

2024/25



**SUPPLEMENT TO THE
ESTIMATES OF EXPENDITURE
BUDGET COMPLÉMENTAIRE**

BUDGET 2024

Manitoba Justice

Justice Manitoba

Manitoba 

Indigenous Land Acknowledgement

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

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

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

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

Reconnaissance du territoire

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

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

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

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

Manitoba Justice
1110-405 Broadway
Winnipeg, MB R3C 3L6

Phone: 204-945-4378
Fax: 204-945-6692
Email: CorpStratSrv@gov.mb.ca

Online: www.manitoba.ca/openmb/infomb

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**Supplement
to the Estimates
of Expenditure
2024/25**

Manitoba Justice

**Budget
complémentaire
2024-2025**

Justice Manitoba

Minister's Message



**ATTORNEY GENERAL
MINISTER OF JUSTICE**

Room 104
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

I am honored to present the 2024/25 Manitoba Justice Supplement to the Estimates of Expenditure. As Minister of Justice, I am responsible for the formulation of this Supplement and for the realization of the objectives outlined herein.

It is a privilege to serve as Minister, supported by a dedicated team of experts committed to integrity, professionalism, fiscal responsibility and fostering a promising future for all Manitobans. The results of the plans outlined in this document will be detailed in the department's forthcoming Annual Report for this year, underscoring our commitment to accountability.

This document is organized into sections that detail the overview of Manitoba Justice, its guiding principles and strategic priorities, environment and operating risk, performance measurement objectives, initiatives and measures, financial information, equity and diversity information, and statutory responsibilities of the Minister.

With the prevalence of violent crime on the rise, community safety is a top priority for Manitoba Justice. A department-wide approach is imperative. A newly developed Public Safety Strategy will provide a framework to guide informed and meaningful responses to crime that move beyond the use of enforcement and suppression, to include prevention, reintegration and healing responses for victims and offenders that address the roots of crime.

Addressing Indigenous overrepresentation and furthering truth and reconciliation in our province is a critical priority. The recommendations in the Aboriginal Justice Inquiry, the Truth and Reconciliation Calls to Action, and the Missing and Murdered Indigenous Women and Girls National Inquiry Calls for Justice will guide the department's path forward to address the needs of Indigenous Peoples in relation to Manitoba's justice system.

Collaboration will be a pillar of our government as we move forward into 2024/25. Addressing the root causes of crime will require a multi-faceted approach from a whole of government perspective, where working with other departments, Indigenous governments, and other key partners will be critical to building programs and services that ensure safer communities, promote confidence in the administration of justice, and foster consistency and fairness in the justice system across the province.

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

Honourable Matt Wiebe
Minister of Justice
Attorney General



Message ministériel



**ATTORNEY GENERAL
MINISTER OF JUSTICE**

Room 104
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

C'est avec un sentiment d'honneur que je présente le budget complémentaire 2024-2025 la Justice du Manitoba. En tant que ministre du Justice, j'assume une responsabilité quant à la formulation du budget complémentaire et à l'atteinte des objectifs énumérés dans ce document.

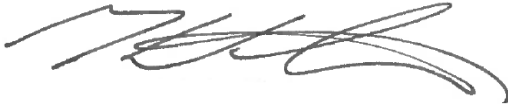
C'est un privilège de servir en tant que ministre, avec le soutien d'une équipe dévouée d'experts qui accorde la plus haute importance à l'intégrité, au professionnalisme, à la responsabilité financière et à la poursuite d'un avenir prometteur au profit de l'ensemble de la population manitobaine. Soucieux de respecter notre engagement en matière d'obligation redditionnelle, nous décrivons plus amplement les résultats des plans dont fait état le présent document dans le rapport annuel que nous déposerons pour cet exercice.

Le contenu du document est organisé selon des sections qui présentent un aperçu du ministère de la Justice, de ses principes directeurs et de ses priorités stratégiques, des risques quant à son milieu et à son cadre de fonctionnement, de ses objectifs de mesure de la performance, de ses initiatives et de ses mesures, de ses renseignements financiers, de l'information sur l'équité et la diversité, et des responsabilités du ministre prévues par les lois.

La prévalence des crimes violents étant en hausse, la sécurité communautaire est une priorité absolue du ministère de la Justice. Une approche panministérielle est impérative. Une stratégie de sécurité publique nouvellement élaborée fournira un cadre de travail pour orienter des interventions informées et constructives face à la criminalité, qui va au-delà des mesures d'application et de suppression, pour inclure des interventions de prévention, de réintégration et de guérison à l'intention des victimes et des contrevenants, s'attaquant ainsi aux causes profondes de la criminalité.

La résolution de la question de la surreprésentation autochtone et l'avancement de la vérité et de la réconciliation sont des priorités essentielles de notre province. Les recommandations issues de la Commission d'enquête sur la justice et les Autochtones, les appels à l'action de la Commission de vérité et de réconciliation et les appels à la justice de l'Enquête nationale sur les femmes et les filles autochtones disparues et assassinées orienteront la voie que suivra le ministère pour répondre aux besoins des personnes autochtones relativement au système de justice du Manitoba.

La collaboration sera un pilier de notre gouvernement alors que nous entamons 2024-2025. Le traitement des causes profondes de la criminalité nécessitera une approche pangouvernementale à volets multiples, dans le cadre de laquelle le travail avec les autres ministères, les gouvernements autochtones et d'autres principaux partenaires sera essentiel à l'élaboration de programmes et de services visant à rehausser la sécurité des collectivités, à promouvoir la confiance dans l'administration de la justice, et à favoriser l'uniformité et l'équité dans le système de justice provincial.



Matt Wiebe
Ministre de la Justice
et procureur général



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Introduction / Overview of the Supplement to the Estimates of Expenditure

The Supplement to the Estimates of Expenditure (Supplement) provides additional information to the members of the Legislative Assembly and the public in their review of the department information contained in the Summary Budget and the departmental Estimates of Expenditure for the fiscal year ending March 31, 2025.

The Supplement represents the departmental annual planning document and encapsulates the collective vision, values and strategic objectives based on the Premier's mandate letter to guide the development of departmental operational plans. The document also presents financial details that align with the Summary Budget for the department and its other reporting entities.

Departmental information aligns with the Estimates of Expenditure and details the annual appropriations of the department to be approved by the Legislative Assembly through the Appropriation Act. The financial information is meant to supplement, not replicate, the detail included in the Estimates of Expenditure. Please refer to the Estimates of Expenditure for commitment-level detail by sub-appropriation. This Supplement also contains departmental staffing and full-time equivalent (FTE) details that are not part of the Summary Budget or the Estimates of Expenditure.

The Supplement aligns the department's work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations. The results are shared at the end of the fiscal year in the annual report, which will be released in September 2025.

The Government of Manitoba has established a performance measurement framework (consisting of the Supplement and Annual Reports) for planning and analysis to support monitoring the results and operational improvement. The framework aims to increase transparency, accountability, and alignment of staff to identify key priorities and work toward achieving them. Department Supplements, Annual Reports, performance results and supporting management information are integral to the government's fiscal and strategic plan, and financial and performance reporting cycle.

The Supplement was revised this fiscal year to reflect government's strategic priorities and department mandate. Performance measures have been updated to align with the departments' mandate letters. Employee related measures are now tracked centrally.

Introduction / Aperçu du budget complémentaire

Le budget complémentaire fournit un complément d'information aux députés à l'Assemblée législative et au public afin de les aider à passer en revue les renseignements liés au ministère qui sont présentés dans le budget sommaire et dans le Budget des dépenses pour l'exercice se terminant le 31 mars 2025.

Le budget complémentaire est un document de planification annuelle qui résume la vision collective, les valeurs et les objectifs stratégiques établis à la lumière de la lettre de mandat reçue du premier ministre, en vue d'orienter l'élaboration des plans opérationnels du ministère. Il présente également des données financières conformes au budget sommaire du ministère et de ses autres entités comptables.

Les renseignements liés au ministère correspondent au Budget des dépenses et donnent le détail des affectations de crédits annuels du ministère que doit approuver l'Assemblée législative en vertu d'une loi portant affectation de crédits. Les renseignements financiers sont destinés à compléter et non pas à répéter l'information figurant dans le Budget des dépenses. Pour en savoir plus au sujet du niveau d'engagement par sous-crédit, veuillez vous reporter au Budget des dépenses. Le budget complémentaire contient également de l'information sur la dotation en personnel et les équivalents temps plein (ETP) du ministère, qui ne fait pas partie du budget sommaire ou du Budget des dépenses.

Le budget complémentaire permet aux ministères d'harmoniser leur travail avec le mandat et les priorités stratégiques du gouvernement. Les ministères établissent ensuite des plans opérationnels décrivant plus en détail de quelle façon ces thèmes seront intégrés aux activités quotidiennes. Les résultats seront présentés à la fin de l'exercice dans le rapport annuel, qui sera rendu public en septembre 2025.

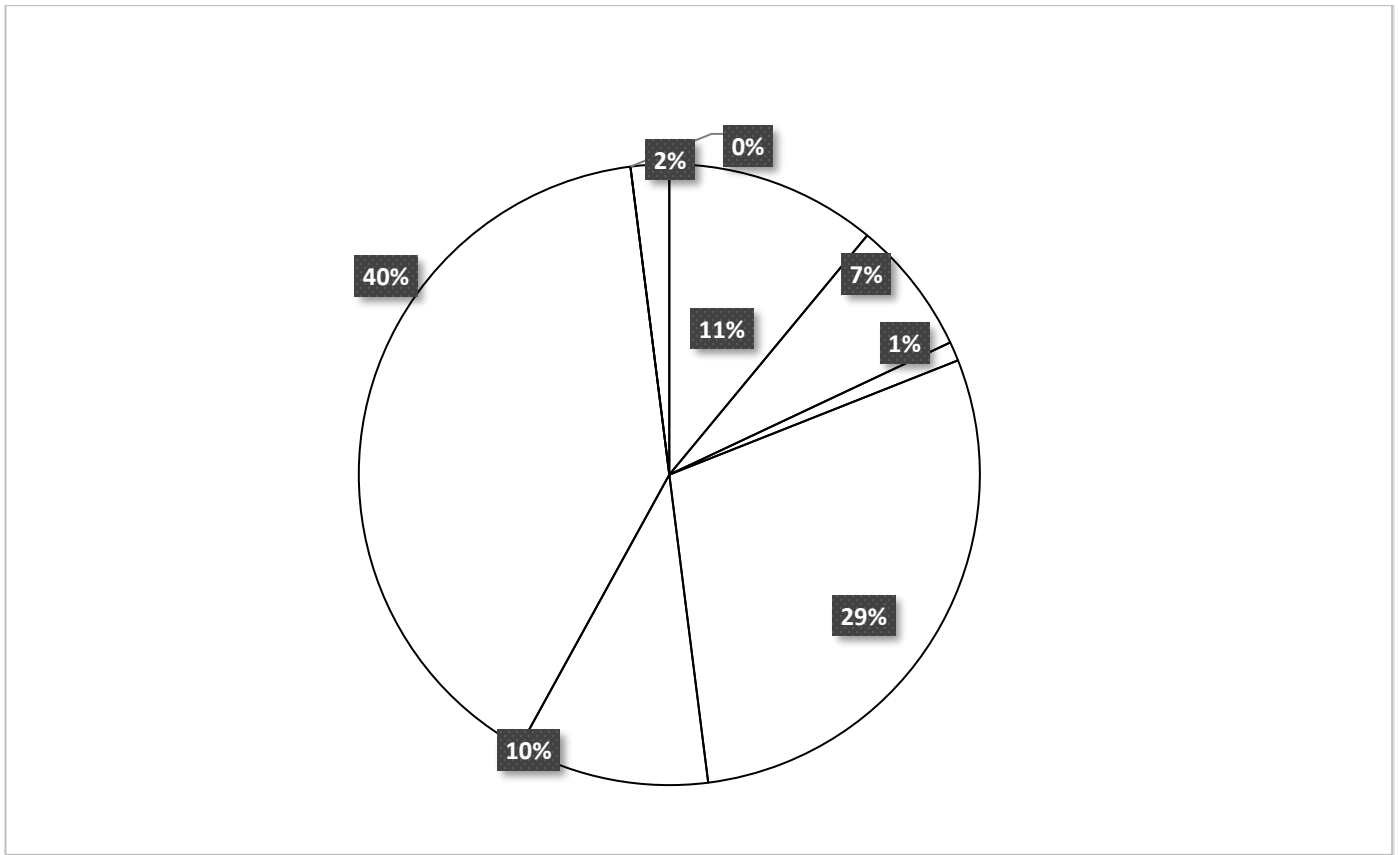
Le gouvernement du Manitoba a établi, à des fins de planification et d'analyse, un cadre de mesure de la performance (composé du budget complémentaire et des rapports annuels) pour faciliter le suivi des résultats et de l'amélioration des activités. Ce cadre vise à favoriser la transparence et l'obligation redditionnelle, et à offrir une meilleure orientation aux membres du personnel afin que ces derniers cernent les grandes priorités et travaillent à leur réalisation. Les budgets complémentaires, les rapports annuels, les résultats en matière de performance et les renseignements de gestion connexes des ministères font partie intégrante du plan financier et stratégique du gouvernement et de son cycle de production de rapports portant sur les finances et la performance.

Le budget complémentaire a été révisé pour cet exercice, afin de tenir compte des priorités stratégiques du gouvernement et du mandat ministériel. Les mesures de la performance ont été mises à jour pour qu'elles concordent avec les lettres de mandat des ministères. Les mesures liées aux employés font maintenant l'objet d'un suivi centralisé.

Department Summary

Department 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.		
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) Consolidated Core and ORE budgets that make up the department summary budget			
831,156		814,489	
2024 / 25		2023 / 24	
Core Expenditure (\$M) Departmental expenditures as presented in the Estimates of Expenditure		Core Staffing Department's total FTEs	
794,512	770,964	3,331.85	3,332.85
2024 / 25	2023 / 24	2024 / 25 - FTE	2023 / 24 - FTE

Percentage Distribution of Expenditures by Operating Appropriation, 2024/25

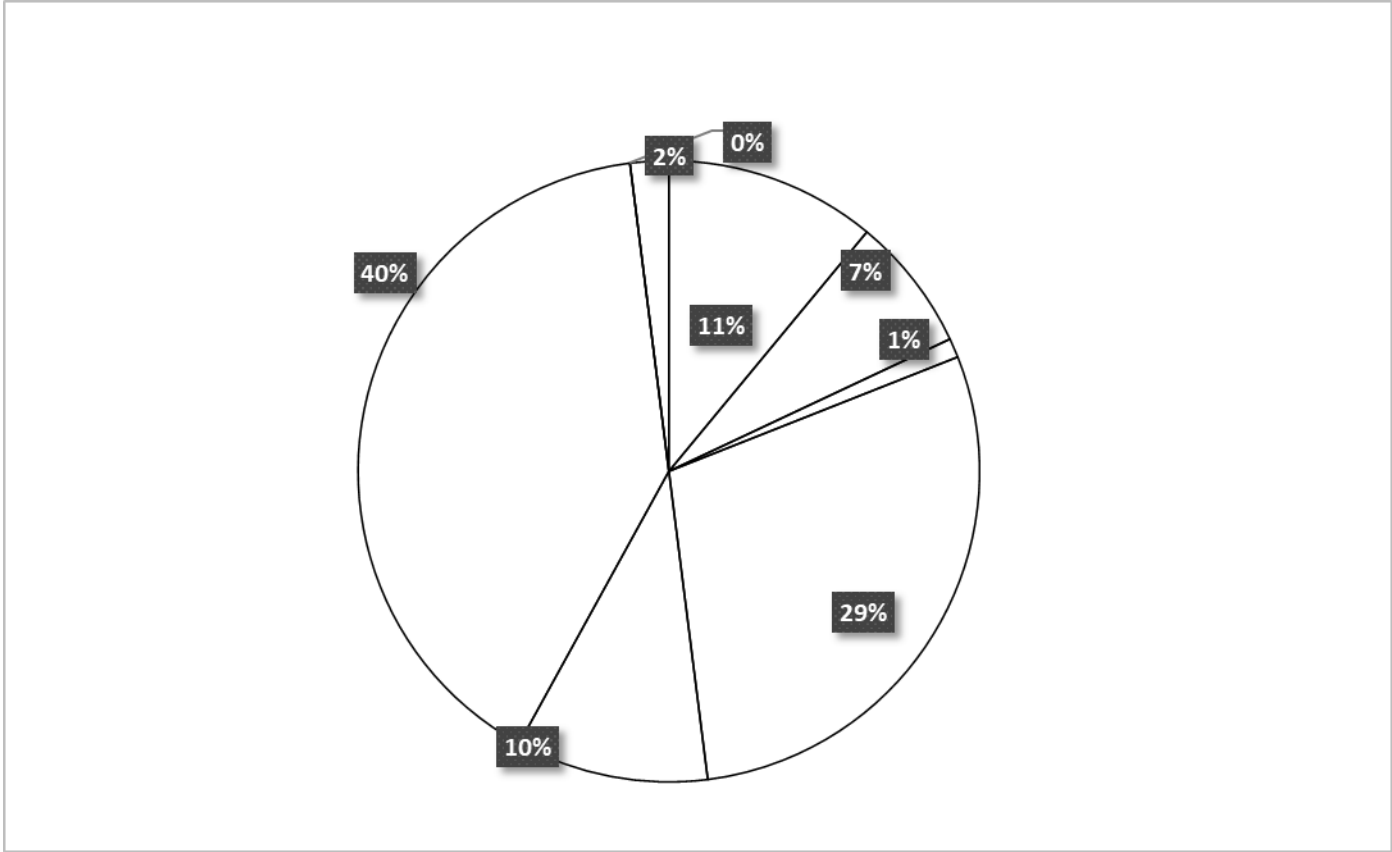


11%	Corporate and Strategic Services
7%	Crown Law
1%	Legislative Services
29%	Correctional Services
10%	Courts
40%	Public Safety
0%	Costs Related to Capital Assets (Non-Voted)
2%	Interfund Activity

Vue d'ensemble du ministère

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 en vertu de la Loi constitutionnelle de 1867 (loi fédérale), notamment l'exécution des dispositions du Code criminel et de 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.		
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)			
Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire			
831 156		814 489	
2024-2025		2023-2024	
Dépenses ministérielles (en millions de dollars) Dépenses ministérielles telles que présentées dans le Budget des dépenses		Personnel ministériel ETP totaux du ministère	
794 512	770 964	3 331,85	3 332,85
2024-2025	2023-2024	ETP en 2024-2025	ETP en 2023-2024

Ventilation, en pourcentage, des dépenses globales par crédit de fonctionnement, 2024/25



- 11% Services ministériels et stratégiques
- 7% Droit de la Couronne
- 1% Services législatifs
- 29% Services correctionnels
- 10% Tribunaux
- 40% Sécurité publique
- 0% Coûts liés aux immobilisations (dépenses non votées)
- 2% Transactions interfonds

Justice Responsibilities

The activities of Manitoba Justice support the primary objectives of enhancing community and 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, providing coordinated indigenous services for the department, investigating unexpected, unexplained and violent deaths (Chief Medical Examiner), 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 workers 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

Responsabilités ministérielles

Les activités du ministère de la Justice soutiennent les principaux objectifs que sont le rehaussement de la sécurité de nos collectivités et du public, 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 administrative et stratégique et la coordination des programmes du ministère; fournir des services financiers, technologiques et administratifs; fournir des services coordonnés aux Autochtones pour le compte du ministère; enquêter sur toute mort subite, violente ou inexplicée (médecin légiste en chef); 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 à des 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'exercice de la justice pénale; fournir des services juridiques au gouvernement relativement à des affaires liées au droit civil, familial et constitutionnel; fournir des analyses juridiques et élaborer des politiques sur des questions de droit civil et pénal; soutenir la Commission des droits de la personne du Manitoba.
- **Conseiller législatif** – Assurer la prestation de services de rédaction et de traduction des lois; fournir des services de traduction parlementaire; publier les versions officielles imprimées et en ligne des lois du Manitoba.
- **Services correctionnels** – Offrir des services et des programmes correctionnels pour les jeunes contrevenants et les contrevenants adultes dans des établissements de détention et dans la communauté, ainsi que des programmes de justice communautaire et de justice autochtone; fournir des services de gestion de cas 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 de la Division des services correctionnels; 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.); améliorer l'accès à la justice.
- **Sécurité publique** – Mettre en œuvre des politiques et des programmes de prévention du crime; gérer, surveiller et coordonner les services policiers au Manitoba; enquêter sur les plaintes et les incidents impliquant des agents de police; fournir des services de sécurité et de renseignement; gérer la confiscation des biens obtenus ou utilisés criminellement.

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

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

Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

- 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 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)

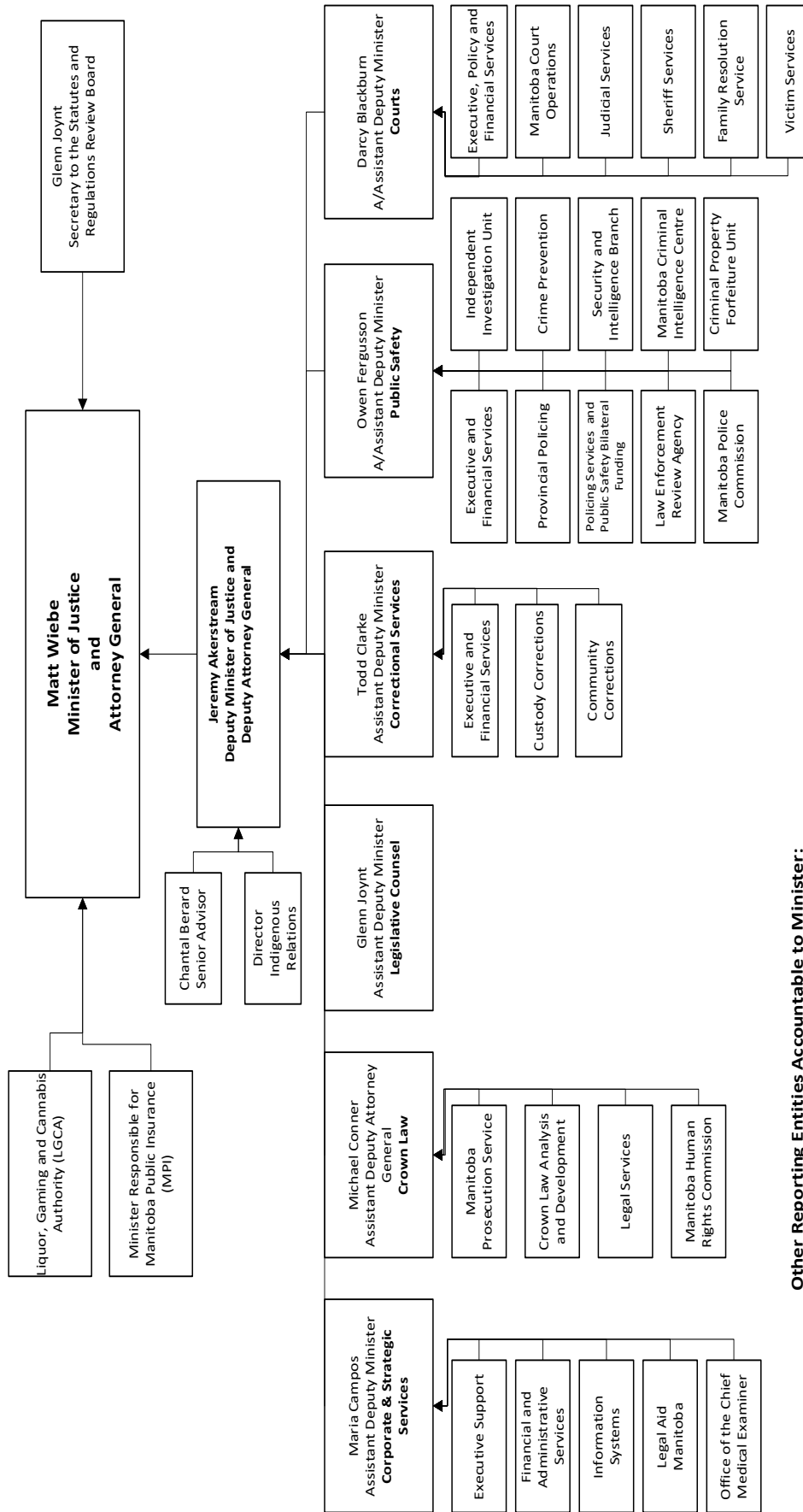
- The Survivorship Act (S250)
- The Threshers' Liens Act (T60)
- The Tortfeasors and Contributory Negligence Act (T90)
- The Trespass Act (T156) The Trustee Act (T160)
- The International Trusts Act (T165)
- The Unconscionable Transactions Relief Act (U20)
- The Use of Animals to Shield Unlawful Activities 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).]

Organizational Structure

Justice as of April 1, 2024



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

Operating Environment and Departmental Risk

Manitoba Justice is committed to ensuring safer, healthier communities where every Manitoban is safe and has access to fair and just treatment before the law. The complex, multi-faceted nature of crime and especially of repeat, violent offending places significant pressures on Manitoba's justice system. Addressing these impacts will require working together across government, and with communities, law enforcement, elders, and Indigenous government partners.

With the prevalence of serious, violent crime on the rise, a department-wide, integrated approach to public safety is crucial. Individuals involved in the criminal justice system experience interconnected forms of disadvantage, which contributes to an increased risk of coming into conflict with the law. This includes lower socioeconomic status, housing insecurity, child and family services involvement, mental health challenges, disability, and substance misuse.

A key priority for the department is working with departmental partners, including Housing, Addictions and Homelessness (HAH), to support additional mental health workers to work alongside law enforcement and strengthen mental health resources for those citizens who are most vulnerable and require alternate safety and wellness responses.

A newly developed Public Safety Strategy will help guide an informed, meaningful response to ensure our communities are safer. Interventions to address violence will extend beyond the enforcement and suppression of violent crime to actively address the roots of crime. Investments to support community safety under the strategy will focus on strengthening resources to empower and equip government-wide and community-led responses to prevention, while supporting targeted measures to respond to violent crime. This includes prevention and intervention initiatives to address the rise in youth violent crime, guided by best practices to meet the needs of youth, as well as coordinating these efforts with other departments and key partners, such as law enforcement, families, and educators.

The department's newly announced Bail Reform Plan amplifies community safety commitments by providing investments in better data collection, a strong policy for Crown attorneys, as well as more tools for law enforcement agencies, and monitoring and supervision to address concerns related to repeat, violent offenders released on bail. This includes investments in mental health and substance use supports, to ensure that services are in place for violent, chronic offenders to provide the greatest impact on community safety. The department will work cooperatively with counterparts in other jurisdictions to address these issues both provincially and nationally.

These investments correspond with the need for dedicated departmental responses to victimization, as demonstrated in reports such as the National Inquiry on Missing and Murdered Indigenous Women and Girls (MMIWG). Investments to address missing persons, child abuse, exploitation, and intimate partner violence (IPV) will continue to ensure the department is supporting the needs of victims and communities.

It is crucial that the department continue working towards eliminating the disproportionate representation of Indigenous Peoples in the criminal justice system, and to address the problem of systemic racism and bias throughout the justice system. This includes retaining and recruiting Indigenous Peoples to work within the justice system. The newly developed Indigenous Services Branch will take a lead role in the recruitment, retention, mentorship, and leadership development of Indigenous employees working in the Department. In addition, the branch will provide direction and support in the development, delivery, and evaluation of Indigenous services in Manitoba Justice.

Additional challenges and trends that impact Manitoba's justice system include the current financial climate and the rapid advancement of technology. To be fiscally responsible and responsive to emerging technologies, the province will continue to make investments to support business intelligence and system

modernization. Building capacity in these areas will strengthen the collection and sharing of criminal justice system information more widely with other jurisdictions and policing agencies.

The current labour market conditions also have impacts on the public service. Demographic changes in the workforce, alongside other factors such as the desire for a healthier work-life balance, and a growing emphasis on meaningful work, means that the department must be positioned to take advantage of opportunities to build a more diverse, skilled, and engaged workforce. This is especially challenging in a department that has a significant level of front-line services that require extensive training and support.

It is also recognized there are opportunities to support and further strengthen fair, equitable and timely access to community supports and services to meet the needs of the regional population in urban/metro, rural and remote communities across Manitoba. This includes working with communities, elders, and law enforcement to provide culturally safe restorative justice processes, where appropriate, to help offenders find a more positive path.

Lastly, the terrible impacts of substance-related fatalities on families and communities cannot be understated. Urgent concerns such as timely reporting on substance-related overdose deaths impacting individuals, families, and communities across Manitoba will continue to be priorities for the department through cross-department initiatives, including the Office of the Chief Medical Examiner.

The complex and interconnected challenges facing our justice system require long-term, multi-year solutions. Manitoba Justice continues to advance innovative approaches, solutions, and strategies to meet the objective of ensuring safer and healthier communities for all Manitobans. The department continues to work across the justice system and across government to address these risks and challenges, embracing opportunities to strengthen our programs and services.

Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. Departments align their current work along with newly received mandate items, in their supplement. The re-introduction of mandate letters represents a renewed approach designed to align departmental efforts more closely with elected government direction. Objectives, key initiatives, and performance measures are described in more detail in the following section. The Department Strategic Objectives are:

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, qui sont décrites dans les lettres de mandat. Dans leurs budgets complémentaires, les ministères harmonisent leurs travaux en cours avec les nouveaux éléments dont la teneur leur a été communiquée dans ces lettres. Le retour des lettres de mandat représente une approche renouvelée, qui permet aux ministères de mieux adapter leurs efforts à l'orientation adoptée par le gouvernement élu. Les objectifs, les initiatives clés et les mesures de la performance sont décrits plus en détail dans la section suivante. Les objectifs stratégiques ministériels sont les suivants :

Vision

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

Mission

Nous soutenons et promouvons 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, au leadership, à la responsabilité, à la participation et à l'esprit 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 et société

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

Responsabilité financière

6. Accorder un traitement juste et équitable devant la loi

Department Performance Measurement - Details

Safer, Healthier Communities

1. Ensure Safer Communities

Key Initiatives

- **Ensuring Public Safety:** With violent crime rates on the rise provincially, an integrated, department-wide approach to public safety is important. The Public Safety Strategy will guide an informed and meaningful response for the department to ensure our communities are safer and that all of government is working towards a common priority of community wellbeing. Initiatives under the strategy include addressing the roots of violence in families and communities through prevention, re-integration, and healing. These initiatives are optimized through support of law enforcement and intervention resources to disrupt sophisticated criminal activity, maximize police efficiency, and increase public safety. This is amplified by efforts to prevent, disrupt, and combat gun and gang violence through the Guns and Gangs Violence Action Fund, a bilateral agreement between the provincial and federal governments. Federal investments have been extended from 2023/24 to 2026/27, providing Manitoba with \$23M in total funding.
- **Addressing Bail Reform:** As outlined in the Speech from the Throne, Manitoba Justice is taking measures to strengthen bail reform and address repeat, violent offences so that serious offenders on bail receive the supports they need to make better choices. 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, promoting confidence in the administration of justice, and ensuring consistency and fairness in the approach to bail across the province. The plan includes investments that will bolster Crown policies, strengthen data collection and sharing efforts, enhance law enforcement resources, and ensure adults and youth on bail receive the mental health and substance use supports and resources they need while being monitored and supervised in the community.
- **Focussing on Community Partnerships:** 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) Fusion Centre, in partnership with the Winnipeg Police Service and the Downtown Community Safety Partnership (DCSP), offers a multi-disciplinary response to prevent crime and improve public safety for businesses, residents, and visitors in downtown Winnipeg. Manitoba Justice is providing DCSP with \$3.6M in ongoing operational funding.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
1.a. Number of Provincial Court charges for all serious offences per quarter.	2,160	2,319	2,200	2,200
1.b. Percentage of all bail decisions made within 7 days of arrest quarterly.	64%	59%	67%	67%
1.c. Recidivism rate among adults following completion of a custodial sentence per quarter.	21%	19%	19%	19%
1.d. Recidivism rates among adults following completion of a community corrections sentence annually.	11%	11%	10%	10%

1.a. Number of Provincial Court charges for serious offences committed by adults and youth per quarter: This measure counts how many charges were laid in Provincial Court in response to serious, violent offences committed by adults and youth which helps to track when there is a reduction of serious, violent charges. This measure is a Key Performance Indicator (KPI), which means the department has indirect influence over the reduction of serious offences and requires a whole of government approach to violent, repeat offences to fulsomely impact measure results.

1.b. Percentage of bail decisions made within 7 days of arrest: Accused adults and youth have a right to a bail hearing within a reasonable time. This measure calculates the percentage of bail decisions (granted or denied) that are made within 7 days or less after an individual is taken into custody. Actuals are calculated by taking the average of the four quarters in a respective fiscal year.

1.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. This measure is a KPI, which means the department has indirect influence over the reduction of recidivism rates. Recidivism is a multi-faceted issue that requires a whole of government approach to address the contributors to re-offending to fully impact measure results.

1.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. This measure is a KPI, which means the department has indirect influence over the reduction of recidivism rates. Recidivism is a multi-faceted issue and requires a whole of government approach to address the contributors to re-offending to fulsomely impact measure results.

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

Key Initiatives

- Providing Trauma-Informed, Culturally Safe Supports:** Two Healing Lodges, at the Brandon Correctional Centre and The Pas Correctional Centre, are under development in 2024/25 to increase cultural supports for inmates. The Healing Lodges will allow for a traditional, trauma informed, and culturally appropriate method of healing, which aligns with two Calls to Action (CTA) from the Truth and Reconciliation (TRC) recommendations (CTA 30 and 36). Manitoba Justice is also making investments to help families of Missing and Murdered Indigenous Women and Girls and Two-Spirit Peoples (MMIWG2S+) navigate the justice system by expanding capacity of the Family Information Liaison Unit (FILU) and supporting the Manitoba Métis Federations (MMF) Family Support Project. Victim Services has also established the Indigenous Cultural Safety and Awareness Circle, which will continue to function through 2024-2025. This initiative helps coordinate the availability of Elders, Grandmothers, or Knowledge Keepers to support victims.
- Increasing Safety and Wellbeing in First Nation Communities:** The Community Safety and Wellbeing (CSWB) project is a strategic partnership framework that assists communities in proactively identifying local risks, unique local circumstances, and the needs of residents using evidence-based responses. These programs have shown to reduce violence, increase proactive and locally relevant responses to conflict, and keep at-risk individuals out of the criminal justice system. Pilot projects were announced last year in 14 cities across Manitoba, including eight First Nations communities, and will continue throughout 2024-2025. Further, First Nations Safety Officer Programs are continuing to be established in 44 First Nations across Manitoba. Under Bill 34, The Police Services Amendment Act, the role of safety officers will be expanded in 2024/25 to grant officers the ability to provide administrative and logistical support in both criminal and non-criminal matters.
- Being Guided by Indigenous Knowledge:** The department has implemented several Indigenous Advisory Councils (IAC) across business areas to guide decisions and policy making with a cultural lens. The IACs also help with recruitment and retention of Indigenous employees and assist with implementing the TRC’s Calls to Action and recommendations from the Aboriginal Justice Inquiry (AJI). Additionally, department representatives sit on the First Nations, Inuit, and Red River Métis Residential Schools Council to provide guidance on justice-related enhanced cultural competency and training in Indigenous issues with the aim of reducing overrepresentation in the criminal justice system, implementing the recommendations of the AJI and the TRC’s Calls to Action (CTA 30).

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
2.a. Comparative likelihood of being incarcerated, Indigenous v. non-Indigenous per quarter.	12:1	14:1	1:1	1:1
2.b. Number of inmates participating in Reclaiming Our Identity (ROI) program annually.	431	182	100	100
2.c. Number of reports that include racialized data sets annually.	-	1	1	5
2.d. Number of cultural supports available for Victims Services Branch service users annually.	-	30	30	30

2.a. 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 being incarcerated compared to non-Indigenous Manitobans. 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. This measure is a KPI, which means the department has indirect influence over addressing the over-incarceration of Indigenous Peoples in the criminal justice system. Over-representation is reflective of complex systemic factors, such as colonialism and racial bias. Aligning with TRC Call to Action 30, this KPI requires a whole of government approach to address and establish measurable results.

2.b. 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 target for 2024/25 will remain consistent as there was significant growth in the ROI participation numbers for the 2021/22 fiscal year due to lessening restrictions of pandemic related measures.

2.c. 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. This formula is adjusted from last year 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.). The target for the 2024/25 fiscal year has been re-established based on the expanded scope of this measure.

2.d. Number of cultural supports available for Victims 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 a target of 30 cultural supports available to victims of crime anticipated for the 2024/25 fiscal year.

3. Reduce Youth Crime

Key Initiatives

- Ensuring Healing Supports for Youth:** In partnership with Manitoba Keewatinowi Okimakanak (MKO), Manitoba Justice will continue to support the creation of a youth Healing Lodge located in Thompson, Manitoba. Aligning with TRC Call to Action 38, the youth Healing Lodge will provide a traditional, culturally appropriate, and trauma informed way of healing for youth. Additionally, an expansion of existing Community Mobilization programs is planned to include more intensive supports for youth. With this expansion, the advancement of culturally relevant educational and learning support for Indigenous youth involved or at-risk of involvement in the criminal justice system is also anticipated this next year.
- Advancing Strategic Youth Priorities:** Manitoba Justice is undertaking the development of a comprehensive youth justice strategic plan. This plan will create a framework to address the adverse impacts of trauma and stress that often contribute to criminal offending. Aligning with recommendations from the AJI, TRC, and MMIWG National Inquiry, the plan will focus on addressing the root causes of youth crime, including recidivism, and provide directed supports to at-risk youth. Initiatives under the plan will be implemented over the next several years to help reduce youth crime and increase the safety of this vulnerable population.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
3.a. Number of Provincial Court charges for youth serious offences per quarter.	204	267	-	-
3.b. Recidivism rates among youth following completion of a community corrections sentence per quarter.	16%	20%	13%	13%
3.c. The criminal justice system backlog index for offences for youth (proportion of new cases vs disposed) annually.	0.95	1.11	-	-
3.d. Average days spent in remand for youth on a quarterly basis.	59	67	-	-
3.e. Percentage of bail decisions for youth made within 7 days of arrest annually.	-	-	-	-

3.a. Number of Provincial Court charges for youth serious offences per quarter: This measure counts how many charges were laid in Provincial Court in response to serious, violent offences among youth. This measure is a KPI, which means the department has indirect influence over the reduction of serious offences and requires a whole of government approach to violent, repeat offences to fulsomely impact measure results. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

3.b. Recidivism rates among youth following completion of a community corrections sentence: This measure is calculated on a quarterly basis by taking the number of individuals re-convicted to a community term divided by the number of those youth who had completed a prior youth community corrections sentence in the two- year period starting from the same quarter two years previously. This measure is a KPI, which means the department has indirect influence over the reduction of recidivism rates. Recidivism is a multi-faceted issue and requires a whole of government approach to address the contributors to re-offending to fulsomely impact measure results.

3.c. The criminal justice system backlog index for offences for youth (proportion of new cases vs disposed) 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 total 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. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

3.d. Average days spent in remand for youth on a quarterly basis: The term remand means to temporarily detain a person in custody while awaiting trial or sentencing. Under the Youth Criminal Justice Act (YCJA), a youth court judge or a justice may order a youth to be detained in custody on remand only under certain circumstances, including if the youth has been charged with a serious offence, a likelihood that the youth will not appear in court, detention is necessary for public safety, and to maintain confidence in the administration of justice. This measure calculates the quarterly average of days spent in remand by calculating the total number of days for all youth for the three months of the reporting quarter and dividing by three. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

3.e. Percentage of bail decisions for youth made within 7 days of arrest annually: Accused individuals have a right to a bail hearing within a reasonable time. This measure calculates the percentage of bail decisions (granted or denied) that are made within 7 days or less after a youth is taken into custody. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

4. Address the Root Causes of Crime

Key Initiatives

- Working Collaboratively Together:** Manitoba Justice recognizes that the root causes of crime are multi-faceted and require cross-departmental and multi-disciplinary approaches to address the various contributors to crime, such as substance use and mental health challenges. The department is 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.
- Fostering Healthier, Safer Communities:** Investments to support two Sobering Centres in Brandon and Thompson, Manitoba will help the department provide supports and services to individuals who have substance related needs. The Brandon Sobering Centre, in partnership with the City of Brandon, will have a transitional housing project intended to increase the housing supply for people at risk of homelessness. The Sobering Centre in Thompson, in partnership with Manitoba Keewatinowi Okimakanak Inc., is intended to improve community safety by using culturally safe and restorative justice options.
- Expanding Restorative Justice:** Manitoba Justice is continuing to expand restorative justice and community justice programs in 2024/25 to divert cases, where appropriate, outside of the formal justice system. Restorative justice is an approach to crime that advances Indigenous justice reconciliation by emphasizing the wrongs done to individuals and communities, addressing harms, and responding to the underlying causes of offending. The Restorative Justice Branch is responsible for capacity building and contract management of community programming, as well as oversight and coordination with stakeholders. Historically in Manitoba, restorative justice programming has contributed to a reduction in recidivism rates and assisted the department in reducing over-incarceration, where appropriate.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
4.a. Volume of cases proceeding through alternative processes per quarter.	1,202	1,409	1,250	1,250
4.b. Number of families served by Family Resolution Service annually.	17,533	19,401	19,800	19,800

4.a. 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.

4.b. Number of families served by Family Resolution Service annually: Family Resolution Service (FRS) offers a single-window service to support family well-being and healthy relationships by delivering a range of services to Manitoba families navigating family breakdown and reorganization, including child access, child and spousal support, property division, and intimate partner and family violence. 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.

5. Protect Vulnerable Manitobans

Key Initiatives

- **Supporting Victims of Family Violence:** The Family Law Act, the Family Support Enforcement Act, and The Inter-jurisdictional Support Orders Amendment Act helps to make family law more accessible for families and encourage out-of-court alternatives to family law disputes. Accompanying these legislative changes, Manitoba justice is implementing several initiatives to help victims and families. For example, through Justice Canada's Victims Fund, the Victim Services Branch will continue to support victims of sexual violence, through to 2025/26. This includes enhancing the process by which Victim Services administer Independent Counsel to victims of crime, providing training to Independent Counsel, and the continued position of a victim services worker who specializes in matters involving sexual violence.
- **Ensuring Timely Reporting on Substance-Related Deaths:** Substance-related deaths in Manitoba, and the subsequent impacts on families and communities, are a serious concern for the Government of Manitoba. The province acknowledges the importance of improving timely access to substance use related toxicity and overdose death reporting. A collaborative effort across departments is currently underway to review timeliness and to consolidate the reporting sources. Although preliminary data will be the primary public reporting source, and will still require medical examiner verification, disclosing this information ensures the public is informed on suspected substance related deaths in a timely manner.
- **Prioritizing Gender-Based Outcomes:** The Better Outcomes for Female Offenders Initiative is a cross-department initiative to improve health and social outcomes for women, girls and LGBTQIA+ people who are involved in the justice system. Research shows that women are impacted differently in their experiences with the criminal justice system than their male counterparts, facing multiple socio-economic and systemic barriers. The three-year framework provides a dynamic model that is intended to collectively address the long-term and complex challenge that women face in the criminal justice system. By focusing on improving mental, spiritual, and physical health, supporting safe and appropriate housing, and increasing economic opportunities, the framework aims to ensure holistic and successful outcomes for women, their families, and their communities.
- **Investing in Community Mobilization:** In 2024/25, the department is enhancing supports to the existing fifteen (15) Community Mobilization (CM) programs operating across Manitoba. Department investments of \$1.2M will create enhancements to existing initiatives or youth and continue to promote community driven and multi-sector engagement at the community level. 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.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
5.a. Percentage of FRS families disclosing Intimate Partner Violence (IPV) referred to a Family Guide Domestic Violence Specialist annually.	100%	100%	100%	100%
5.b. Percentage of improved participant outcomes tracked by Community Mobilization programs annually.	60%	71%	80%	-
5.c. Number of Community Mobilization programs in operation annually.	12	15	16	16

5.a. Percentage of Family Resolution Service families disclosing Intimate Partner Violence (IPV) connecting with a Family Guide Domestic Violence Specialist (FG-DVS): Appropriately assessing, triaging, and referring clients who disclose or are believed to be experiencing Intimate Partner Violence (IPV) to a Family Guide Domestic Violence Specialist (FG-DVS) ensures that families are identified and receive the appropriate supports they need. Prior to 2021/22, not all families were first referred to an FG-DVS. Procedures and training have been adjusted to improve results for families who disclose IPV being referred to FG-DVS.

5.b. Percentage of improved participant outcomes tracked by Community Mobilization programs annually: This measure was previously named, “Increase percentage of Community Mobilization programs tracking participant outcomes.” 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. This year will be used to collect data to further evaluate the measure calculation and the 2024/25 target.

5.c. Number of Community Mobilization programs in operation annually: This measure tracks how many 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 target is 16 programs for 2024/25.

A Government That Works for You

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

Key Initiatives

- **Offering Culturally Safe Environments for Families:** A family friendly soft space created in the St. Boniface court will allow justice representatives to meet with their clients in a more comfortable environment in 2024/25. The room will be furnished with couches, toys, books, medicines, and art, with Family Resolution Service Branch offering their resources and services on-site. Additionally, preliminary conceptual designs, created with guidance, support, and wisdom from Indigenous Elders, have been created for courts in Winnipeg, Dauphin, and Thompson, Manitoba to include Indigenous spaces. Manitoba Justice has entered into an agreement for the Indigenous Court Worker Program (ICWP) with the federal government for a new five-year term. Under the ICWP, Indigenous Court Workers assist Indigenous clients with requests for legal counsel, information about court documents and procedures, cultural interpretation services and link them to appropriate resources. Under the new bilateral agreement, the department will contract with Indigenous organizations or governments, with annual funding to be provided to Southern Chiefs Organization (SCO), MKO, MMF, and Island Lake Tribal Council.
- **Enacting The Unexplained Wealth Act:** The Unexplained Wealth Act amends The Corporations Act and The Criminal Property Forfeiture Act, providing additional tools to disrupt organized crime groups and prevent money laundering. Amendments to The Corporations Act will make it harder for criminals to hide behind shell corporations. The Criminal Property Forfeiture Act is amended to allow the Criminal Property Forfeiture Branch to obtain unexplained wealth orders from the court that require a person to explain how they acquired property when it appears that they do not have any sources of lawful income. These amendments also require any beneficial owners of property who control the property through a series of corporations, trusts, or other arrangement to be identified.
- **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 2024/25. For example, the department is continuing to invest in development of the Integrated Case Management system, which will provide robust reporting capacity to extract data and inform decision-making at provincial and federal levels. These capabilities will be reinforced with investments to business intelligence to expand statistical and data solutions across the department and enable collaborative data-sharing cross-jurisdictionally. Additional investments in the Manitoba Criminal Intelligence Centre, will strengthen and support law enforcement related agencies across Manitoba by collecting, uploading, analyzing, and disseminating incoming intelligence. Manitoba Justice is also continuing to invest in bringing stable internet to First Nations across Manitoba, with the MKO Starlink initiative. This will help individuals living on these First Nations to access justice online, reducing the need for travel and the associated costs.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
6.a. The criminal justice system backlog index for adults (proportion of new cases vs disposed cases) annually.	1.01	1.02	0.98	0.98
6.b. Provincial Offences Court general phone line wait times in minutes on annual basis.	-	18	20	20
6.c. Percentage of e-transfers used for Provincial Court payments annually.	-	17%	8%	8%
6.d. Percentage of Prosecution files assessed or disposed within 30 days (monthly).	58%	61%	75%	75%
6.e. Average number of court appearances to disposition for Winnipeg matters per quarter.	13	12	10	10
6.f. Average number of court appearances to disposition for regional matters per quarter.	11	11	7	7
6.g. Number of data points published on Justice's criminal justice statistics web page per quarter.	17	21	34	61
6.h. Percentage of Legal Aid Certificates accepted within 3 business days	74%	86%	75%	85%

6.a. The criminal justice system backlog index for adults (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.

6.b. Provincial Offences Court (POC) general phone line wait times in minutes on an annual basis: Reducing wait times for defendants who want to deal with their POC ticket improves timeliness of the court system and increases access to justice. With the implementation of a hosted cloud centre, the POC can capture telephone wait times. The target for 2024/25 is to reduce wait times to 20 minutes or less.

6.c. 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 annually. As a part of court modernization, e-transfers simplify the receipt of revenue and allows customers to make payments without needing to attend the court office, which increases access to timely, accessible justice services.

6.d. Percentage of Prosecution files assessed or disposed within 30 days (monthly): 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. Accused, victims and the public have more confidence in a responsive justice system. This measure is calculated within Manitoba Prosecution Service (MPS) by calculating monthly the number of files assessed or disposed within 30 days divided by the number of total new MPS files assigned.

6.e. 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. People are required to appear in court in Winnipeg 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 set timelines to ensure timely access to justice and efficient progression of cases. The timelines range from 6 to 16 weeks, depending on the type of matter. Other drivers that may require a person to appear in court include changes in counsel, waits for legal aid or reports, and diversion programs.

6.f. 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 Manitoba regions. 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 set timelines to ensure timely access to justice and efficient progression of cases. The timelines range from 6 to 16 weeks, depending on the type of matter. Other drivers that may require a person to appear in court include changes in counsel, waits for legal aid or reports, and diversion programs.

6.g. Number of data points published per quarter: A data point is defined as each new value published each quarter. This measure counts the number of data points available to the public on a quarterly basis related to Manitoba's progress in modernizing and reforming the provincial justice system as reported quarterly on the Justice website at www.gov.mb.ca/justice/cjism, and preliminary data on suspected drug-related deaths published on the Office of the Chief Medical Examiner (OCME) dashboard at: <https://www.gov.mb.ca/justice/cme/drugrelateddeath.html>, as well as any other public facing data released by the department. The 2024/25 target has been established anticipating enhancements to the department's data collection capacity that will facilitate a significant increase of 43 data points to the data points reported previously.

6.h. 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 target for 2024/25 has been revised to 85% of certificates accepted within three (3) business days to better reflect actuals.

Financial Details

Consolidated 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
- Manitoba Public Insurance Corporation

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

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2024/25 Summary	2023/24 Summary
\$(000s)					
Corporate and Strategic Services	66,375	57,218	(38,556)	85,037	85,240
Crown Law	61,203	227	(95)	61,335	61,338
Legislative Counsel	3,823			3,823	4,881
Correctional Services	240,659			240,659	240,963
Courts	86,523			86,523	86,523
Public Safety	332,829			332,829	307,188
Costs Related to Capital Assets (NV)	3,100			3,100	3,345
Interfund Activity			17,835	17,835	24,996
Interest Expense	-	15		15	15
TOTAL	794,512	57,460	(20,816)	831,156	814,489

NV – Non-Voted

Departmental Expenditures and FTEs by Appropriation and Type

This table includes the expenditures of the department and aligns to the Estimates of Expenditure.

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Corporate and Strategic Services	106.00	66,375	107.00	66,861
Crown Law	480.50	61,203	480.50	61,203
Legislative Counsel	34.00	3,823	34.00	4,881
Correctional Services	1,839.35	240,659	1,839.35	240,963
Courts	653.20	86,523	653.20	86,523
Public Safety	218.80	332,829	218.80	307,188
Cost Related to Capital Assets (NV)	-	3,100	-	3,345
TOTAL	3,331.85	794,512	3,332.85	770,964
Expense by Type				
Salaries and Employee Benefits	3,331.85	376,302	3,332.85	388,609
Other Expenditures	-	406,542	-	370,627
Grant Assistance	-	8,568	-	8,383
Amortization	-	3,100	-	3,345
TOTAL	3,331.85	794,512	3,332.85	770,964

Please refer to the Manitoba Estimates of Expenditure for the Reconciliation of the 2023/24 Adjusted Print.

Departmental Staffing

FTE and Salaries and Employee Benefits by Appropriation

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Corporate and Strategic Services	106.00	25,927	107.00	27,874
Crown Law	480.50	56,549	480.50	56,549
Legislative Counsel	34.00	3,289	34.00	4,347
Correctional Services	1,839.35	206,970	1,839.35	210,064
Courts	653.20	65,949	653.20	70,188
Public Safety	218.80	17,618	218.80	19,587
TOTAL	3,331.85	376,302	3,332.85	388,609

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.

Equity Group	Benchmarks	% Total Employees as of Dec. 31
Women	50%	51%
Indigenous People	16%	13%
Visible Minorities	13%	16%
Persons with Disabilities	9%	4%

Overview of Capital Investments, Loans and Guarantees

	2024/25	2023/24	
Part B – Capital Investment			Expl.
			\$(000s)
<hr/>			
Provides for the acquisition of equipment			
General Assets	2,660	5,037	
<hr/>			

Part C – Loans and Guarantees – Not Applicable

	2024/25	2023/24	
Part D – Other Reporting Entities			Expl.
Capital Investment			\$(000s)
<hr/>			
Provides for the development of strategic infrastructure, equipment and information technology systems			
Manitoba Public Insurance Corporation	62,354	76,035	
Less: Self-financed by Manitoba Public Insurance Corporation	(62,345)	(76,035)	
<hr/>			
Capital Investment	-	-	
<hr/>			

Departmental Program and Financial Operating Information – Part A Expenditure and FTEs

Corporate and Strategic Services (Res. No. 04.1)

Provides for the executive and policy direction and co-ordination for all departmental programs. Provides leadership and support in financial planning, central accounting, budgetary and financial management services, indigenous services, records management, privacy matters and proactive disclosure, regulatory policy planning and development, information technology development, and computer related services. Advances strategic innovation initiatives and provides outcome results for departmental programs. Protects the rights of individuals who could not otherwise afford counsel. Investigates all unexpected, unexplained, and violent deaths.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Minister's Salary	1.00	47	1.00	42	
Executive Support	9.00	994	10.00	1,198	1
Finance and Admin Services	60.00	11,109	60.00	12,300	2
Information Systems	18.00	12,076	18.00	11,138	3
Legal Aid Manitoba	-	36,639	-	36,639	
Office of the Chief Medical Examiner	18.00	5,510	18.00	5,544	
TOTAL	106.00	66,375	107.00	66,861	
Expense by Type					
Salaries and Employee Benefits	106.00	25,927	107.00	27,874	
Other Expenditures	-	40,448	-	38,987	4
TOTAL	106.00	66,375	107.00	66,861	

Explanation

- 1 Decrease of 1.00 regular full time equivalent position and related salary costs
- 2 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 3 Increase to support computer related charges offset by general wage adjustments and staff turnover allowance
- 4 Increase in operating costs to support computer related charges

Minister's Salary (04.1a)

As the chief law officer of Manitoba, 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. Administers statutes for which the Minister is responsible.

Key Objectives

- To fulfil the roles and responsibilities of the Minister of Justice and Attorney General for Manitoba;
- To provide leadership and policy direction to maintain and enhance the integrity and quality of the justice system throughout Manitoba.

Main Activities

- Represents the interests and perspectives of Manitoba Justice at Cabinet;
- Represents the interests and perspectives of Cabinet to the department and the department's communities of interest.

Expected Results

- To meet the goals and objectives of the statutory responsibilities and the government's priorities for the administration of justice and the Office of the Attorney General within the Province of Manitoba.

Executive Support (04.1b)

Ensures the department's activities are consistent with its vision, mission, and guiding principles. Provides interpretation and direction on policy development to senior executive and program management of the department.

Key Objectives

- To provide executive management direction for the department;
- To provide administrative support for the Minister and Deputy Minister.

Main Activities

- Monitors strategies for the delivery of justice programs to the public to ensure uniform standards, adequate support and consistency in program delivery;
- Coordinates and manages the activities of the department;
- Provides direction on policy interpretation and development to senior executives.

Expected Results

- To provide an equitable and responsive justice system to all segments of the public;
- To monitor progress on the department's key metrics and performance measures;
- To deliver administrative services to the offices of the Minister and Deputy Minister.

Financial and Administrative Services (04.1c)

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, advice and direction on financial and comptrollership issues to program areas. Oversees the department's administrative operations and reporting and provides corporate and strategic services for a variety of areas that span across the department.

Key Objectives

- To provide corporate, strategic, administrative and financial management services to all program functions within the department;
- To provide direction and support in the development, delivery and evaluation of Indigenous Services and general oversight in Manitoba Justice;
- To ensure departmental programs operate in accordance with government administrative and financial policies, exercising sound comptrollership and operating within generally accepted accounting principles.

Main Activities

- 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;
- Provides direction on financial and comptrollership issues to all program areas;
- Monitors, analyzes, and provides advice on in-year expenditure management;
- Manages the yearly departmental estimates process and prepares the Supplement to the Estimates of Expenditure and the Annual Report;
- Oversees the department's administrative operations and reporting, including sustainable development procurement planning and reporting, procurement in general, contracts, fleet vehicles and parking, leases for space and equipment, physical asset inventories, insurance, workplace safety and health, and related staff training;
- Processes all accounts payable for the department and provides central monitoring and reporting of all departmental revenues;
- Ensures that all financial transactions conform to applicable accounting standards and government policies, and are appropriately reviewed and authorized prior to processing;
- Provides training and support on the government's enterprise accounting system;
- Provides corporate services including records management, Indigenous services, and investigation of disclosures made by Justice employees under The Public Interest Disclosure (Whistleblower Protection) Act;
- Provides centralized capacity to enhance the department's ability to advance strategic innovation initiatives, close performance gaps and remedy complex challenges;
- Facilitates strategic planning and coordinates program development across the department to advance system-wide outcomes for Manitobans;
- Provides direction and support in the development, delivery and evaluation of Indigenous Services and general oversight in Manitoba Justice;
- Provides a central community support service in the areas of Indigenous recruitment, training, and mentorship of staff for the department;
- Responsible for all data owned by Justice and ensures all metrics are intertwined with all department strategic planning and initiatives.

Expected Results

- To ensure the timely and accurate preparation of yearly expenditure and revenue estimates;
- To ensure the timely and accurate preparation of the department's Annual Report, the Supplement to the Estimates of Expenditure and related advisory materials;
- To ensure the timely and accurate provision of financial analysis and projections, and implementation of expenditure management considerations;
- To provide support, advice and direction on financial and comptrollership issues and the maintenance of appropriate accounting and control functions within the department;
- To provide timely and accurate processing of all financial transactions;
- To provide effective support to departmental programs by means of specialized advice and central services;
- To provide services related to strategic innovation initiatives, performance measures, evaluations and outcomes, lean management and continuous improvement;
- To collect and analyze data related to complex challenges by working with strategic planning and delivery teams to analyze data and promote opportunities for change;
- To direct an effective Business Continuity Plan for all areas of the Department;
- To administer The Public Interest Disclosure (Whistleblower Protection) Act within the department.

Information Systems (04.1d)

Provides leadership, direction, advice, guidance and support for technology related initiatives and requests. Supports the operation and enhancement of business systems used by the department. Manages information and communication technology (ICT) expenditures for the department.

Key Objectives

- To foster a collaborative working environment between the department and Digital and Technology Solutions;
- To collaborate with Digital and Technology Solutions to develop and refine the department's IT strategy;
- To support the development and delivery of automated systems in partnership with Digital and Technology Solutions;
- To collaborate with Digital and Technology Solutions to implement updates, patches, and upgrades to the environment, as needed;
- To ensure the ongoing support and maintenance of IT systems in the environment.

Main Activities

- Facilitates the collection and prioritization of departmental needs for automated systems;
- Facilitates the development and execution of the department's IT plan and ensures alignment to the overall government IT strategy;
- Supports the development and delivery of departmental automated systems or IT services which includes requirements gathering, process mapping, acceptance testing, project management and end-user support and training;
- Acquires systems hardware and software to meet both short- and long-term goals for departmental automation;
- Manages departmental automated systems in terms of expenditure commitment, systems planning, problem resolution, capacity planning, and operating stability;
- Monitors and assesses all departmental expenditures related to information systems and technology related activities.

Expected Results

- To foster the ongoing development of the department's long-term strategy for developing justice information systems;
- To maintain and enhance existing departmental information systems and technologies to ensure that they continue to meet business needs;
- To participate on behalf of the department in government-wide systems strategies and technology initiatives.

Legal Aid Manitoba (04.1e)

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. 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 Objectives

- To operate as an independent statutory corporation operating at arm's-length from government with only the statutory powers and duties provided in Act to deliver legal aid services;
- To provide legal advice and representation services to low-income individuals and groups to fulfill the government's constitutional obligation to ensure procedural and substantive fairness in the administration of justice;
- To manage staff attorneys and their conduct of matters independent of government to ensure there is no perception that the province directly controls attorneys acting opposite the government in court proceedings.

Main Activities

- 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 LAM Act and Regulation) through a competitive business model using staff and private bar lawyers;
- Assists clients through certificate service, duty counsel, Brydges on-call, or drop-in service through Community Law Centres and Duty Counsel, as well as a panel of private bar lawyers throughout Manitoba;
- Engages in outreach and public legal education activities and poverty law initiatives;
- Provides legal services to a variety of community organizations and groups through the Public Interest Law Centre and private bar lawyers throughout Manitoba in the areas of housing, mental health, poverty law issues, systemic issues, disability rights, consumer matters and Indigenous issues.

Expected Results

- To meet the demand for the delivery of legal services to eligible low-income Manitobans in a cost effective and efficient manner;
- To provide low-income Manitobans with access to legal services that fulfil Manitoba's constitutional obligation to ensure procedural and substantive fairness in the administration of justice, and address the constitutional principles of "fairness" and "efficiency" in the areas of criminal, child protection, family, poverty law, immigration and refugee, and public interest matters;
- To facilitate the court and administrative law process by ensuring that criminal, child protection, family, poverty law and immigration and refugee courts and administrative tribunals operate fairly and efficiently by ensuring representation for low-income Manitobans (including those in custody) accessing those courts and tribunals;
- To support the systematic reform of the legal system to improve legal services to low-income clients;
- To deliver legal services for financially eligible refugee claimants seeking asylum in Canada pursuant to the Immigration and Refugee Legal Aid Agreement;
- To provide a response to an application within 3 days, requests for legal advice from detained persons on demand, and duty counsel services in selected courts throughout the province on demand.

Office of the Chief Medical Examiner (04.1f)

Conducts inquiries into all reportable deaths, and further investigations where required. Conducts monthly children's, adult and geriatric inquest review committee meetings. Orders post-mortem examinations where necessary, including toxicological analysis of specimens.

Key Objectives

- To receive reports of all deaths within the Province of Manitoba that fall within the jurisdiction of The Fatality Inquiries Act;
- To conduct inquiries and/or investigations into all reportable deaths for the purpose of identifying the deceased and determining the time of death, the cause and manner of death, and the circumstances surrounding the death;
- To review medical examiners' cases to determine the need for an Inquest.

Main Activities

- Conducts investigations into all reportable deaths;
- Conducts monthly children's, adult and geriatric inquest review committee meetings;
- Performs post-mortem examinations and arranges for alcohol and toxicological analysis of specimens;
- Presents evidence at court proceedings;
- Provides support to the organ and tissue donor programs;
- Provides information, statistics and research material to the private and public sectors;
- Interacts with the RCMP and all municipal police departments;
- Provides a teaching and educational service;
- Maintains and operates a computerized data base of fatalities for analytical purposes;

- Provides administrative and logistical support, and professional direction to all provincial medical examiners;
- Arranges for the burial of all unclaimed bodies reported under The Anatomy Act;
- Receives reports of unclaimed bodies that fall within the jurisdiction of The Anatomy Act.

Expected Results

- To perform thorough and efficient investigation of all violent, sudden, unexpected and suspicious deaths;
- To determine the cause and manner of death in each case, and order inquests where deemed necessary;
- To provide recommendations from the circumstances surrounding a death that will contribute to the safety and benefit of others;
- To provide timely medico-legal information to both the private and public sectors;
- To prepare an annual statistical review for the Minister, relating to deaths in relation to which action is taken under *The Fatality Inquiries Act*, to provide meaningful annual statistics;
- To prepare a report for the Minister relating to all deaths during the year of persons resident in custodial facilities, involuntary residents in psychiatric facilities, or residents of a developmental centre;
- To prepare an annual report for the Minister of Health relating to the operations during the year under *The Anatomy Act*.

Key Initiatives

- **Bail Reform:** The Bail Reform Plan is a department-wide, multi-faceted approach to bail reform which seeks to protect public safety, promote confidence in the administration of justice, and ensure consistency and fairness in the approach to bail across Manitoba. Supported by a strong foundation of data analysis, data collection, and business intelligence, provincial investments will enhance data and business intelligence capacity to provide statistical and data solutions for the department and to enhance data-sharing with cross-jurisdictional partners.
- **Protecting Vulnerable Manitobans:** The Better Outcomes for Female Offenders Initiative is a departmental and government-wide approach to improve health and social outcomes for women, girls and LGBTQIA+ people who are involved in the justice system. A three-year strategic framework is being developed to collectively address the long-term and complex challenges that women face in the criminal justice system and intersecting systems.
- **Youth Justice Strategy:** Manitoba Justice is undertaking the development of a comprehensive youth justice strategic plan. Aligning with recommendations from the AJI, TRC, and MMIWG National Inquiry, the plan will focus on addressing the root causes of youth crime, including recidivism, and provide directed supports to at-risk youth. This plan will create a framework to address the adverse impacts of trauma and stress that often contribute to criminal offending. Initiatives under the plan will be implemented over the next several years to help reduce youth crime and increase the safety of this vulnerable population.
- **Timely Reporting on Substance-Related Deaths:** Addressing substance-related deaths and the subsequent impacts on families and communities is a priority for the Government of Manitoba. Departments across the Manitoba Government are collaborating to review the timeliness of reporting and to consolidate reporting sources. Preliminary data on suspected substance-related deaths is published to the public through the Office of the Chief Medical Examiner to ensure swift access and availability of data on substance use related fatalities.

Crown Law (Res. No. 4.2)

Provides for the legal operations of the Department of Justice and the administration of criminal justice in Manitoba. Prosecutes offences under provincial statutes and the Criminal Code of Canada. Provides for legal policy development and analysis and advises the government on modernization and improvement to provincial laws and programs. Provides legal advice and services to all departments and agencies on civil, family, and constitutional law matters. Provides programs and mechanisms that protect the rights of Manitobans.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Manitoba Prosecution Service	350.00	43,829	350.00	43,829	
Crown Law Analysis and Development	10.00	1,270	10.00	1,270	
Legal Services	99.00	13,893	99.00	13,893	
Manitoba Human Rights Commission	21.50	2,211	21.50	2,211	
TOTAL	480.50	61,203	480.50	61,203	
Expense by Type					
Salaries and Employee Benefits	480.50	56,549	480.50	56,549	
Other Expenditures	-	4,544	-	4,544	
Grant Assistance	-	110	-	110	
TOTAL	480.50	61,203	480.50	61,203	

Manitoba Prosecution Service (4.2a)

Reviews police investigative reports and gives legal advice on the laying of criminal and provincial act charges. 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. 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 Objectives

- To provide quality and timely criminal justice prosecution services to the citizens of Manitoba;
- To provide legal advice, as appropriate and required, to policing agencies in Manitoba;
- To conduct early detailed review of criminal allegations to determine the viability of the allegation and the appropriate channel for the prosecution through the formal criminal justice court system or possible restorative justice and diversion options;
- To initiate and conduct all criminal prosecutions in all courts of Manitoba for offences committed pursuant to the provisions of the Criminal Code, the Youth Criminal Justice Act, delegated federal charges, and provincial statutes;
- To develop an effective, efficient, and innovative legal system, responsive to the needs of the people of Manitoba.

Main Activities

- Review police investigative reports and give legal advice on the laying of criminal and provincial act charges;

- Prosecute or otherwise responsibly and effectively resolve alleged breaches of the Criminal Code of Canada, the Youth Criminal Justice Act or provincial legislation in a timely manner;
- Conduct 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;
- Manage prosecution files throughout the province through the ongoing use of the Prosecutions' Information and Scheduling Management (PRISM) system.

Expected Results

- To provide an efficient, cost-effective, equitable and humane prosecution service that is responsive to the needs of the people of Manitoba;
- To expand restorative justice referrals to improve public safety through lower levels of recidivism, reduced delay in the court system and appropriately address over-reliance on incarceration, especially in the case of Indigenous offenders;
- To increase the number of criminal files that are reviewed prior to a formal charge to ensure only matters that meet the charging standard come into the formal Criminal Justice system;
- To reduce the time to disposition of all cases, particularly serious criminal offences;
- To eliminate successful delay motions.

Crown Law Analysis and Development (4.2b)

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. Co-ordinates the operations of the Community Notification Advisory Committee and the operations of the Manitoba provincial sex offender website.

Key Objectives

- To assist the Department by providing research, analysis, options, recommendations on civil and criminal law related issues and issues that affect the justice system;
- To participate and lead in the development of legislation, policies and programs that advance Departmental objectives;
- To coordinate the Department's response to legal and justice system issues having cross-divisional, cross-government or intergovernmental implications;
- To represent the Department on Federal/Provincial/Territorial (FPT) law reform committees, such as the Coordinating Committee of Senior Officials (Criminal Justice), Continuing Committee of Officials Responsible on Human Rights, and the Uniform Law Conference of Canada (Civil).

Main Activities

- 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;
- Conducts research and develops options and recommendations for changes to provincial legislation and federal statutes, such as the Criminal Code;
- Examines and comments on federal criminal law initiatives;
- Participates and leads in development and implementation of legislation;
- Participates and leads in Departmental and inter-departmental working groups to address legal and justice system issues;
- Co-ordinates preparation of briefing material for the Minister and Deputy Minister and prepares them for FPT meetings dealing with criminal law, human rights and other legal issues;
- Participates and leads in meetings of FPT senior justice officials' committees and working groups, including the Coordinating Committee of Senior Officials (Criminal Justice), Continuing Committee of Officials Responsible on Human Rights, the Uniform Law Conference of Canada (Civil);
- Co-ordinates the operations of the Community Notification Advisory Committee and the operations of the Manitoba provincial sex offender website.

Expected Results

- To provide research, analysis, commentary, options, recommendations and assistance on civil law and criminal law related issues and issues that affect the justice system;
- To develop legislation, policies and programs that advance Departmental objectives;
- To participate in or lead departmental, inter-departmental and inter-governmental law reform committees.

Legal Services (4.2c)

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 Objectives

- To provide a full range of integrated civil law services to all areas of government;
- To provide legal advice to all government departments and some Crown corporations and agencies in relation to operational, program and policy matters;
- To represent government in court proceedings, including criminal proceedings in which a notice under The Constitutional Questions Act is filed; maintenance enforcement matters, and constitutional references under The Constitutional Questions Act and the Supreme Court Act;
- To provide legal advice in the development of legislation;
- To develop and participate in the development of policies affecting family law at the provincial level and at the national level, through federal-provincial-territorial committees;
- To increase public and professional awareness of family law initiatives and issues.

Main Activities

- Provides legal services and advice in the areas of Aboriginal law, access to information and privacy law, administrative law, civil litigation, constitutional law (Aboriginal and Treaty rights, the Canadian Charter of Rights and Freedoms, minority language rights, federalism and distribution of powers, judicial independence and the amendment of the Constitution of Canada), contracts and agreements, conveyancing, corporate and commercial, criminal property forfeiture, family law (including child protection, maintenance enforcement, charging authorization in parental child abduction cases, and fulfilling government obligations under The Inter-jurisdictional Support Orders Act and The Hague Convention on the Civil Aspects of International Child Abduction), information technology, international law, legislative review and policy development (including through federal-provincial-territorial committees);
- Provide client-focused, high quality legal services to address clients' needs, concerns and issues;
- Establishes regular dialogue with clients and incorporate client feedback to maintain excellent legal services;
- Organizes or participates in educational seminars for clients on current legal issues and developments (including risk management issues) relevant to its clients;
- Increases public and professional awareness of family law issues and initiatives through the preparation of information materials along with participation in public and continuing legal education programs.

Expected Results

- To provide cost-effective, high quality and timely legal services to clients. Recover costs where required and otherwise provide services within available resources;
- To meet clients' needs for legal services;
- To maintain effective communication between the Legal Services Branch and its clients;
- To take an integrated approach to the delivery of civil law services to the whole of government.

Manitoba Human Rights Commission (4.2d)

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. Offers mediation to parties at various stages in the process with an emphasis on early resolution of complaints and public interest remedies. Investigates complaints of discrimination and determines if there is sufficient evidence to warrant an adjudication hearing before the Human Rights Adjudication Panel. Represents the public's interest in the adjudication of complaints before the Human Rights Adjudication Panel.

Key Objectives

- To promote human rights, to develop and conduct education programs designed to eliminate all forms of discrimination prohibited by The Human Rights Code and enforce the provisions of The Code.

Main Activities

- Provides information and resources to the public about human rights principles and The Human Rights Code;
- Assists the public to identify and frame their complaints based on human rights principles and law and offers referrals to other agencies as appropriate;
- Offers mediation to parties at various stages in the process with an emphasis on early resolution of complaints and public interest remedies;
- Investigates complaints of discrimination and determines if there is sufficient evidence to warrant an adjudication hearing before the Human Rights Adjudication Panel;
- Represents the public's interest in the adjudication of complaints before the Human Rights Adjudication Panel by taking responsibility to prove the complaint;
- Delivers human rights education seminars to businesses and organizations on their responsibilities under The Human Rights Code;
- Develops publications, conducts research and community outreach and utilizes new and social media to educate the public about the rights and responsibilities in the Human Rights Code;
- Collaborates and consults with businesses and organizations on systemic discrimination issues;
- Takes public positions on human rights issues with the goal of advancing human rights in Manitoba.

Expected Results

- To respond to 4000+ enquiries annually from the public;
- To offer an efficient and timely complaint process;
- To offer mediation on 80% of registered complaints and assist in resolving approximately 50% of all complaints through early resolution;
- To utilize media (news, social, publications, website) to promote human rights principles and educate the public;
- To contribute to reconciliation and improve awareness and understanding of human rights through a wide variety of education activities including website, monthly newsletter, youth conferences and workshops for employers and human resource professionals, research projects, speaking engagements, and publication of guidelines which interpret rights and responsibilities under The Code;
- To advance human rights law in Manitoba through adjudication of complaints and related legal processes.

Key Initiatives

- **Bail Reform:** Crown Law is undertaking an initiative to bolster Crown policies to give Crown attorneys guidance on the application of relevant Criminal Code provisions in cases of serious violence. This Bail Reform Plan builds off recent changes to the federal Bill C-48 that seeks to protect public safety through being tougher on violent offenders, building public confidence in the administration of justice, and ensuring consistency and fairness in the province's approach to bail. Implementing these bolstered Crown policies will work in tandem with the recent federal changes to ensure that Manitoba satisfies positive bail reform changes at both the federal and provincial levels.

- **Indigenous Advisory Councils (IAC):** Continuing into 2024/25, Manitoba Prosecutions Service will be guided by the IAC, which provides culturally appropriate advice and practical considerations with respect to implementing the Truth and Reconciliation Calls to Action, and when working with Indigenous people and communities.

Legislative Counsel (Res. No. 4.3)

Provides drafting services for Bills, regulations and orders for all government departments and agencies and provides related legal advice. Provides legislative and parliamentary translation services to the government and the Legislative Assembly. Is the Law Officer of the Legislative Assembly. Prepares Bills and enactments for print publication. Operates and publishes to the Manitoba Laws website, an official source of the laws of Manitoba. Supports the publication of proposed regulations and the operation of the Statutes and Regulations Review Board.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Legislative Counsel	34.00	3,823	34.00	4,881	1
TOTAL	34.00	3,823	34.00	4,881	
Expense by Type					
Salaries and Employee Benefits	34.00	3,289	34.00	4,347	
Other Expenditures	-	534	-	534	
TOTAL	34.00	3,823	34.00	4,881	

Explanation

1 Decrease in salary costs related to general wage adjustments and staff turnover allowance

Key Objectives

- To prepare all Manitoba bills, Acts, regulations and orders in English and French as well as consolidations of current Acts, regulations and orders;
- To provide advice and assistance as Law Officer of the Legislative Assembly in the manner contemplated by the Rules of the Assembly;
- To publish Acts and regulations on the Manitoba Laws website and ensure that proposed regulations are published as required;
- To provide French translation services to the Legislative Assembly.

Main Activities

- Provides legislative drafting services and legislative and parliamentary translation services to Ministers, Members of the Legislative Assembly, committees of the Legislative Assembly and persons petitioning the Assembly for the enactment of private bills;
- Provides legal advice to Members of the Assembly in connection with carrying out their duties as Members and to the Legislative Assembly Management Commission, the Speaker, and the Clerk of the Assembly;
- Prepares, in English and French, bills for the Assembly and regulations for lawmakers and arranges for printing and publication of all statutory materials;
- Updates Acts and regulations as and when they are amended or repealed;
- Publishes the original and consolidated Acts and regulations of Manitoba and related information tables on the Manitoba Laws website;
- Ensures that proposed regulations are published, and that departments and agencies are made aware of comments received from the public.

Expected Results

- To draft, translate and publish bills, Acts, regulations and orders in English and French in an effective and timely manner to facilitate the functioning of government;
- To provide effective and timely legislative drafting services to Members and advice to Members and Officers of the Legislative Assembly to facilitate the functioning of the Assembly and its offices;
- To provide French translation services in a timely manner to the Legislative Assembly and, on a limited basis, to the courts;
- To ensure that Manitobans are informed of proposed regulatory changes;
- To provide accurate, timely and continuous access to the Laws of Manitoba through the Manitoba Laws website so that the law is accessible.

Correctional Services (Res. No. 4.4)

Provides for the protection of society by delivering correctional services and programs. 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	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Executive and Financial Services	27.00	7,402	27.00	6,445	1
Custody Corrections	1,519.75	203,580	1,519.75	201,473	2
Community Corrections	292.60	29,677	292.60	33,045	3
TOTAL	1,839.35	240,659	1,839.35	240,963	
Expense by Type					
Salaries and Employee Benefits	1,839.35	206,970	1,839.35	210,064	
Other Expenditures	-	31,339	-	28,549	4
Grant Assistance	-	2,350	-	2,350	
TOTAL	1,839.35	240,659	1,839.35	240,963	

Explanation

- 1 Increase in operating costs to support sobering centres and Intensive Rehabilitative Custody & Supervision (IRCS) program for youth
- 2 Increase in salary costs related to general wage adjustments, net of staff turnover allowance and increase in operating costs to support inflationary factors
- 3 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 4 Increase in operating costs to support sobering centres, IRCS program for youth and to support inflationary factors

Executive and Financial Services (4.4a)

Coordinates divisional comptrollership, staff training, information systems management, program and policy development, and youth justice. This includes areas of recruitment and retention, integration of services, strategic and capital planning, contract management and youth justice programming.

Key Objectives

- To provide leadership and corporate support to the Correctional Services Division;
- To provide a range of support services, including staff training, recruitment, program development, research, information services, policy development, comptrollership, and capital planning.

Main Activities

- Coordinates divisional financial and human resource planning, staff training, management information systems and policy development;
- Conducts research into effective offender programming;
- Develops annual capital plans for the division;
- Provides leadership in comptrollership and the stewardship of resources;
- Coordinates the development of youth justice priorities and programming.

Expected Results

- To integrate services to the inmates and young persons in correctional centres and community settings;
- To achieve effective and integrated management of financial and human resources;
- To ensure the effective and efficient provision of information systems, training, recruitment and retention;
- To ensure high level strategic planning, including a streamlined contract process and implementing evidence-based policy development;
- To support approximately 3000 users with multiple software programs while increasing the use of technology to maximize efficiencies, reduce human errors, and support innovation across the division;
- To provide dedicated focus on advancing Youth Justice priorities, which includes a commitment to reducing youth recidivism rates and Indigenous over-representation.

Custody Corrections (4.4b)

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

Key Objectives

- To keep persons in custody as required by law, the Youth Criminal Justice Act (YCJA) or exchange of service agreement;
- To provide living conditions and services which are essential to the well-being of inmates;
- To maintain order, control and discipline essential to safe institutional environments;
- To provide programs that keep inmates constructively occupied, and address the causes of crime;
- To manage resources effectively, efficiently and in an accountable manner;
- To provide transition services and an orderly release process so inmates reintegrate productively;
- To facilitate culturally appropriate correctional services and programs;
- To provide an environment which supports the mental, emotional, spiritual and physical well-being of inmates;
- To provide a range of programs that assist in the rehabilitation and reintegration of inmates;
- To provide Intensive Rehabilitative Custody Sentences as set out in the YCJA;
- To provide educational and rehabilitation programs that meet the needs of young persons.

Main Activities

- Provides a system of inmate discipline, including regulations governing their discipline;
- Provides behaviour management approaches that assist inmates in meeting acceptable behaviour expectations;
- Partners with other government departments to better assess the educational capacity of young offenders;
- Provides inmates with nutritious meals, appropriate clothing, bedding, showers and fresh air;
- Provides inmates with medical, dental, psychological and psychiatric services, as required;
- Provides inmates with spiritual programs and personnel of their choice, including Indigenous elders;
- Develops case management plans for inmates, including assessment, reviews and a re-entry plan;
- Provides high-risk inmates with programs that address their offending behaviour;
- Monitors preventive security information and works cooperatively with law enforcement agencies;
- Provides an integrated security environment for the protection of staff and inmates;
- Co-ordinates emergency preparedness for the division;
- Provides for the delivery of Indigenous and other culturally appropriate programming;
- Provides victims with information, assistance and support as provided for in The Victims' Bill of Rights.

Expected Results

- To provide program and work for inmates to address causes of crime and reduce idleness;
- To provide risk assessment and case management systems at all institutions;
- To ensure emergency response units are well prepared and all facilities have a crisis management plan and preventive security functions;
- To contribute to victim safety by ensuring victims are provided with timely and appropriate information, consultation and warnings;
- To provide a comprehensive gang management strategy;
- To provide enhanced educational and rehabilitation services to young offenders;
- To partner with Indigenous and other agencies and persons in the delivery of services and programs;
- To provide custody and security for inmates and young persons in custody;
- To continue to improve efficiency in correctional service delivery, as measured by the average daily cost of housing inmates and young persons in correctional facilities;
- To maintain a secure environment for offenders in custody in order to prevent escapes.

Community Corrections (4.4c)

Provides community supervision and intervention commensurate with the offenders' risk to reoffend and criminogenic need. Prepares investigatory assessment reports for pre-sentencing reports and progress reviews. Promotes a broad range of restorative justice programming to meet the needs of victims, offenders and the broader community through training and partnerships with justice committees, volunteers and community groups and organizations.

Key Objectives

- To supervise and offer intervention to offenders in the community under community service orders, probation and conditional sentences, Deferred Custody Orders, Community Supervision Orders, Conditional Supervision Orders, bail and temporary releases from custody;
- To ensure offenders can complete their community service orders and have access to the fine option program;
- To prepare court reports on offenders' risks/needs/circumstances and propose community alternatives;
- To contribute to the safety of victims of offenders being supervised on orders in the community;
- To intensively supervise and offer special interventions to higher risk offenders;
- To provide offenders with culturally appropriate correctional services and programs;
- To maintain initiatives that address the needs of offenders including those that have FASD and other complex needs;
- To work cooperatively with other government departments and community agencies to provide appropriate programs for offenders;
- To support communities and organizations who deliver restorative justice programming as an alternative to, and as an enhancement of, the criminal justice system.

Main Activities

- Provides community supervision and intervention commensurate with the offenders' risk and need levels;
- Prepares investigatory assessment reports for sentencing and progress reviews;
- Provides victims with information, assistance and support as provided for in The Victims' Bill of Rights;
- Promotes a broad range of restorative justice programming to meet the needs of victims, offenders and the broader community through training and partnerships with justice committees, volunteers and community groups and organizations.

Expected Results

- To implement risk assessment and case management systems in all community corrections offices;
- To increase case management, consultation and support services for complex need offenders;
- To provide community supervision for adult probation cases and youth probation cases;

- To continue providing FASD assessments and community plans.

Key Initiatives

- **Implementing Healing Lodges:** Healing Lodges are under development at the Brandon Correctional Centre and The Pas Correctional Centre in 2024/25. Healing Lodges allow for traditional, trauma informed, and culturally appropriate methods of healing, which aligns with the Truth and Reconciliation Commission Calls to Action 30 and 36. Additionally, the Corrections division will continue to support a youth Healing Lodge alongside Manitoba Keewatinowi Okimakinak (MKO) to provide these culturally appropriate methods of healing to youth in Thompson. This also aligns with the Truth and Reconciliation Commissions Call to Action number 38.
- **Bail Reform:** Included in the Department-wide Bail Reform Plan, initiatives to strengthen community monitoring and support will be implemented to reduce violent crime and the compounding impact of violent re-offending on communities. With provincial investments, Manitoba Justice will be enhancing the Community Monitoring and Supervision Program to bolster intensive supervision and expanded mental health and substance use supports to chronic or violent reoffenders.
- **Expanding Restorative Justice:** Restorative justice is an approach to crime that advances Indigenous justice reconciliation by emphasizing the wrongs done to individuals and communities, addressing harms, and responding to the underlying causes of offending. Manitoba Justice is continuing to expand restorative justice and community justice programs in 2024/25 to divert cases, where appropriate, outside of the formal justice system. The Restorative Justice Branch is responsible for capacity building and contract management of community programming, as well as oversight and coordination with stakeholders. Historically in Manitoba, restorative justice programming has contributed to a reduction in recidivism rates and assisted the department in reducing over-incarceration, where appropriate.

Courts (Res. No. 4.5)

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. Advances The Victims' Bill of Rights and domestic violence and child victim support services. Improves access to justice services, including range and relevance of supports, while aligning stakeholders.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Executive, Policy and Financial Services	44.00	3,296	44.00	3,123	1
Manitoba Court Operations	226.50	16,170	226.50	16,170	
Judicial Services	101.00	28,739	101.00	30,518	2
Sheriff Services	117.70	12,236	117.70	13,326	3
Family Resolution Service	81.50	8,223	81.50	8,863	4
Victim Services	82.50	17,859	82.50	14,523	5
TOTAL	653.20	86,523	653.20	86,523	
Expense by Type					
Salaries and Employee Benefits	653.20	65,949	653.20	70,188	
Other Expenditures	-	19,396	-	15,342	
Grant Assistance	-	1,178	-	993	6
TOTAL	653.20	86,523	653.20	86,523	

Explanation

- 1 Increase in operating costs to support the Indigenous Courtwork Program offset by general wage adjustment and staff turnover allowance
- 2 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 3 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 4 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 5 Increase in operating costs to support new mental health practitioners offset by general wage adjustments and staff turnover allowance
- 6 Increase in grant assistance to support Victim Services programs

Executive, Policy and Financial Services (4.5a)

The Executive, Policy and Financial Services branch provides the division with expertise in administration, financial management, legislative analysis, regulatory project support, program reviews, planning of information systems, and delivery of court training. Coordinates and oversees divisional financial and comptrollership processes to ensure proper financial accountability and control. Provides financial and administrative support and advice to Executive management and the respective program areas.

Key Objectives

- To bring a whole of courts perspective to interdivisional and interdepartmental committees and working groups;

- To provide policy and legislative support to the division;
- To provide financial and administrative services to the division;
- To provide specialized training and workforce planning in support of the division;
- To modernize courts through the implementation of an integration management system;
- To provide systems development and performance management expertise to courts.

Main Activities

- Plans, directs and controls the development and delivery of all executive, policy and financial services of the Courts Division;
- Develops, coordinates and implements divisional financial policies and procedures;
- Prepares, supports, evaluates and analyzes divisional and branch level financial plans, including expenditures and revenues, estimates and budgetary planning, and the strategic realignment of resources;
- Provides direction and oversight for all comptrollership functions;
- Performs internal financial audits to ensure compliance with departmental controls and generally accepted accounting principles;
- Manages divisional revenue recovered under approved federal bi-lateral agreements;
- Evaluates, develops and coordinates the implementation of legislation, new or revised court programs or policies;
- Develops, coordinates and delivers Courts Division curriculum for new staff for the criminal process;
- Creates and maintains all forms used by court staff;
- Leads or participates in cross-divisional and departmental working groups, committees, etc.;
- Prepares and delivers training to court staff, including court clerks, Staff Justices of the Peace and more;
- Prepares and delivers training to enforcement agencies on issuing tickets returnable to the Provincial Offences Court;
- Develops and maintains internal procedures and policy committees;
- Prepares and implements legislative projects for the division, including forms development, distribution and maintenance.

Expected Results

- To provide effective and integrated management of financial, technical and human resources;
- To adhere to financial best practices, including accountability, efficiency and effectiveness;
- To spend within budget and on target with divisional projections;
- To ensure invoices from services providers and vendors are streamlined and processed in an expedient and efficient manner;
- To develop and implement information technology and system applications to support effective information management and audit controls; to manage and develop forms used by the court as a result of new or amending legislation;
- To provide digital services to Manitoba citizens;
- To support the branches of the division through training and policy support.

Manitoba Court Operations (4.5b)

Provides operational and administrative support to manage and process all matters in the Court of King's Bench (civil, criminal, family and small claims), and the Provincial Court (adult, youth, family and Provincial Offences Court). Responsible for all court infrastructure and court technology operations. Services are provided in Winnipeg as well as in the 12 regional court locations and at over 40 circuit locations throughout the province.

Key Objectives

- To provide operational and administrative support to efficiently manage and process all matters in; the Court of King's Bench and Provincial Court including the 12 regional court locations and over 40 circuit locations;
- To promote access to justice services for all Manitobans;

- To provide court infrastructure support across the province in government buildings, rental facilities and circuit court venues;
- To provide court technology support (audio/videoconferencing) including contracts, purchasing, implementation, training and future planning.

Main Activities

- Provides court clerks, exhibit control, administrative support related to pre/post court activities, records management, collecting and processing of fines, trusts, restitution and bail monies;
- Provides registry functions including the examination and processing of legal documents filed in the Court of King's Bench for civil, family, criminal, bankruptcy, child protection, small claims, probate and adoption matters and the administration of trust accounts;
- Provides administrative support province wide for provincial offence matters;
- Manages digital audio recording which comprises the record of all court proceedings;
- Manages transcription services contract;
- Administers the Vehicle Impoundment Registry;
- Schedules hearings and provides administrative support to the Manitoba Criminal Code Review Board for persons found unfit to stand trial or not criminally responsible;
- Manages infrastructure projects across the province including contracts for rental facilities and circuit venues;
- Manages court technology projects (audio/videoconferencing) including contracts, purchasing, implementation and training;
- Explores innovative initiatives intended to provide enhanced client services and access to justice.

Expected Results

- To resolve criminal matters in a reasonable amount of time pursuant to a ruling of the Supreme Court of Canada;
- To provide operational and administrative support including court clerks, exhibit control, records management, court administration, financial processing for, civil, family, criminal, bankruptcy, small claims, probate and provincial offence matters across Manitoba;
- To record and maintain digital audio recordings of all court proceedings;
- To manage the delivery and production of verbatim court transcripts from audio to text by third party transcribers;
- To provide administrative support for vehicle impoundments and forfeitures, including determining if the impoundment is lawful, setting the impoundment period, and ensuring compliance with the legislation;
- To make and review dispositions concerning accused in respect of whom a verdict of not criminally responsible on account of a mental disorder or unfit to stand trial has been rendered;
- To effectively manage and support all infrastructure and technology projects including contracts, purchasing and implementation;
- Develop and implement innovative methods of delivering services to Manitobans.

Judicial Services (4.5c)

Supports the judiciary in management and administrative matters, including strategic planning, management of information systems, legal research services agreements and preparation of judgments. Provides accessible judicial services in all areas of the province for the public and law enforcement agencies. Supports the judicial independence of all judicial officers by working cooperatively with administrative staff across the division. Provides administrative and technological support to the judiciary and judicial officers of all levels of courts to enable them to meet their duties and responsibilities and ensure the effective scheduling and use of judicial resources in Manitoba. Responsible for the management of supports to the judiciary of all three levels of court in Manitoba and judicial officers (such as Associate Judges, Small Claims Court Officers of the Court of King's Bench and Judicial Justices of the Peace of the Provincial Court). Responsible for providing direct support to the judiciary and/or judicial functions such as judicial assistants, staff justices of the peace, trial and motions coordinators, oversight of case managers and program funding and agreements of Drug Treatment Court, deputy registrars and legal researchers of the Court of Appeal.

Key Objectives

- To provide administrative support to the judges and associate judges of the courts;
- To coordinate, deliver and support all judicial activities performed by judicial officers including small claims court officers, as well as judicial and staff justices of the peace.

Main Activities

- Supports the judiciary in management and administrative matters, including strategic planning, management of information systems, and preparation of judgments;
- Schedules all court activities (hearings, trials, preliminary inquiries, inquests) in a timely and effective manner;
- Provides accessible judicial services in all areas of the province for the public and law enforcement agencies;
- Supports judicial education programs for judges of the Provincial Court;
- Provides judicial education for judicial officers other than judges and associate judges, including small claims court officers and all levels of justices of the peace;
- Supports the judicial independence of all judicial officers by working cooperatively with administrative staff across the division;
- Develops and implements innovative methods of delivering judicial services;
- Supports the implementation of government's Family Law Modernization Strategy as well as changes in family case flow management processes of the Court of King's Bench;
- Supports the judiciary in the operation of therapeutic courts such as drug treatment and mental health courts;
- Coordinates and provides public information about the judiciary and the operation of the courts;
- Provides administrative support to the appointment committees for associate judges of the Court of King's Bench, Provincial Court judges and judicial justices of the peace;
- Manages the complaint process for Provincial Court judges, masters of the Court of King's Bench and judicial justices of the peace.

Expected Results

- To deliver effective and timely services to all levels of the judiciary in carrying out of their duties;
- To deliver programs and services that enable criminal, civil and family matters to be scheduled and resolved in a timely manner;
- To explore innovative initiatives intended to provide enhanced client services.

Sheriff Services (4.5d)

Provides security to the Law Courts Complex in Winnipeg, the Provincial Court Building, 373 Broadway in Winnipeg, court offices in Brandon, Dauphin, The Pas, Thompson and Portage la Prairie. Provides security to over 40 court and circuit court locations throughout the province. Coordinates and provides for the safe and efficient movement of persons in custody from various provincial and federal institutions to their required court appearances. Serves and enforces court orders issued out of all levels of courts.

Key Objectives

- To provide a safe, secure, and accessible courtroom and courthouse environment throughout the province;
- To provide safe and timely escort and security of persons in custody (youth and adult) between correctional centres and the courts;
- To provide an effective and efficient Jury Management Program;
- To provide timely and efficient service and execution of government and court documents.

Main Activities

- Provides security to the Law Courts Complex in Winnipeg, the Provincial Court Building, 373 Broadway in Winnipeg, court offices in Brandon, Dauphin, The Pas, Thompson and Portage la Prairie;
- Provides security to over 40 court and circuit court locations throughout the province;
- Co-ordinates and provides for the safe and efficient movement of persons in custody from various provincial and federal institutions to their required court appearances;
- Supports the daily court sittings by providing efficient lock-up operations throughout the province;
- Supports the daily court sittings by facilitating video court in seven provincial institutions – Winnipeg Remand Centre, Headingly Correctional Centre, Women’s Correctional Centre, Milner Ridge Correctional Centre, Brandon Correctional Centre, The Pas Correctional Centre, and Manitoba Youth Centre;
- Supports Lawyer Video Interview (LVI) terminals in 7 provincial correctional centres and the Thompson Court Office;
- Provides an effective and efficient Jury Management Program, which includes issuing jury summonses, co-ordinating the jury selection process and the care and supervision of selected juries;
- Serves and enforces court orders issued out of all levels of courts including writs of possession, writs of seizure and sale, protection orders, subpoenas, summonses, issues sheriff’s certificates and administer funds received;
- Streamlines the arrest, processing and transfer of accused persons taken into custody in court through the Sheriff Officer Warrant Diversion Project process;
- Develops and implements the Sheriff Services Preventative Security Intelligence Program province wide;
- Delivers and administers the Sheriff Services training program province wide;
- Provides escort for patients under the jurisdiction of the Review Board.

Expected Results

- To provide prisoner transportation of youth and adult prisoners in Manitoba in a safe and efficient manner and to facilitate video court appearances for youth and adult prisoners;
- To provide security for six judicial court centres (Brandon, Dauphin, The Pas, Thompson, Portage la Prairie and Winnipeg), and over 40 court and circuit court locations throughout the province;
- To arrest, process and transfer accused persons through the Sheriff Officer Warrant Diversion Project.

Family Resolution Service (4.5e)

The Family Resolution Service (FRS) is Manitobans’ resource for receiving guidance and support while navigating separation, divorce, and intimate partner and/or family violence (IPV/FV). FRS represents a partnership among public, private, and community-based service providers supporting family well-being and healthy transitions. FRS supports families to resolve issues in a safe, collaborative, fair, affordable, and timely way with a continuum of culturally and trauma informed social, legal, financial, and spiritual supports.

Key Objectives

- To improve and support the long-term safety and well-being of all families paying particular attention to closing access to justice gaps for Manitoba’s Indigenous, Black, and Racialized families including newcomer, Francophone, 2SLGBTQI+, and rural and northern families;
- To work with families to bring about change in ways that respect peoples’ dignity, uniqueness, rights, capacities, and commonalities, where those directly impacted shape the engagement and change process;
- To support families prior, during, and after separation and/or divorce via a centralized intake; support for families experiencing IPV/FV; legal information and advice; child support services; enforcement of child and spousal support; and out-of-court resolution support;
- To end gender-based violence through prevention, intervention, and healing supports;
- To advance reconciliation through listening, learning, reflecting, supporting, and amplifying community-led initiatives and following through actions, including those identified by Truth and Reconciliation Calls to Action and MMIWG Calls for Justice;

- To build and work with public, community, and private partners, offering a range of culturally and linguistically appropriate and trauma-informed services to families.

Main Activities

- Host the Family Law Manitoba website, a single authoritative source of family law information and services is available 24/7 to connect families to the social, relationship and financial assistance they require;
- Deliver Get Guidance, a single-window intake, triage, and referral to public, private, and community based family justice services across Manitoba;
- Provide intimate partner and family violence screening, safety planning and emotional support regardless of point of contact (e.g., call to police, out of court resolution, civil and/or criminal proceedings);
- Conduct initial administrative calculation and recalculation of child support;
- Support voluntary payment of child and spousal support; take enforcement action as appropriate;
- Deliver navigation support to and through family court for self-represented litigants;
- Deliver court-ordered family evaluations, mediations, and draft orders for self-represented litigants;
- Deliver out of court resolution, prevention, and intervention supports, including culturally and trauma informed family coaching and healthy relating programming;
- Deliver and make referrals to legal information and advice;
- Support supervised parenting time and child exchange services;
- Chair the Minister's Family Justice Collaboration Table including Indigenous, Francophone, ethnocultural, legal, law enforcement, resolution services, shelter community, academic, and family services aimed at aligning efforts to improve access to justice.

Expected Results

- To increase the percentage of family matters resolved outside of court;
- To decrease in the number of contested family law matters proceeding through court;
- To decrease the total number of family law matters set for trial;
- Percentage of FRS families disclosing Intimate Partner Violence (IPV) referred to a Safety and Wellness Family Guide annually;
- To increase the percentage of fully implemented, applicable Truth and Reconciliation Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice;
- To increase the percentage of child support calculation decisions made based on actual financial disclosures;
- To increase voluntary payment of child and spousal support;
- To increase the percentage of family justice service providers who agree they have effective resources, supports and training to excel in their role;
- To increase the percentage of families who agree that they had access to information, resources, and support to navigate their family justice matter.

Victim Services (4.5f)

Develops and implements programming to address federal legislation, such as the Canadian Victim's Bill of Rights. Processes and adjudicates claims within the parameters of The Victims' Bill of Rights and awards compensation in an efficient and timely manner. Administers the Domestic Violence Support Service, the Child Victim Support Service, the Victim Rights Support 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 Objectives

- To assist and support victims involved in Manitoba's criminal justice system;
- To provide funding for enhanced victim services delivered by community organizations;
- To provide financial compensation to eligible victims of crime for costs related to their injuries;
- To develop policies and procedures to ensure a consistent level of service to victims;

- To provide specialized services for victims of domestic violence, child abuse, victims under the Canadian Victims Bill of Rights and victims of the most serious crimes as outlined under The Victims' Bill of Rights;
- To support efforts that address the issue of murdered and missing Indigenous women and girls;
- To support efforts that address the issues of human trafficking and sexually exploited youth and adults;
- To identify trends and risk factors and recommend effective domestic violence intervention and prevention strategies;
- To provide timely responses to the public and/or other stakeholders regarding services to victims;
- To support all divisions of the department, police services and other government departments in providing assistance to victims of crime;
- To provide training on victim services issues to community agencies and other government departments;
- To advise government with respect to victim-related legislation that meets the needs of victims of crime.

Main Activities

- Defines and communicates provincial victim service priorities, procedures, policies and initiatives;
- Participates in provincial and federal committees and working groups on victim-related issues;
- Develops and implements programming to address federal legislation; such as the Canadian Victim's Bill of Rights;
- Creates and manages provincial policies for victim service workers;
- Processes and adjudicates claims within the parameters of The Victims' Bill of Rights;
- Advises individuals of their rights, options and responsibilities as victims of crime under The Victims' Bill of Rights and provides victims with information about The Domestic Violence and Stalking Act;
- Administers the Domestic Violence Support Service, the Child Victim Support Service, the Victim Rights Support 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 and the SafeTracks Program; the Protection Order Designates Program and the Family Liaison Information Unit;
- Conducts investigations into complaints under The Victims' Bill of Rights;
- Provides funding, to agencies that provide enhanced services to victims;
- Improves supports for victims of domestic violence in matters that are being diverted through The Restorative Justice Centre;
- Enhances supports for victims of domestic violence who are involved in family law proceedings;
- Creates annual reports and written materials for distribution about victims' legislation and victims' services;
- Advises government regarding victim-related legislation and regulations as necessary.

Expected Results

- To improve coordination and consistent delivery of victim services to victims of crime throughout Manitoba;
- To improve liaison, cooperation and coordination between victim service stakeholders including Manitoba Justice partners, other provincial jurisdictions and community groups;
- To increase victims' awareness of their options, rights and responsibilities as a victim of crime;
- To be responsible and accountable fiscal management of provincial funding for victim services;
- To improve satisfaction with the criminal justice system for all victims of crime, including surviving family members of Missing and Murdered Indigenous Women and Girls;
- To improve quality of services for victims involved in domestic violence diversion;
- To enhance services for victims of domestic violence involved in family law proceedings;
- To adjudicate applications for compensation for victims of crime claims in a trauma informed manner and to ensure a fair reconsideration and appeal process.

Key Initiatives

- **Supporting Victims of Family Violence:** Recent legislative changes to The Family Law Act, The Family Support Enforcement Act, and The Inter-jurisdictional Support Orders Amendment Act have set the framework for family law to be more accessible and encourage out of court alternatives to family law disputes. Accompanying these legislative changes, Manitoba Justice is implementing several initiatives to help victims and families. One such initiative is through Justice Canada's Victims Fund, the Victim Services Branch will continue to support victims of sexual violence, through to 2025/26. This includes enhancing the process by which Victims Services administer Independent Counsel to victims of crime, providing training to Independent Counsel, and the continued position of a victim services worker who specializes in matters involving sexual violence.
- **Indigenous Court Workers Program (ICWP):** Manitoba Justice has entered into an agreement for the Indigenous Court Worker Program (ICWP) with the federal government for a new five-year term. Under the ICWP, Indigenous Court Workers assist Indigenous clients with requests for legal counsel, information about court documents and procedures, cultural interpretation services and link them to appropriate resources. Under the new bilateral agreement, the department will contract with Indigenous organizations or governments, with annual funding to be provided to Southern First Nations Chiefs Organization (SCO), Manitoba Keewatinowi Okimakinak (MKO), Manitoba Métis Federation (MMF), and Island Lake Tribal Council.
- **Culturally Safe Spaces for Families:** The St. Boniface court recently allocated a family friendly soft space for justice representatives to meet with their clients in a more comfortable environment. Additionally, the Family Resolution Service Branch will be offering their services on site. Additionally, preliminary conceptual designs, created with guidance, support, and wisdom from Indigenous Elders, have been created for courts in Winnipeg, Dauphin, and Thompson, Manitoba to include Indigenous spaces. Spaces will be furnished with couches, toys, books, medicines, and art.

Public Safety (Res. No. 4.6)

The Public Safety Division implements crime prevention policies and programs, manages, monitors, and coordinates policing services in Manitoba, investigates police complaints and incidents, provides security and intelligence services, and manages criminal property forfeiture. The Division manages provincial policing agreements at the federal and provincial level and provides advice to government on the delivery of policing services throughout the province. The Division monitors and coordinates the activities of the RCMP, municipal police forces, private investigators, security guards, special constables as well as First Nation, Community, and Institutional Safety Officers. The Division also ensures the continuity and security of government operations and supports the maintenance of safer communities and neighbourhoods in Manitoba.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Executive and Financial Services	6.00	638	6.00	748	1
Provincial Policing	13.00	299,252	13.00	270,619	2
Policing & Public Safety Bilateral Funding	-	4,853	-	5,992	3
Policing Services and Public Safety	35.00	3,926	35.00	4,030	
Law Enforcement Review Agency	5.00	445	5.00	478	
Manitoba Police Commission	1.00	208	1.00	244	
Independent Investigation Unit	19.00	2,875	19.00	3,122	4
Crime Prevention	6.00	6,814	6.00	6,877	
Security and Intelligence Branch	114.80	7,987	114.80	8,915	5
Manitoba Criminal Intelligence Centre	9.00	4,534	9.00	4,729	6
Criminal Property Forfeiture	10.00	1,297	10.00	1,434	7
TOTAL	218.80	332,829	218.80	307,188	
Expense by Type					
Salaries and Employee Benefits	218.80	17,618	218.80	19,587	
Other Expenditures	-	310,281	-	282,671	8
Grant Assistance		4,930		4,930	
TOTAL	218.80	332,829	218.80	307,188	

Explanation

- 1 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 2 Increase in operating costs to support the Public Safety Strategy, First Nations & Inuit Policing Program (FNIPP) and Urban Policing Grants (UPG)
- 3 Decrease in operating funds related to the winding down of the Federal Drug Impaired Driving program
- 4 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 5 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 6 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 7 Decrease in salary costs related to general wage adjustments and staff turnover allowance
- 8 Increase in operating funds to support the Public Safety Strategy, FNIPP and UPG

Executive and Financial Services (4.6a)

Provides overall direction and support services for the delivery of policing services throughout Manitoba. Ensures the adequate and effective delivery of policing and law enforcement services in accordance with The Police Services Act. Undertakes the seizure and disposition of property used as instruments or obtained through proceeds of crime. Investigates complaints concerning the conduct of municipal police officers and conducts mandatory investigations of major incidents involving police officers. Coordinates and implements crime prevention strategies that contribute to community safety. Provides security services to provincial staff, visitors, and assets in owned or leased properties. Promotes a broad range of restorative justice programming to meet the needs of victims, offenders and the broader community through training and partnerships with justice committees, volunteers and community groups and organizations.

Key Objectives

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

Main Activities

- Provides leadership through coordination and integration of corporate and financial services to all branches within the division including strategic planning, fiscal policy development and research, budget analysis and control, capital planning and review, information system development and maintenance, operational reviews and audits, contract development and review, and grant accountability;
- Provides comptrollership oversight and fiscal policy direction to executive directors, program managers and branch/unit staff;
- Coordinates the annual divisional Estimates process; plans, organizes and directs the activities of the accounts processing function for all divisional expenditures and revenues; maintains budgetary controls through the overseeing and review of the monthly, quarterly, annual and year end divisional cash flow projections;
- Provides financial policy direction, financial systems monitoring, financial controls and reporting mechanisms for the division; provides analysis and advisory services to senior division management on all matters relating to government financial policy and practices; and oversees the financial administration of cost shared agreements and contracts;
- Prepares or reviews all divisional authority seeking documents; develops and revises divisional programs and policies to align with government priorities and focus. It also conducts financial reviews to ensure sound fiscal management, and reviews programs and polices through the lens of quality assurance and continuous improvement;
- Leads the Balanced Scorecard strategic management initiative and assists branches to identify key measures of performance. It supports the division in the public service transformation and fosters innovation through identifying, reviewing, and providing solutions to areas experiencing financial deficiencies and operational inefficiencies.

Expected Results

- To deliver corporate and financial services to all branches within the division in accordance with the GMA and departmental policies;
- To deliver program and services within budgetary appropriations and provide ongoing monthly, quarterly, annual and year end reporting;
- To implement government financial policy and practices and execute cost shared agreements and contracts;
- To review divisional programs and policies to align with government priorities and focus;
- To review programs and polices to ensure proper stewardship of public funds and ongoing implementation of best practices;
- To comply with Performance Measurements and delivery of performance outcomes;

- To address financial deficiencies and operational inefficiencies through policy review and improvement.

Provincial Policing (4.6b)

Assesses provincial, municipal, and Indigenous policing needs and makes recommendations with respect to policy, priorities, standards, negotiations, and policing budget requirements. 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 and police boards on all aspects of law enforcement. Administers First Nations policing services in First Nations communities in Manitoba.

Key Objectives

- To manage provincial policing agreements negotiated with the federal government and other parties;
- To ensure an appropriate level of police service delivery in all provincial jurisdictions as required by The Police Services Act;
- To ensure an adequate level of funding for the RCMP provincial police service under the Provincial Police Service Agreement;
- To establish an effective level of liaison and communication with all police services in Manitoba;
- To facilitate Extension/Municipal Sub-Contract Policing Agreements for incorporated communities that, under The Police Services Act, have chosen the RCMP to provide their policing service;
- To manage and negotiate the DNA Biology Casework Analysis Agreement with Canada;
- To negotiate and manage First Nations policing agreements with Canada;
- To negotiate and manage the First Nations Safety Officer Program;
- To manage the Community Officer Program;
- To identify and assist in implementing community policing initiatives.

Main Activities

- Assesses provincial, municipal, and Indigenous policing needs and makes recommendations with respect to policy, priorities, standards, negotiations, and policing budget requirements;
- Consults with the RCMP on shared goals and priorities reflecting provincial policing objectives;
- Consults with the RCMP on the development of a provincial policing budget;
- Monitors RCMP accountability under the Provincial Police Service Agreement;
- Assesses RCMP success in meeting the province's policing goals;
- Engages in regular consultation and liaison with all of Manitoba's police services and police boards on all aspects of law enforcement;
- Administers police funding for municipalities including Winnipeg;
- Facilitates consultation between the RCMP and communities on specific policing issues;
- Negotiates, implements and manages RCMP sub-contract policing agreements;
- Consults with First Nations communities in Manitoba to identify their policing needs, priorities and preferences;
- Administers First Nations policing services in First Nations communities in Manitoba;
- Consults with provincial municipalities regarding their policing requirements and services.

Expected Results

- To provide cost effective delivery of provincial policing;
- To implement shared RCMP/provincial policing objectives and accountability measures;
- To provide effective communication and liaison with all levels of the RCMP in Manitoba;
- To provide enhanced RCMP community policing services;
- To maintain a disciplined and sustained approach to organized crime.

Policing Services and Public Safety Bilateral Funding (4.6c)

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 Objectives

- To support law enforcement and intervention initiatives utilizing the Gun and Gang Violence Action Fund (GGVAF) at the Provincial/Territorial, Municipal and community levels to support police services and other organizations in enhancing efforts to prevent, disrupt and combat gun and gang violence, as well as increase awareness and understanding of related issues;
- To improve road safety through increased capacity to detect and deter drug-impaired driving (DID) and enforce new legislative offences following the legalization of non-medical cannabis.

Main Activities

- Development and delivery of prevention and intervention initiatives associated with gun and gang violence;
- Development of a strategy on gun and gang violence;
- Law enforcement activities to enhance capacity to address existing, emerging and/or underlying gun and gang issues, including intelligence gathering and sharing;
- Development and enhancement of data systems to support data gathering/reporting on gun and gang crime and results achieved under the GGVAF;
- Development and delivery of programs such as specialized gun and gang enforcement training programs for law enforcement officers;
- Collaboration and integration of horizontal initiatives related to gun and gang violence;
- Facilitation of knowledge development and sharing of information and/or best practices related to gun and gang violence;
- Enhancing capacity among front-line police officers in the areas of Standardized Field Sobriety Testing (SFST) and Drug Recognition Expert (DRE) in order to detect and deter drug-impaired driving and enforce new legislative offences cannabis legalization;
- Acquisition of approved drug screening equipment and hiring of data analysts by law enforcement.

Expected Results

- To increase the number of illegal firearms investigations, seizures, and tests;
- To reduce the amount of time to complete testing of firearms;
- To increase the number of community engagement forums and educational events hosted or conducted by Justice and law enforcement personnel;
- To reduce gun and gang violence;
- To reduce the number of firearm-related homicides;
- To reduce the number of gang-related homicides;
- To increase the number of frontline officers in Manitoba trained in SFST and DRE;
- To ensure that officers are trained and equipped to enforce new legislation;
- To standardize data collection and reporting on the occurrences and enforcement actions related to drug-impaired driving in Canada;
- To reduce the number of drug-impaired drivers, creating safer roads in Canada.

Policing Services and Public Safety (4.6d)

Defines and communicates provincial law enforcement priorities, procedures, policies, and initiatives. Monitors third party compliance with all provincially funded policing contracts and agreements. Negotiates, implements, and manages First Nations tripartite policing agreements. Issues licences to private investigators and security guards and their employers. Investigates complaints and conducts inspections under The Safer Communities and Neighbourhoods Act and The Fortified Buildings Act. Provides witness security arrangements for high-risk witnesses in the Witness Security Program. Participates in the development of regulations and standards under The Police Services Act.

Key Objectives

- To support all jurisdictions, police services and police boards in Manitoba in achieving their policing objectives;
- To represent provincial interests in all provincial police service agreements and contracts;
- To ensure compliance by third parties with the terms of policing contracts and agreements;
- To represent provincial law enforcement interests at the national/provincial/regional levels;
- To provide police service management advice to municipal and tribal councils;
- To facilitate training for police officers in Manitoba;
- To license private investigators, security guards and their employers, enforce mandatory security guard training standards and ensure compliance with The Private Investigators and Security Guards Act;
- To issue permits and licences to sell or possess body armour and fortified vehicles;
- To administer The Safer Communities and Neighbourhoods Act and The Fortified Buildings Act;
- To manage Manitoba's Witness Security Program;
- To ensure compliance with The Police Services Act;
- To support the development of regulations and standards under The Police Services Act;
- To administer The Criminal Property Forfeiture Act, which includes leading a forfeiture process with support from the province's law enforcement agencies to deal with property obtained through or used to facilitate unlawful activity.

Main Activities

- Defines and communicates provincial law enforcement priorities, procedures, policies and initiatives;
- Monitors third party compliance with all provincially funded policing contracts and agreements;
- Participates in provincial and federal committees and working groups;
- Negotiates, implements and manages First Nations tripartite policing agreements;
- Issues licences to private investigators and security guards and their employers;
- Investigates complaints and conducts inspections under The Safer Communities and Neighbourhoods Act and The Fortified Buildings Act;
- Provides witness security arrangements for high-risk witnesses in the Witness Security Program;
- Participates in the development of regulations and standards under The Police Services Act;
- Sells, destroys or donates property forfeited by the court or through the administrative process depending on the public interest in each case;
- Provides for agreements with other governments to share information when targeted property, and potential proceeds from its sale, is outside of Manitoba;
- Undertakes processes to distribute funds within the Criminal Property Forfeiture Fund to compensate the direct victim 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.

Expected Results

- To deliver effective, efficient, and accountable policing services throughout the province;
- To ensure compliance with the requirements of all police funding agreements by all partners;
- To ensure that The Police Services Act provides clear guidance to Manitoba's police services;
- To enhance provincial participation in inter-jurisdictional initiatives;
- To efficiently deliver private investigators and security guard licences, monitor security guard training, and ensure compliance with all provisions of The Private Investigators and Security Guards Act;
- To improve the safety and security in neighbourhoods by targeting dangerous properties for closure;
- To ensure the safety of high-risk witnesses and preserve the integrity of the justice system;
- To maintain professional, fully trained police officers in Manitoba;
- To support the government's justice and policing strategies to combat organized crime;
- To create safer communities by distributing Criminal Property Forfeiture funds that support justice initiatives.

Law Enforcement Review Agency (4.6e)

Receives and investigates complaints about on-duty municipal police officer misconduct. Aids 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 Objectives

- To promote a high standard of professional conduct among police officers in Manitoba;
- To guarantee each citizen in Manitoba the opportunity for an independent investigation and review of their complaints against on-duty municipal police officers;
- To provide a mechanism for the resolution of complaints in a manner that is fair both to the complainant and the respondent police officer(s);
- To ensure that the conduct of police officers is consistent with the rule of law and the ideas of a democratic and open society.

Main Activities

- Receives complaints, conducts investigations, and resolves complaints in a timely, courteous, and respectful manner;
- Enhances clients' rights by helping at every stage of the LERA process;
- Addresses public groups and organizations and maintains regular contact with municipal police services and police associations.

Expected Results

- To achieve a reduction in the number of complaints by promoting professionalism of police officers during presentations at police academies and police association meetings; and by undertaking outreach activities to improve the public's awareness of LERA and the role of law enforcement;
- To achieve a reduction in the length of time it takes to investigate complaints by ensuring that LERA staff are carefully selected and focused on the administrative law requirements of the task;
- To increase the number of informal resolutions with the objective of decreasing the number of hearings by ensuring better communication between LERA investigators, complainants, lawyers, and respondent police officers to ensure they are properly informed and encouraged to participate in the mediation process.

Manitoba Police Commission (4.6f)

Provides advice to the Minister on regulations dealing with the operation of police services and the conduct of police officers, including regulations prescribing standards for police services and police officers. Consults with the public on matters relating to law enforcement and policing and provides the results of those consultations to the Minister. Arranges for training to be provided to members of police boards and civilian monitors. Performs any other duties assigned by the Minister. Conducts studies directed by the Minister on a specific issue relating to law enforcement or policing.

Key Objectives

- To facilitate civilian input into the development and delivery of policing services through an independent body reflecting the cultural and gender diversity of Manitoba;
- To provide independent advice to the government on policing standards and regulations;
- To enhance the independence of investigations of incidents involving police officers by training and assigning civilian monitors to investigations conducted by the Independent Investigation Unit;
- To arrange consistent, province-wide training to municipal and First Nation police boards;
- To provide municipal and First Nation police boards with uniform policies and procedures to follow when fulfilling their responsibilities under The Police Services Act.

Main Activities

- Provides advice to the Minister on regulations dealing with the operation of police services and the conduct of police officers, including regulations prescribing standards for police services and police officers;

- Consults with the public on matters relating to law enforcement and policing and provides the results of those consultations to the Minister;
- Arranges for training to be provided to members of police boards and civilian monitors;
- Performs any other duties assigned by the Minister;
- Conducts studies directed by the Minister on a specific issue relating to law enforcement or policing.

Expected Results

- To continue consultations with police services, police associations, law enforcement agencies, community groups and other stakeholders on policing issues, and policing standards and regulations under The Police Services Act;
- To assign civilian monitors for certain investigations that are undertaken by the Independent Investigation Unit established under The Police Services Act;
- To provide necessary policy and training to municipal and First Nations Police Boards in support of civilian police governance;
- To carry out any other tasks referred to it by the Minister, including studies directed to the commission by the Minister of Justice.

Independent Investigation Unit (4.6g)

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 enactment. The civilian director receives notifications from Chiefs of Police on incidents involving complaints of unlawful conduct and determines whether it will accept mandate over the investigation from the police service of jurisdiction, decline jurisdiction or monitor the investigation by the police service of jurisdiction.

Key Objectives

- To conduct impartial, transparent and independent investigations of incidents involving deceased or seriously injured persons as a result of contact with a police officer, as well as other incidents prescribed by regulation;
- To conduct or monitor investigations of other complaints of unlawful criminal conduct by a police officer, where it is in the public interest;
- To lay criminal charges against a police officer when the civilian director decides it is appropriate to do so;
- To report publicly on the outcome of the investigation and the civilian director's decision.

Main Activities

- Under the sole direction of the civilian director, conduct mandatory investigations of incidents where it appears that a) the death of a person may have resulted from the actions of a police officer; b) a person may have suffered a serious injury as a result of the actions of a police officer; or c) a police officer may have contravened a prescribed provision of the Criminal Code or other federal or provincial enactment;
- Civilian director receives notifications from Chiefs of Police on other incidents involving complaints of unlawful conduct and either takes over the investigation from the police service of jurisdiction or monitors the investigation by the police service of jurisdiction;
- Civilian director statutorily designates subject officers and witness officers;
- Civilian director reviews all material evidence and determines whether any charges should be laid against the subject officers;
- Publicly report on the outcome of the investigation and the decision of the civilian director;
- Participates in any prosecutions arising as a result of its investigations;
- Produces an annual report to be submitted to the Minister of Justice that includes such information as the number, nature and outcome of investigations completed by the Independent Investigation Unit.

Expected Results

- To conduct impartial, transparent and independent investigations of police officers pursuant to the mandate and provisions of the unit under The Police Services Act and regulations;
- To complete these investigations in a timely manner;
- To consult with stakeholders on relevant aspects of the work of the unit;
- To be accountable to the public regarding its investigations and the outcome of the investigations;
- To be accountable to the public regarding the decisions of the civilian director;
- To build confidence in the public and meet its mandate;
- To undertake such other work as is required to advance the work of the unit.

Crime Prevention (4.6h)

Coordinates crime prevention programming with communities and assists those communities with implementing evidence-based programming to reduce individuals from being victimized or encountering the law as offenders. Assists community-based agencies throughout Manitoba that express interest to develop safety initiatives. Collaborates across departments and governments to coordinate and implement prevention initiatives.

Key Objectives

- To coordinate and implement the provincial crime prevention strategy, including policies, programs and partnerships that contribute to community safety;
- To prevent criminal behavior before it takes root by focusing on the factors that put individuals, families, and communities at risk. Factors include poverty, family violence, negative peer association, substance abuse, isolation or disconnection from resources, inadequate parenting skills, interrupted schooling, and exposure to trauma;
- To support programs like Lighthouses, Turnabout and other opportunities that promote pro-social activities and increase protective factors for children, youth and families;
- To support direct service interventions for at-risk youth and/or youth in conflict with the law. These interventions include integrated service delivery models, targeted employment readiness programs and safe space services for vulnerable youth at risk of criminal involvement and/or gang and sexual exploitation;
- To support community-led crime prevention initiatives, such as the Block-by-Block Initiative, and other cross sectoral working groups;
- To maintain strong partnerships with law enforcement on gang prevention and early intervention initiatives.

Main Activities

- Explore how to better meet the needs of the community and implement evidence-based programming to reduce individuals from being victimized or meeting the law as offenders;
- Explore and identify best practices and evidence-based programs that work to prevent crime;
- Assist community-based agencies throughout Manitoba that express interest to develop safety initiatives;
- Collaborate across departments and governments to coordinate and implement prevention initiatives;
- Provide children and youth with alternatives to gangs through programs like Lighthouses and Turnabout.

Expected Results

- To increase access for at-risk children, youth, and families to participate in pro-social activities and meaningful school/employment opportunities.

Security and Intelligence Branch (4.6i)

Ensures government assets and information are protected and assists departments and the Manitoba Legislature in establishing a safe environment for staff and visitors. Administers the government security identification card program and collaborates with police authorities and other security to deliver intelligence led security services. Provides Protective Service Officer or contracted security services to client departments for building checks, supervision, access security, alarm response, and safe walk program.

Key Objectives

- To provide security for Government Officials and Dignitaries via the provision of close protection details, security planning for public appearances, and coordination with other security agencies;
- To conduct security assessments and planning to identify potential security risks and develop comprehensive plans to mitigate these risks;
- To patrol and monitor government properties and critical infrastructure to prevent unauthorized access, vandalism, and other security breaches;
- To execute emergency response and coordination affecting government properties or officials including coordinating with law enforcement and emergency services to manage and resolve incidents effectively;
- To provide security training and awareness for government employees and stakeholders including training on personal safety, emergency procedures, and recognizing and reporting security threats;
- To develop and implement security policy and procedures for the protection of government assets, facilities, and personnel. This may also involve advising government departments on security best practices and compliance with security regulations;
- To consult with Law Enforcement and Security Agencies by acting as a liaison between the Manitoba government and local, provincial, and federal law enforcement and security agencies facilitating information sharing, joint operations, and collaborative efforts to enhance overall security.

Main Activities

- Provide personal security services for provincial government officials, including the Premier, members of the Cabinet, and visiting dignitaries. This can involve close protection, escort duties, and security during public appearances and official functions;
- Security management for government properties including oversight of security of government buildings and properties, including implementing access control measures, conducting surveillance, and ensuring the physical security of these sites;
- Conduct of threat assessment and risk analysis for potential security threats to government officials, properties, and public events. This includes monitoring intelligence and coordinating with law enforcement agencies;
- Preparing for and responding to emergencies or security incidents that involve government properties or personnel including coordinating with emergency services, managing evacuation procedures, and crisis management planning;
- Organizing security operations for public events involving government officials or taking place on government properties. This can involve crowd control strategies, coordinating with other security and law enforcement agencies, and implementing security protocols for event safety;
- Providing security training for government employees and officials on personal safety, emergency procedures, and security awareness. The unit may also offer security consultation services for government departments and agencies;
- Acting as the primary point of contact between the Manitoba government and external law enforcement and security agencies. This involves sharing information, coordinating joint security efforts, and enhancing overall security collaboration;
- Conducting investigations into security breaches or threats against government properties or officials. This also involves gathering intelligence on potential security risks;
- Developing, updating, and enforcing security policies and procedures related to the protection of government officials, assets, and information.

Expected Results

- To enhance security for Government Officials and Dignitaries without interference from security threats;
- To secure Government Properties including prevention of unauthorized access, vandalism, theft, or damage to government assets;
- To provide effective crisis and emergency response in responding to security incidents, emergencies, or crises affecting government officials, properties, or public events, minimizing potential harm to individuals and property;
- To improve public safety at Government Events such that they are conducted safely, with adequate security measures in place to protect participants and attendees;
- To deter criminal or malicious activities;
- To increase public confidence by protecting officials, assets, and events, and in the overall integrity and continuity of governmental operations;
- To enhance interagency collaboration ensuring a coordinated approach to security and emergency response;
- To comply with security policies and procedures by contributing to a standardized and elevated level of security across all government operations;
- To enhance the professional development of security personnel through ongoing training and development, ensuring they are equipped to meet current and emerging security challenges.

Manitoba Criminal Intelligence Centre (4.6j)

Works with police services and other law enforcement related organizations to develop their criminal intelligence collection, storage, analysis, use and sharing capacity. 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 Objectives

- To support inter-jurisdictional coordination of criminal intelligence and analytics;
- To support intelligence-led policing efforts targeting serious and organized crime;
- To provide intelligence training and support to police and partner agencies.

Main Activities

- Coordinate and share criminal intelligence amongst members agencies;
- Create and disseminate intelligence products;
- Enhance criminal intelligence collection and analysis capacity in Manitoba;
- Develop criminal intelligence standards and guidelines;
- Develop provincial intelligence priorities;
- Facilitate specialized intelligence training for partner agencies.

Expected Results

- To reduce harm resulting from organized crime through intelligence-led policing;
- To increase provincial intelligence capacity and coordination amongst police and partner agencies.

Criminal Property Forfeiture Unit (4.6k)

Initiates civil remedies that prevent people who engage in unlawful activities from keeping property that was acquired because of the unlawful activity and to prevent people from using property to engage in unlawful activities. Sells, destroys, or donates property forfeited by the court or through the administrative process depending on the public interest in each case. Undertakes processes to distribute funds within the Criminal Property Forfeiture Fund to compensate the direct victim 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 Objectives

- To disrupt and Dismantle Criminal Operations by targeting the financial assets gained from or used in unlawful activity;
- To provide restitution and compensation for victims by seizing assets from criminals, and allocating funds to support victims, either directly through compensation or indirectly through funding victim services and support programs;
- To invest in Community Safety Initiatives. Reinvest the proceeds from forfeited property into community safety and crime prevention initiatives. This includes funding for law enforcement agencies, community groups, and programs dedicated to preventing crime and improving public safety;
- To enhance public awareness about the consequences of engaging in criminal activities, including the potential for property forfeiture, serves as a deterrent.

Main Activities

- Identify and trace assets believed to be the proceeds of crime or used in the commission of criminal activity. This involves investigating financial transactions, property holdings, and other assets that may have been acquired through illegal means;
- Forfeiture of Assets. Once assets are identified and there is sufficient evidence linking them to unlawful activities, the unit proceeds with their seizure. This can include physical assets like vehicles, real estate, and personal property, as well as financial assets like bank accounts;
- Legal Proceedings for Forfeiture. Initiate legal proceedings to obtain court orders for the forfeiture of seized assets. This process involves proving the connection between the assets and criminal activity, following the principles of due process and fairness;
- Manage and dispose of Forfeited Assets. After assets are forfeited through the legal process, the unit is responsible for their management and disposal. This may involve the sale of property, with the proceeds being directed towards compensating victims and funding crime prevention initiatives;
- Distribute proceeds. The proceeds from the sale of forfeited assets are distributed in accordance with provincial laws. This includes compensating victims of crime, funding law enforcement initiatives to improve public safety, and supporting community programs aimed at crime prevention and victim support.

Expected Results

- To reduce Crime by forfeiting assets derived from unlawful activities, the unit aims to hit criminals where it often hurts the most—their profits;
- To disrupt ongoing criminal enterprises but also serves as a deterrent to potential future criminal activities;
- To deter criminal behavior by enhancing the prospect of losing assets gained from or used in criminal activities acts as a deterrent;
- To support victims of crime by the direct compensation of victims and by funding programs and services that assist victims in their recovery process;
- To reinvest in Law Enforcement and Community Programs by distributing the proceeds from the sale of forfeited assets into law enforcement initiatives to enhance public safety;
- To reinvest funds to community programs aimed at preventing crime and supporting community resilience, further contributing to the overall safety and well-being of Manitobans;
- To enhance public confidence in the Justice System by successfully forfeiting assets from criminals to demonstrate the effectiveness and efficiency in holding offenders accountable.

Key Initiatives

- **Ensuring Public Safety:** In Manitoba, violent crime has been on the rise. The Public Safety Strategy will provide an informed and meaningful response for the department to ensure that our communities are safer and that a whole-of-government approach is taken to ensure the common priority of community wellbeing is satisfied. Initiatives under the strategy include addressing the roots of violence in families and communities through prevention, re-integration, and healing. These initiatives are optimized through support of law enforcement and intervention resources to disrupt sophisticated criminal activity, maximize police efficiency, and increase public safety. This is amplified by efforts to prevent,

disrupt, and combat gun and gang violence through the Guns and Gangs Violence Action Fund, a bilateral agreement between the provincial and federal governments. Federal investments have been extended from 2023/24 to 2026/27, providing Manitoba with \$23M in total funding.

- **The Community Safety and Wellbeing (CSWB) Project:** The CSWB Project is a strategic partnership framework has shown to reduce violence, increase proactive and locally relevant responses to conflict, and keep at-risk individuals out of the criminal justice system through assisting communities in proactively identifying risks, considering unique local circumstances, and using evidence-based responses. Pilot projects were announced last year in 14 cities across Manitoba, including eight First Nations communities, and will continue throughout 2024-2025.
- **First Nations Safety Officers:** The First Nations Safety Officer Program has proven to be successful in communities throughout Manitoba. In 2024/25, Under Bill 34, The Police Services Amendment Act, the role of safety officers will expand to grant the ability to provide administrative and logistical support in both criminal and non-criminal matters.
- **Bail Reform:** Under the Bail Reform Plan, Manitoba Justice will be investing in law enforcement capacity to strengthen efforts to arrest repeat violent offenders who knowingly breach their Court-imposed release conditions, and to ensure that individuals with arrest warrants and are subject to court proceeding are successfully apprehended by law enforcement. This also includes 12 new officer positions, which have been created to focus on arresting offenders who pose serious risk to the safety and wellbeing of the community, including those charged with intimate partner violence.
- **The Unexplained Wealth Act:** The Unexplained Wealth Act provides additional tools to disrupt organized crime groups and prevent money laundering through amending both The Corporations Act and The Criminal Property Forfeiture Act. The Criminal Property Forfeiture Act is amended to allow the Director of the Criminal Property Forfeiture Branch to obtain unexplained wealth orders from the court that require a person to explain how they acquired property when it appears that they do not have any sources of lawful income. These amendments also require any beneficial owners of property who control the property through a series of corporations, trusts, or other arrangement to be identified. Amendments to The Corporations Act require a corporation registered in Manitoba to disclose the identities of all persons who have significant interest in the corporation to law enforcement agencies, tax officials, and the Director of the Criminal Property Forfeiture Branch. This will make it harder for criminals to hide behind shell corporations.

Costs Related to Capital Assets (Non-Voted)

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Cost Related to Capital Asset	-	3,100	-	3,345	
Expense by Type					
Amortization	-	3,100	-	3,345	
TOTAL	-	3,100	-	3,345	

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>

Glossary

Alignment – This is 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 – This refers to the amount voted by the Legislature 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 Legislature 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

Full-Time Equivalent (FTE) – This is 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, e.g.: 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 such as six staff for three months or 13 weeks each; two staff for nine months or 39 weeks each; one full-time and one half-time staff for one year; three half-time staff for one year).

Government Reporting Entity (GRE) – This list includes core government and Crown corporations and other government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities, and colleges.

Grants – These refer to 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 Government Business Enterprises. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

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.

Key Performance Indicator (KPI) – KPIs refer to an ultimate result for which the department is responsible for monitoring and reporting, but for which given its complexity, it has only partial direct influence over. Departments may identify certain performance measures as KPIs.

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 a verb such as increase, reduce, improve, or achieve.

Other Reporting Entities (ORE) – OREs are entities in the GRE such as Crown corporations and other 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 – and excludes core government.

Performance Measure – A performance 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.

Performance Results – These are the most important outcomes the departments want to achieve by reaching their objectives. Performance results represent the essence of the outcomes the department seeks to achieve.

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

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. All performance objectives and measures should align with the organization's strategy.

Target – The target presents the desired result of a performance measure. It provides 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.

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.

