipeg Police Service (WPS) to better support families experiencing intimate partner violence through the co-location of specialized Victim Services staff at WPS headquarters to facilitate a more co-ordinated response was implemented permanently. The permanent service was named the Domestic Violence Intervention Unit.
- 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.
- On June 1, 2023, amendments to The VBR and Victims' Rights Regulations were proclaimed, creating important changes to the Compensation for Victims of Crime Program. This includes some benefit rate increases, as well as expanded eligibility for close family members of a victim who died in a crime.
 - Previously, if a victim who died in a crime had a serious criminal record, their close family members would not have been eligible for the program. Those conditions have been removed from legislation.
 - Rates for funeral benefits, wage loss benefits, and counselling benefits increased.
- As a result of an amendment to The Residential Tenancies Act in May 2023, Victim Services, which remains the only designated authority to issue a certificate to a tenant for the purpose of terminating a tenancy, may now accept applications and requests for lease terminations pertaining to all eligible actions: Domestic Violence, Stalking, Sexual Violence, and Household Violence.

5(f) Victim Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	5,993	82.50	6,561	(568)	
Other Expenditures	3,211	-	6,467	(3,256)	1
Grant Assistance	928	-	946	(18)	
Total Sub-Appropriation	10,132	82.50	13,974	(3,842)	

Explanation(s):

1. Savings in the Compensation for Victims of Crime Program related to decreased expenditures, as well as savings on federally funded projects

Public Safety

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

Sub-Appropriations	2023-24	
	Actual \$(000s)	Authority 2023-24 FTEs \$(000s)
04-6-a Executive and Financial Services	681	6.00 634
04-6-b Provincial Policing	277,371	13.00 280,077
04-6-c Policing and Public Safety Bilateral Funding	6,285	- 6,277
04-6-d Policing Services and Public Safety	3,914	35.00 3,708
04-6-e Law Enforcement Review Agency	323	5.00 303
04-6-f Manitoba Policy Commission	175	1.00 167
04-6-g Independent Investigation Unit	2,537	19.00 2,320
04-6-h Crime Prevention	5,858	6.00 6,877
04-6-i Security and Intelligence Branch	10,489	114.80 8,915
04-6-j Manitoba Criminal Intelligence Centre	1,430	9.00 3,431
04-6-k Criminal Property Forfeiture	1,502	10.00 1,434
TOTAL	310,565	218.80 314,143

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 provides leadership, effective comptrollership, and overall direction to the Public Safety division. This includes overseeing contracts with police services, monitoring budgets, and analyzing program outcomes.

Key Results Achieved

- The branch added a program and policy area to support the division with policy development and the drafting of authority seeking documents, ensuring that divisional programs and policies align with Government of Manitoba priorities.
- The branch improved its financial analysis capacity with additional staff, providing additional oversight to budgets and other financial matters.

6(a) Executive and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	399	6.00	578	(179)	
Other Expenditures	282	-	56	226	1
Total Sub-Appropriation	681	6.00	634	47	

Explanation(s):

1. Increased operating costs related to renovation and relocation projects.

Provincial Policing

The Provincial Policing area assesses provincial, municipal, and Indigenous policing needs and makes recommendations with respect to policy, priorities, standards, negotiations, and policing budget requirements. It consults with policing agencies on shared goals and priorities reflecting provincial policing objectives and engages in regular consultation with all of Manitoba's police services on all aspects of law enforcement. The Provincial Policing branch also provides guidance and support to First Nations policing services in First Nations communities in Manitoba.

Key Results Achieved

- The Government of Manitoba provided \$184M in direct funding to the RCMP and \$7.2M to the Manitoba First Nations Police Service under a cost-sharing agreement with the Government of Canada.
- Adjustments to the Urban Policing Grant and Public Safety Basket funding increased municipal police funding to \$57.3M, a \$13.7M increase. This includes \$24.2M for the City of Winnipeg and \$8.9M for the City of Brandon.
- Manitoba Justice announced \$3M to invest in law enforcement under the bail reform plan to provide 12 new officer positions whose primary focus will be to arrest offenders who pose a serious risk to the safety and well-being of the community, including those charged with intimate partner violence.

6(b) Provincial Policing

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	80	13.00	103	(23)	
Other Expenditures	277,181	-	279,864	(2,683)	1
Grant Assistance	110	-	110	-	
Total Sub-Appropriation	277,371	13.00	280,077	(2,706)	

Explanation(s):

1. Decreased operating costs related to lapses in PPSA and Public Safety Strategy funding

Policing Services and Public Safety Bilateral Funding

Policing Services and Public Safety Bilateral Funding develops and delivers prevention and intervention initiatives associated with gun and gang violence and drug impaired driving, including law enforcement activities to enhance capacity to address existing, emerging, and underlying issues, including intelligence gathering, sharing, and training.

Key Results Achieved

- Manitoba continued efforts to combat gun and gang crime as part of the Guns and Gangs Violence Action Fund, including \$460K for the Winnipeg and Brandon Police Services for enforcement activities.
- In 2023/24, Manitoba Justice allocated \$1.3M in bilateral agreement funding to combat drug impaired driving, including \$678K for the Winnipeg Police Service. The Winnipeg Police Service has allocated \$35K of that amount to their drug impaired driving advertising campaign, which has educated Winnipeggers about the dangers of driving while impaired by cannabis.
- In 2023/24, Manitoba Justice started Community Safety and Wellbeing Planning in six communities, with two others in development. These communities include Brandon, Portage la Prairie, Dauphin, Swan River, The Pas, Steinbach, and Selkirk. CSWB planning is supported by \$1.3 million from the Guns and Gangs Violence Action Fund bilateral agreement.

6(c) Policing Services and Public Safety Bilateral Funding

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Other Expenditures	6,285	-	6,277	8	
Grant Assistance	-	-	-	-	
Total Sub-Appropriation	6,285	-	6,277	8	

Policing Services and Public Safety

The Policing Services and Public Safety branch defines and communicates provincial law enforcement priorities, procedures, policies, and initiatives. It also monitors third party compliance with all provincially funded contracts and agreements, including for police and crime prevention programs.

Key Results Achieved

- The province proclaimed Bill 34, The Police Services Amendment Act, in February 2024, which has significantly enhanced the Community and First Nations Safety Officer programs. The Act also enabled the creation of Winnipeg's Community Safety Team, which patrols on and around the Winnipeg Transit system.
- The branch has continued with \$1.18M in funding and support for community mobilization initiatives, including CommUNITY (Altona), Community Care Program (Morden), Community Care Program (Winkler), Community Mobilization Westman (Brandon), DART-ReSTART (Dauphin), FYRST (Gimli), Headway-ReSTART (Steinbach), Re-SOURCE (Stonewall), START Program (Selkirk), Swan Valley Community Mobilization (Swan River), Wawokiya Project (Portage la Prairie), Thompson Community Response Team (Thompson), Thunderwing (North End Winnipeg),

Waywayseecappo First Nation, and Bilal Newcomer CM (Winnipeg). These programs utilize team-based planning and interventions that promote collaboration and communication between team members, youth, family and community supports.

6(d) Policing Services and Public Safety

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,298	35.00	3,051	247	
Other Expenditures	616	-	657	(41)	
Total Sub-Appropriation	3,914	35.00	3,708	206	

Law Enforcement Review Agency

The Law Enforcement Review Agency (LERA) receives and investigates complaints about on-duty municipal police officer misconduct. It provides assistance to clients at every stage of the Law Enforcement Review Agency process, addresses public groups and organizations, and maintains regular contact with municipal police services and police associations.

Key Results Achieved

- In 2023, LERA formally received 82 complaints. This was a decrease of 10 complaints over the previous year.
- In addition, seven complaints were resolved at intake, or the complainant failed to file a formal written complaint.
- Including carryover from previous years, the 2023 caseload at LERA was 98 files, a decrease of seven over the previous year.
- There were 74 files closed in 2023.
- The average timeframe for completing investigations in 2023 was four months, the same as the previous year.
- Many of the complaints received in 2023 were more complex, alleging multiple disciplinary defaults.

6(e) Law Enforcement Review Agency

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	293	5.00	270	23	
Other Expenditures	30	-	33	(3)	
Total Sub-Appropriation	323	5.00	303	20	

Manitoba Police Commission

The Manitoba Police Commission (MPC) provides advice to the Director of Policing 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. It conducts consultations with the public on matters relating to law enforcement and policing, arranges for training to be provided to members of police boards and civilian monitors, and performs any other duties assigned by the Minister.

Key Results Achieved

- The MPC assigned civilian monitors to monitor 14 Independent Investigation Unit files where the actions of a police officer may have caused the death of a person.
- In 2023, MPC staff conducted numerous training presentations and provided regular and ongoing policy support to all municipal police boards and First Nations police commissions in the province.

6(f) Manitoba Police Commission

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	150	1.00	128	22	
Other Expenditures	25	-	39	(14)	
Total Sub-Appropriation	175	1.00	167	8	

Independent Investigation Unit

The Independent Investigation Unit (IIU) conducts mandatory investigations of incidents where it appears that the death of a person may have resulted from the actions of a police officer, a person may have suffered a serious injury as a result of the actions of a police officer, or a police officer may have contravened a prescribed provision of the Criminal Code or other federal or provincial enactments. The IIU receives notifications from Chiefs of Police on incidents involving complaints of unlawful conduct and either takes over the investigation from the police service of jurisdiction, monitors the investigation by the police service of jurisdiction, or receives reports from the results of an investigation by the police service of jurisdiction.

Key Results Achieved

- In 2023/24, the IIU received 85 notifications, an increase of 15 notifications from the previous year.
- The unit commenced 65 investigations.
- The unit concluded 63 investigations.
- The unit laid 16 charges.

6(g) Independent Investigation Unit

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,260	19.00	1,820	440	
Other Expenditures	277	-	500	(223)	1
Total Sub-Appropriation	2,537	19.00	2,320	217	

Explanation(s):

1. Decreased operating costs related to expenditure management.

Crime Prevention

The Crime Prevention branch coordinates crime prevention programming with communities and assists those communities with implementing evidence-based programming to reduce the number of Manitobans victimized by crime or becoming criminal offenders. Crime Prevention assists community-based agencies throughout Manitoba that express interest to develop safety initiatives and collaborates across departments and governments to coordinate prevention initiatives.

Key Results Achieved

- Community mobilization initiative funding was expanded to include the Newcomer Community Mobilization Initiative based in Winnipeg, which is the first community mobilization model focused on the unique needs of newcomers. The Thunderwing project also expanded to include a focused approach on supporting females involved in the criminal justice system. Referrals are received from Probation Services and the Women's Correctional Centre.
- 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.

6(h) Crime Prevention

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	287	6.00	524	(237)	1
Other Expenditures	775	-	1,533	(758)	2
Grant Assistance	4,796	-	4,820	(24)	
Total Sub-Appropriation	5,858	6.00	6,877	(1,019)	

Explanation(s):

1. Decreased salary costs related to vacancies and underfilled positions.
2. Decreased operating costs related to lapses in programs.

Security and Intelligence Branch

The Security and Intelligence branch ensures government assets and information are protected and assists departments and the Manitoba Legislature in establishing a safe environment for staff and visitors. It administers the government security identification card program and works with police authorities and other security to deliver intelligence led security services across government.

Key Results Achieved

- The Security Screening Program within the branch continued to provide thorough, timely security screening for prospective employees in Manitoba Justice and elsewhere in the Government of Manitoba.
- The Corrections Intelligence Program initiated a Corrections Expert Program to assist with in-custody gang or drug arrests and prosecutions.
- The Threats Management Program expanded its scope to enhance staff safety awareness beyond the core areas of law enforcement, courts, and prosecutions. Recent initiatives include efforts aimed at other government departments with a particular focus on managing interactions with individuals that may pose a security threat.

6(i) Security and Intelligence Branch

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	9,238	114.80	9,412	(174)	
Other Expenditures	1,478	-	978	500	1
Less: Recoveries	(227)	-	(1,475)	1,248	2
Total Sub-Appropriation	10,489	114.80	8,915	1,574	

Explanation(s):

1. Increased operating costs related to security contracts.
2. Recovery as a result of less recoverable services provided.

Manitoba Criminal Intelligence Centre

The Manitoba Criminal Intelligence Centre (MCIC) works with police services and other law enforcement related organizations to develop their criminal intelligence collection, storage, analysis, use, and sharing capacity. The MCIC addresses the intelligence needs of law enforcement within the province, ensuring jurisdictional coordination of criminal intelligence and analytics, while providing a solid foundation for effective and innovative intelligence-led policing efforts targeting criminal activity.

Key Results Achieved

- MCIC completed the first Manitoba Integrated Tactical Enforcement Priority (MITEP) process with positive results. Two joint force operation (JFO) projects involving multiple police agencies were successfully completed on MITEP targets, resulting in 18 arrests.

- In 2023/24, MCIC provided over \$255K towards funding nine JFO projects involving Law Enforcement agencies targeting subjects named in the Provincial Threat Assessment or deemed to be impacting the safety of Manitobans.
- The two provincial Intelligence and Investigations Officers engaged in fruitful meetings with agencies and are in the process of adding new partners to share criminal intelligence with MCIC. The province also funded an additional Winnipeg Police Service member in the position of Intelligence Technician to assist with analytical capacity.

6(j) Manitoba Criminal Intelligence Centre

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	317	9.00	869	(552)	1
Other Expenditures	1,113	-	2,562	(1,449)	2
Total Sub-Appropriation	1,430	9.00	3,431	(2,001)	

Explanation(s):

1. Decreased salary costs related to vacancies and underfilled positions.
2. Decreased operating costs related to lapses in programs.

Criminal Property Forfeiture

The Criminal Property Forfeiture Unit initiates civil remedies that prevent people who engage in unlawful activities from keeping property that was acquired as a result of the unlawful activity and to prevent people from using property to engage in unlawful activities. The Unit sells, destroys, or donates property forfeited by the court or through the administrative process. All funds are deposited in the Criminal Property Forfeiture Trust Fund which are then distributed to compensate direct victims and provide funding to support programs and services that benefit victims of crime, promote safer communities, enhance law enforcement practices/training and fund crime prevention/reduction programs.

Key Results Achieved

- During 2023/24, the Criminal Property Forfeiture Unit initiated 24 civil forfeiture actions against 68 assets with 36 files, some from previous years, resolved by the court. Under administrative forfeiture proceedings, 607 assets were initiated with 570 being resolved (94%).
- The Criminal Property Forfeiture Branch experienced lower amounts of forfeitures, with the 2023/24 forfeitures totalling \$3.97M. This is normal due to the cyclical nature of forfeitures.
- Disbursements for 2023/2024 were used to promote safer communities through payments to law enforcement agencies and law enforcement sponsored community activities of \$2.23 million (56.21%), contributions to Victim Services of \$750K (18.89%), and compensation for specific victims of crime of \$428,400 (10.79%). The remainder consisting of \$25,000 (0.63%) was donated to public safety-based community initiatives.

6(k) Criminal Property Forfeiture

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	853	10.00	1,014	(161)	
Other Expenditures	649	-	420	229	1
Total Sub-Appropriation	1,502	10.00	1,434	68	

Explanation(s):

1. Increased salary costs related to legal fees as well as salaries for seconded staff.

Costs Related to Capital Assets (Non-Voted)

Description

The appropriation provides for the amortization expense related to capital assets

Description	Actual 2023-24 \$ (000)s	Authority 2023-24 \$ (000)s	Variance Over/Under \$ (000)s	Expl. No.
Capital Investment				
Amortization-Existing assets at March 31, 2024	4,529	3,345	1,184	1
TOTAL	4,529	3,345	1,184	

Explanation(s):

1. Project write-offs as a result of annual review requirements.

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 2023/24, the Department finalized revisions to its comptrollership plan to reflect the Government of Manitoba's comptrollership transformation initiative and updated "Comptrollership Framework". The Plan is earmarked for approval in Quarter 1, 2024/25.

The Department manages risks for policy, operations, performance, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regard 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.
- The manager reports all incidents of loss in a timely manner.
- Annual review of the comptrollership plan, including risk management is conducted.

Through fiscal year 2023/24, 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	Continued 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. Finalized update of the comptrollership plan to conform with OPC requirements
Non-compliance with financial policy and legislative requirements	Reviewed all departmental financial signing authorities to ensure compliance with the various policies (i.e. GMA, FAM) and standardized authorities to ensure that levels of delegation were appropriate for roles established

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2023	March 31, 2024
Total number of regulatory requirements	22,280	22,280
Net change		N/A

The 2023-24 figures do not reflect the changes made by the department in the fiscal year or as a result of government reorganization, as counting of regulatory requirements was discontinued in the fiscal year. The associated performance measure was concurrently discontinued. The obligation to report on regulatory requirements for the fiscal year is repealed upon the enactment of Bill 16, The Regulatory Accountability Reporting Act and Amendments to The Statutes and Regulations Act, as introduced in the First Session of the 43rd Legislature.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 and amended in 2018. It 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 2023-24.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2023-24
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, 2024
Women	50%	51.6%
Indigenous Peoples	16%	12.5%
Visible Minorities	13%	16.4%
Persons with Disabilities	9%	3.3%

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 Other Reporting Entities (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 Justice Minister, 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 Builders' Liens Act (except sections 79 to 125) (B91)
- 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) (C171)
- 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)
- The Court of King's Bench Small Claims Practices Act (C285)
- 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 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)
- The Family Law Act (F20)
- The Family Property Act (F25)
- The Family Support Enforcement Act (F26)
- 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)
- 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) (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 Referendum Act (R33.5)
- 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 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 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)
- The Defamation Act (D20)
- The Dependants 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 Trespass Act (T156) 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

- 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.

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by Sept. 30, following the fiscal year end.

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.

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 (e.g., term, departmental, seasonal, contract) are measured in proportional equivalents, For example, 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 [e.g., 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.

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.

Mission – 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, foster, reduce and improve.

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.

Performance 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. .

Special Operating Agencies (SOAs) – 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 pursuit of its mission. All performance objectives and measures should align with the organization's mandate and strategy.

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 – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the future that lies ahead. This statement should contain a concrete picture of the desired state and provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.