

Manitoba Finance

Finances Manitoba

**Annual Report  
2017-2018**

**Rapport annuel  
2017-2018**



Manitoba Finance

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**MINISTER OF  
FINANCE**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

Her Honour the Honourable Janice Filmon, C.M., O.M.  
Lieutenant Governor of Manitoba  
Room 235 Legislative Building  
Winnipeg, MB R3C 0V8

May It Please Your Honour:

I have the privilege of presenting for the information of Your Honour, the Annual Report of Manitoba Finance for the fiscal year ending March 31, 2018.

Respectfully submitted,

*Original signed by Scott Fielding*

Minister of Finance





MINISTER OF  
FINANCE

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

Son Honneur l'honorable Janice Filmon, C.M., O.M.  
Lieutenant-gouverneure du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère des Finances pour l'exercice qui s'est terminé le 31 mars 2018.

Le tout respectueusement soumis.

*Original signé par Scott Fielding*

Ministre des Finances





**MINISTER  
OF CROWN SERVICES**

Room 314  
Legislative Building  
Winnipeg, Manitoba CANADA  
R3C 0V8

Her Honour the Honourable Janice Filmon, C.M., O.M.  
Lieutenant Governor of Manitoba  
Room 235 Legislative Building  
Winnipeg, MB R3C 0V8

May It Please Your Honour:

I have the privilege of presenting for the information of Your Honour, the Annual Report of Manitoba Crown Services included within the Manitoba Finance Annual Report for the year ending March 31, 2018.

Respectfully submitted,

*Original signed by Colleen Mayer*

Minister of Crown Services





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**MINISTER  
OF CROWN SERVICES**

Room 314  
Legislative Building  
Winnipeg, Manitoba CANADA  
R3C 0V8

Son Honneur l'honorable Janice Filmon, C.M., O.M.  
Lieutenant-gouverneure du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel de Services de la Couronne inclus dans le rapport annuel du ministère des Finances pour l'exercice qui s'est terminé le 31 mars 2018.

Le tout respectueusement soumis.

*Original signé par Colleen Mayer*

La Ministre des Services de la Couronne





Deputy Minister of Finance  
Room 109, Legislative Building, Manitoba, Canada R3C 0V8  
www.manitoba.ca

Honourable Scott Fielding  
Minister of Finance  
Room 103 Legislative Building  
Winnipeg, MB R3C 0V8

Dear Sir:

I am pleased to present the 2017/2018 Annual Report of Manitoba Finance.

This report provides a summary of the key results for the operating divisions within Manitoba Finance. The 2017/18 fiscal year was a significant year in fixing our finances. The department continued its efforts in delivering tax relief to Manitobans while reducing our summary deficit. This will allow improvements in front line services and additional investments in the programs and initiatives most important to Manitobans while also repairing the state of the province's finances. The department remains focused and committed to providing value for money to Manitobans as we strive in making Manitoba the most improved province in Canada.

The Corporate Services Division includes the Executive Support function, which provides executive administration, planning and management of Manitoba Finance policies, programs and communication. Corporate Policy Branch provides organizational policy support, coordination, strategic planning and implementation. The branch also provides program policy support with respect to financial services, securities regulation and utilities regulation. The Office of the Superintendent - Pension Commission administers pension benefits legislation. In 2017/2018, the office processed 1,973 requests for written notice concerning one-time transfers, responded to approximately 2,500 telephone inquiries and issued over 450 pieces of correspondence in response to inquiries received. It also conducted six Pension Administration Reviews to assess whether the administrative systems and practices of pension plans were sufficient to meet legislative compliance. The All Charities Campaign provides all government employees with opportunity and support to ease charitable giving, and raised almost \$2 million in 2017, toward hundreds of government-wide charitable organizations designated by employees. Finally, the Information Technology Shared Services Branch provides project management and IT support to Finance, Central Services, Civil Service Commission and Consumer Protection (Justice).

The Treasury Division manages and administers provincial financial assets, primarily the borrowing programs and debt management activities, as well as the investment and banking activities of the government. Treasury Division also manages the borrowing programs and investment activities for all Crown corporations and government agencies, including the arrangement of financing for municipalities, universities, schools and hospitals. For 2017/2018, the division managed the issuing of securities in both domestic and international markets valuing approximately \$6.7 billion, and serviced approximately \$4.0 billion in long-term investments of the Manitoba government and its agencies, generating earnings of approximately \$125.0 million.

The Comptroller Division establishes and fosters a corporate comptrollership function for the government. This includes the development and operation of financial and management systems in support of legislative and governmental decision-making, service delivery effectiveness, and accountability requirements. The Manitoba government's Summary Financial Statements for the fiscal year ended March 31, 2018 contained in the annual Public Accounts are prepared in accordance with generally accepted accounting principles. Key results include substantially completing 17 internal audit projects continuing from prior years with final reports issued on four projects; draft reports on 12 projects; and fieldwork completed on the remaining project; issuing draft reports on four current year internal audit projects; conducting approximately 731,041 payroll and vendor payment transactions; as well as issuing the Quarterly Financial Reports and annual Public Accounts in accordance with established timetables and accounting policies. The division also provides centralized insurance and risk management services to government departments and agencies, including most Crown corporations.

The Taxation Division works to efficiently and effectively administer various provincial taxation statutes and ensures revenues are collected as required. The division also maintains TAXcess, an efficient online system relating to filing and payment of taxes, facilitating business registrations, and permitting taxpayer browsing of account status. The division also participates in joint investigations with other agencies and jurisdictions. For 2017/2018, key results included developing measures to promote self-compliance, such as developing or updating informational bulletins for taxpayers, ensuring taxpayer queries were answered in a timely manner, conducting new vendor reviews and ensuring audit and collection programs were effective. Additionally, 99.9 per cent of amounts owing to the Manitoba government were collected.

The Finance Research Division supports intergovernmental fiscal and policy relations and conducts economic and fiscal analysis, policy formulation and manages tax programs and federal-provincial agreements. The division provides research, technical and analytical support and advice to the minister, cabinet, and departments regarding national and provincial economic, fiscal and taxation matters and intergovernmental issues. In 2017/2018, the division participated in the preparation of Budget 2017 and other financial reports, particularly with respect to \$11.0 billion in provincial revenue



estimates and forecasts, the administration of fiscal arrangements (\$3.7 billion in federal transfers) and tax agreements (\$4.0 billion in tax revenue) with the federal government, and administered tax credit programs including corporation, personal and property tax credits involving the federal government, departments and other administrators. The division provided policy analysis and advice related to fiscal arrangements, including major federal and other transfer programs, and the Canadian retirement income system.

The Manitoba Bureau of Statistics (MBS) serves as a cross-departmental service agency and provides the informational requirements for the Manitoba government departments and Crown agencies. In 2017/2018, MBS joined the Finance Research Division.

Central Services through: Business Transformation and Technology (BTT), delivers corporate information and communications technology (ICT) support services; Accommodation Services provides asset and portfolio management through accommodation, construction and capital project management; and Procurement Services Branch (PSB) provides procurement services to meet government's current and future needs. In 2017/2018, central BTT provided ICT goods and services procurement and contract negotiation services to government programs and ensured an adequate level of ICT governance was in place to manage ICT resources. PSB facilitated the acquisition of a wide range of products and related services valued at approximately \$75.7 million and processed 420 requisitions valued at \$46.5 million. Accommodation Services administered in excess of 1,000 ongoing construction and consulting contracts, and awarded 99 new construction contracts with a total value of \$15.4 million and 39 new consultant contracts with a total value of \$1.3 million.

The Public Utilities Board (PUB) provides efficient and effective fiscal and regulatory oversight of Manitoba Hydro and Manitoba Public Insurance Corporation. Additionally, the PUB is responsible for setting the rates for approximately 300 water and wastewater utilities. In 2017/2018, PUB convened six oral public hearings over 61 days, 10 pre-hearing conference days, and two technical conferences. As a result of those oral public hearings and approximately 113 paper-based proceedings, which included public notices, the board issued 150 formal orders.

The Regulatory Accountability Secretariat (RAS) leads and coordinates efforts to establish and implement principles and practices of regulatory accountability within government initiatives and activities. It also facilitates monitoring and analysis of government regulatory requirements to minimize administrative burden on external stakeholders. RAS commenced operations in 2017/2018 and coordinated the identification, counting, tracking and reduction of regulatory requirements across government departments and agencies.

It is an honour and a privilege to submit this report, which provides a summary of the valuable work accomplished by staff across Manitoba Finance.

Respectfully submitted,

*Original signed by Jim Hrichishen*

Deputy Minister of Finance





Le sous-ministre des Finances

Palais législatif, bureau 109, Winnipeg (Manitoba) R3C 0V8, Canada

[www.manitoba.ca](http://www.manitoba.ca)

Monsieur Scott Fielding  
Ministre des Finances  
Palais législatif, bureau 103  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de vous présenter le rapport annuel 2017-2018 du ministère des Finances.

Ce rapport fournit un résumé des principaux résultats des divisions de Finances Manitoba. 2017-2018 a été marquant en ce qui concerne le redressement de notre situation financière. Notre ministère a poursuivi ses efforts visant à offrir un allègement fiscal aux Manitobains, tout en réduisant notre déficit sommaire. Cela permettra d'améliorer les services de première ligne et d'investir davantage dans les initiatives et les programmes qui comptent le plus pour les familles manitobaines, tout en remettant de l'ordre dans les finances de la Province. Le ministère respecte son engagement en demeurant axé sur la rentabilité au profit des Manitobains, alors que nous nous efforçons de faire du Manitoba la province où la situation s'améliore le plus au Canada.

La Division des services ministériels comprend une fonction de soutien à la haute direction, qui administre, planifie et gère les politiques, les programmes et les communications du ministère des Finances. La Direction des politiques du ministère offre du soutien en matière de politiques organisationnelles, de coordination, de planification stratégique et de mise en œuvre. La Direction offre également du soutien en matière de politiques relatives aux programmes relativement aux services financiers, à la réglementation des valeurs mobilières et à celle des services publics. Le Bureau du surintendant – Commission manitobaine des pensions administre la loi relative aux prestations de pension. En 2017-2018, le Bureau a traité 1 973 demandes d'avis écrit concernant des transferts ponctuels, a répondu à environ 2 500 demandes téléphoniques et a envoyé plus de 450 pièces de correspondance en réponse aux demandes reçues. Il a également réalisé six examens relatifs à l'administration des pensions pour déterminer si les pratiques et les systèmes administratifs des régimes de retraite étaient suffisants pour respecter les dispositions de la loi en matière de conformité. La campagne All Charities Campaign donne à tous les employés gouvernementaux l'occasion de faire des dons de charité et leur offre le soutien nécessaire pour faciliter la chose. Elle a permis de recueillir à l'échelle du gouvernement près de 2 millions de dollars en 2017 pour des centaines d'organismes de bienfaisance désignés par les employés. Enfin, la Direction des services partagés en technologies de l'information offre des services de gestion de projets et de soutien informatique au ministère des Finances, aux Services centralisés, à la Commission de

la fonction publique et à l'Office de protection du consommateur (ministère de la Justice).

La Division de la trésorerie gère et administre les actifs financiers provinciaux, principalement les programmes d'emprunt et la gestion de la dette, ainsi que les investissements et les activités bancaires du gouvernement. La Division gère également les programmes d'emprunt et les investissements pour toutes les sociétés d'État et les organismes gouvernementaux. Elle participe à l'organisation du financement des municipalités, des universités, des écoles et des hôpitaux. Pour l'exercice 2017-2018, la Division a géré l'émission de titres, sur le marché national et les marchés internationaux, pour une valeur d'environ 6,7 milliards de dollars, et elle a assuré le service de quelque 4 milliards de dollars d'investissements à long terme de la province et de ses organismes, générant des recettes d'environ 125 millions de dollars.

La Division du contrôleur établit et développe une fonction de contrôle pour le gouvernement. Cette fonction comprend l'élaboration et la mise en œuvre de systèmes financiers et de gestion qui apportent un soutien en ce qui concerne la prise de décisions législatives et gouvernementales, l'efficacité de la prestation des services et les exigences liées à l'obligation redditionnelle. Les états financiers sommaires du gouvernement du Manitoba pour l'exercice qui s'est terminé le 31 mars 2017, tels qu'ils sont représentés dans les comptes publics annuels sont préparés conformément aux principes comptables généralement reconnus. Les principaux résultats comprennent la réalisation en grande partie de 17 projets de vérification interne faisant suite aux exercices précédents et la publication des rapports finaux de quatre projets, des rapports provisoires de 12 projets et d'un compte-rendu du travail effectué sur le terrain relativement au projet restant, la publication des rapports provisoires de quatre projets de vérification interne pour l'exercice en cours, la réalisation d'environ 731 041 opérations de paie et paiements de fournisseurs, ainsi que la publication des rapports financiers trimestriels et des comptes publics annuels conformément aux échéanciers établis et aux conventions comptables. La Division fournit également des services centralisés d'assurance et de gestion des risques aux organismes et ministères gouvernementaux, y compris à la plupart des corporations de la Couronne.

La Division des taxes et des impôts applique avec efficacité diverses lois fiscales provinciales et veille à ce que les recettes soient perçues tel que cela est requis. La Division gère également TAXcess, un système efficace de dépôt de déclarations et de paiement de taxes et d'impôts en ligne, qui facilite l'enregistrement des entreprises et permet aux contribuables de vérifier l'état de leur compte en ligne. La Division participe aussi à des enquêtes conjointes avec d'autres organismes et autorités administratives. Pour l'exercice 2017-2018, les principaux résultats comprennent la mise en place de mesures favorisant l'autoconformité, telles que l'élaboration ou la mise à jour des bulletins d'information destinés aux contribuables, la réponse dans les délais prévus aux demandes des contribuables, l'examen de nouveaux fournisseurs et l'évaluation de l'efficacité des programmes de vérification et de perception. De plus, 99,9 % des sommes dues au gouvernement manitobain ont été perçues.

La Division des recherches fiscales appuie les relations intergouvernementales en matière de fiscalité et de politiques et effectue des analyses en matière d'économie et

de fiscalité, formule des politiques et gère les programmes fiscaux et les ententes fédérales-provinciales. La Division fournit au ministre, au Cabinet et aux ministères des services de recherche ainsi que de soutien et de conseil d'ordre technique et analytique relativement aux questions économiques et fiscales de portée nationale et provinciale et aux enjeux intergouvernementaux. Au cours de l'exercice 2017-2018, la Division a participé à la préparation du Budget 2017 et d'autres rapports financiers, en particulier relativement aux prévisions de recettes provinciales de 11 milliards de dollars, à l'administration d'arrangements fiscaux (3,7 milliards de dollars en transferts fédéraux) et de conventions fiscales (3,9 milliards de dollars en recettes fiscales) avec le gouvernement fédéral et a administré des programmes de crédit d'impôt, dont des crédits d'impôt personnel, d'impôt foncier et d'impôt sur les sociétés, avec le gouvernement fédéral, des ministères fédéraux et d'autres administrateurs. La Division a également réalisé des analyses et donné des conseils en matière de politiques ayant trait aux arrangements fiscaux, y compris les principaux programmes de transfert fédéraux et autres et le système canadien de revenu de retraite.

Le Bureau des statistiques du Manitoba est un organisme de service interministériel qui répond aux exigences en matière de renseignements du gouvernement du Manitoba, de ses ministères et des organismes de la Couronne. En 2017-2018, le Bureau des statistiques du Manitoba s'est joint à la Division des recherches fiscales.

Services centraux offerts : la Division Technologie et transformation opérationnelle fournit des services de soutien en technologies de l'information et de la communication, les Services des installations offrent des services de gestion de biens et de portefeuilles sur le plan de la gestion des installations, des travaux de construction et des projets d'immobilisations, et la Direction des services d'approvisionnement offre des services d'approvisionnement de façon à satisfaire les besoins actuels et futurs du gouvernement. Au cours de l'exercice 2017-2018, la Division Technologie et transformation opérationnelle centrale a fourni des services de négociation de contrats et d'approvisionnement de biens et de services de TIC aux programmes du gouvernement et a veillé à ce qu'un niveau adéquat de gouvernance des TIC soit en place pour gérer les ressources des TIC. La Direction des services d'approvisionnement a facilité l'acquisition d'un large éventail de produits et de services connexes d'une valeur de quelque 75,7 millions de dollars et a traité 420 demandes d'une valeur de 46,5 millions de dollars. La Division des services des installations a administré plus de 1 000 contrats de construction et de conseillers et a attribué 99 nouveaux contrats de construction représentant une valeur totale de 15,4 millions de dollars et 39 nouveaux contrats de conseillers représentant une valeur totale de 1,3 million de dollars.

La Régie des services publics offre des services efficaces et efficients de surveillance financière et réglementaire de Manitoba Hydro et de la Société d'assurance publique du Manitoba. La Régie est également chargée de l'établissement des tarifs d'environ 300 services publics d'eau et d'eaux usées. En 2017-2018, la Régie a tenu 6 audiences publiques qui ont duré 61 jours et des conférences préparatoires d'une durée de 10 jours et 2 conférences techniques. À la suite de ces audiences publiques et de quelque 113 instances sur papier, comprenant des avis publics, la Régie a délivré 150 ordonnances officielles.

Le Secrétariat pour la responsabilisation en matière de réglementation dirige et coordonne les efforts visant à établir et à mettre en œuvre les principes et les pratiques de responsabilisation en matière de réglementation dans le cadre des activités et des initiatives gouvernementales. Il facilite en outre la surveillance et l'analyse des exigences réglementaires du gouvernement pour réduire au minimum le fardeau administratif imposé aux intervenants externes. Le Secrétariat pour la responsabilisation en matière de réglementation a débuté ses activités en 2017-2018 et a coordonné le recensement, le dénombrement, le suivi et la réduction des exigences réglementaires dans l'ensemble des ministères et des organismes gouvernementaux.

C'est un honneur et un privilège pour moi de déposer à votre attention ce rapport qui offre un résumé du précieux travail accompli par le personnel du ministère des Finances.

Le tout respectueusement soumis.

*Original signé par Jim Hrichishen*

Le sous-ministre des Finances





Treasury Board Secretariat  
200-386 Broadway Ave, Manitoba, Canada R3C 3R6  
www.manitoba.ca

Honourable Scott Fielding  
Minister of Finance  
Room 103 Legislative Building  
Winnipeg, MB R3C 0V8

Dear Sir:

I am pleased to present the 2017/2018 Annual Report of the Treasury Board Secretariat for inclusion in the Manitoba Finance Annual Report.

The report provides a summary of the key results for Treasury Board Secretariat, including the tabling of the 2017/2018 Estimates of Expenditure and Revenue along with Budget 2017 and concluding the year within budget and on track to reducing the Manitoba government deficit. TBS played a leadership role in setting a clear course to reduce the deficit and drive fiscal discipline and innovation throughout the Manitoba Government. The 2017/2018 fiscal year was a pivotal year in demonstrating our ability as an organization to live within our budget and to embrace new technology and new ideas to deliver better service in a fiscally sustainable environment.

It is an honour and a privilege to submit this report, which provides a summary of the valuable work accomplished by staff within the Treasury Board Secretariat.

Respectfully submitted,

*Original signed by Paul Beauregard*

Secretary to Treasury Board





Secrétariat du Conseil du Trésor

386, Broadway, bureau 200, Winnipeg (Manitoba) R3C 3R6

www.manitoba.ca

Monsieur Scott Fielding  
Ministre des Finances  
Palais législatif, bureau 103  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de vous présenter le rapport annuel 2017-2018 du Secrétariat du Conseil du Trésor à inclure dans le rapport annuel du ministère des Finances.

Le rapport présente un résumé des principaux résultats du Secrétariat du Conseil du Trésor, notamment le dépôt du budget des recettes et des dépenses de 2017-2018 ainsi que Budget de 2017 et la conclusion de l'exercice conformément aux prévisions budgétaires de façon à réduire le déficit du gouvernement du Manitoba. Le Secrétariat du Conseil du Trésor a joué un rôle de premier plan dans l'établissement d'une ligne de conduite claire visant à réduire le déficit et à favoriser la discipline financière et l'innovation dans l'ensemble du gouvernement du Manitoba. L'exercice 2017-2018 s'est révélé un exercice charnière qui nous a permis de démontrer notre capacité organisationnelle de vivre dans les limites de notre budget, d'adopter de nouvelles technologies et de nouvelles idées de façon à offrir de meilleurs services dans un environnement fiscal durable.

C'est pour moi un honneur et un privilège de vous présenter ce rapport qui offre un résumé du précieux travail accompli par le personnel du Secrétariat du Conseil du Trésor.

Le tout respectueusement soumis.

*Original signé par Paul Beauregard*

Le secrétaire du Conseil du Trésor







Deputy Minister of Crown Services  
Room 314, Legislative Building, Manitoba, Canada R3C 0V8  
www.manitoba.ca

Honourable Colleen Mayer  
Minister of Crown Services  
Room 314 Legislative Building  
Winnipeg, MB R3C 0V8

Dear Minister Mayer:

I am pleased to present the 2017/2018 Annual Report of the Department of Crown Services for inclusion in the Manitoba Finance Annual Report.

On May 2, 2016, responsibility for Manitoba Hydro, Manitoba Public Insurance Corporation, Manitoba Liquor and Lotteries, and the Manitoba Centennial Centre Corporation was placed under the newly formed ministry of Crown Services. From that day forward, staff members within Finance and the newly formed Crown Services Secretariat have worked tirelessly to ensure new processes and government policies are implemented effectively and on time.

The report provides a summary of the key results for the Crown Services Secretariat, including implementing The Crown Corporations Governance and Accountability Act and developing new reporting documents including mandate letters, directives, business plans, and roles and responsibilities records for Crown corporations to ensure transparency and accountability. Further results include co-ordinating and supporting the development of annual reporting documents for Crown corporations, co-ordinating responses for Ministerial correspondence, and overseeing government policy direction with Crown corporations in accordance with established timetables and government needs.

It is an honour and a privilege to submit this report, which provides a summary of the valuable work accomplished by staff in the Secretariat with support from other departments.

Respectfully submitted,

*Original signed by Grant Doak*

Deputy Minister of Crown Services





Le sous-ministre des Services de la Couronne  
Palais législatif, bureau 314, Winnipeg (Manitoba) R3C 0V8, Canada  
[www.manitoba.ca](http://www.manitoba.ca)

Madame Colleen Mayer  
Ministre des Services de la Couronne  
Palais législatif, bureau 314  
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

J'ai le plaisir de vous présenter le rapport annuel 2017-2018 du ministère des Services de la Couronne à inclure dans le rapport annuel du ministère des Finances.

Le 2 mai 2016, la responsabilité de Manitoba Hydro, de la Société d'assurance publique du Manitoba, de la Société manitobaine des alcools et des loteries et de la Société du Centre du centenaire du Manitoba a été confiée au nouveau ministère des Services de la Couronne. Depuis ce jour, des membres du personnel du ministère des Finances et du nouveau Secrétariat des services de la Couronne travaillent sans relâche pour veiller à ce que les nouveaux processus et les nouvelles politiques gouvernementales soient mis en œuvre efficacement et sans retard.

Le rapport présente un résumé des principaux résultats du Secrétariat des services de la Couronne, notamment la mise en œuvre de la Loi sur la gouvernance et l'obligation redditionnelle des corporations de la couronne et l'élaboration de nouveaux documents de déclaration, y compris des lettres de mandat, des directives, des plans d'activités et les registres des attributions des corporations de la Couronne pour assurer la transparence et les obligations redditionnelles. Les autres résultats comprennent la coordination et le soutien de l'élaboration de documents annuels de reddition de comptes des corporations de la Couronne, la coordination des réponses à la correspondance ministérielle et la supervision de l'orientation de la politique gouvernementale à l'égard des corporations de la Couronne conformément aux calendriers établis et aux besoins du gouvernement.

C'est un honneur et un privilège pour moi, Monsieur le Ministre, de déposer à votre attention ce rapport qui offre un résumé du précieux travail accompli par le personnel au sein du Secrétariat des services de la Couronne avec le soutien d'autres ministères.

Le tout respectueusement soumis.

*Original signé par Grant Doak*

Le sous-ministre par intérim des Services de la Couronne

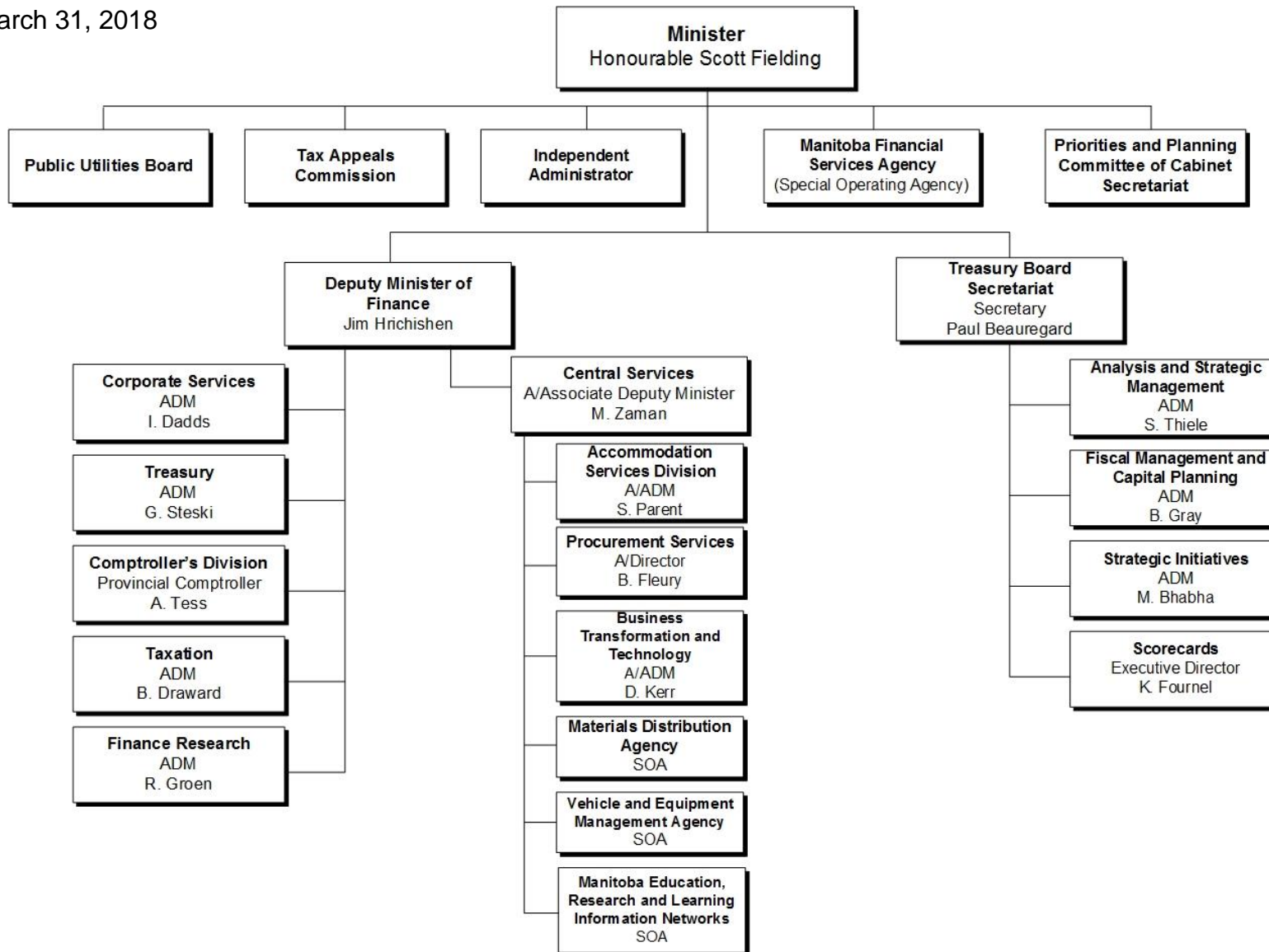


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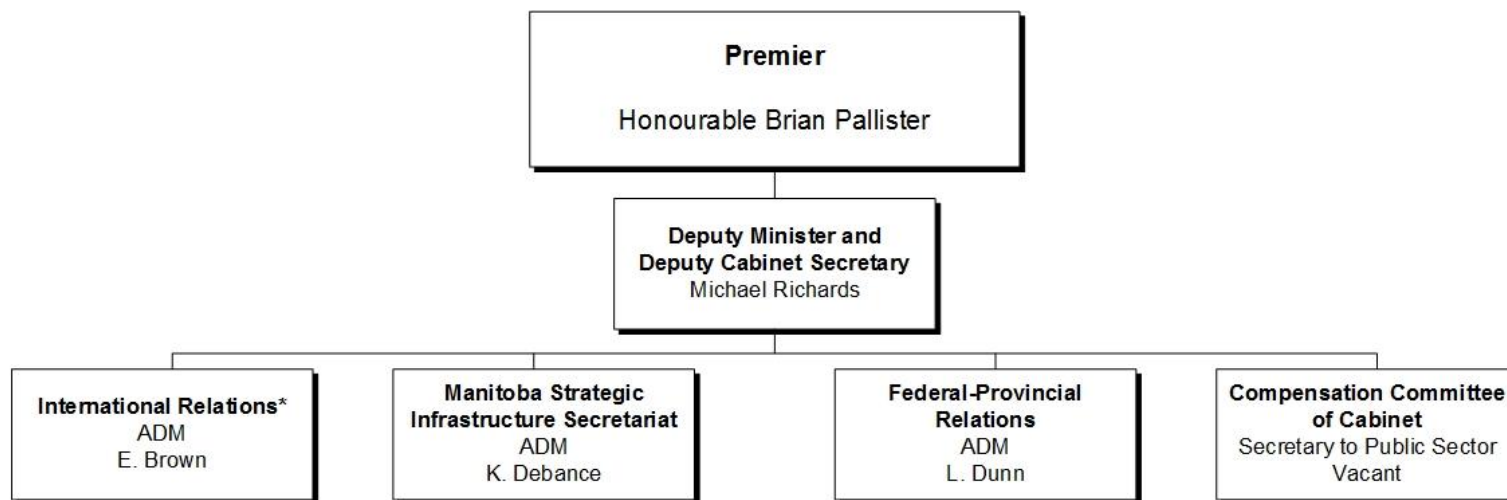
**DEPARTMENT OF FINANCE**  
 Organization Chart  
 as at March 31, 2018



## INTERGOVERNMENTAL AFFAIRS

Organization Chart  
as at March 31, 2018

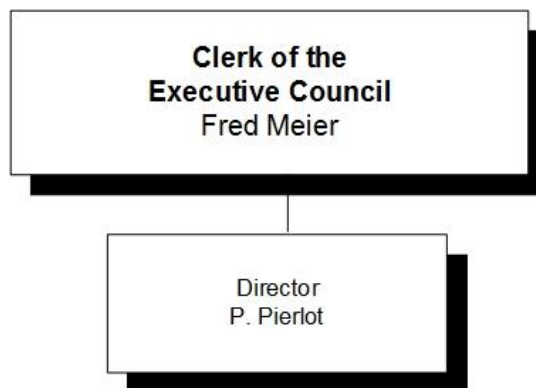
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\*International Relations is with Department of Growth, Enterprise and Trade.

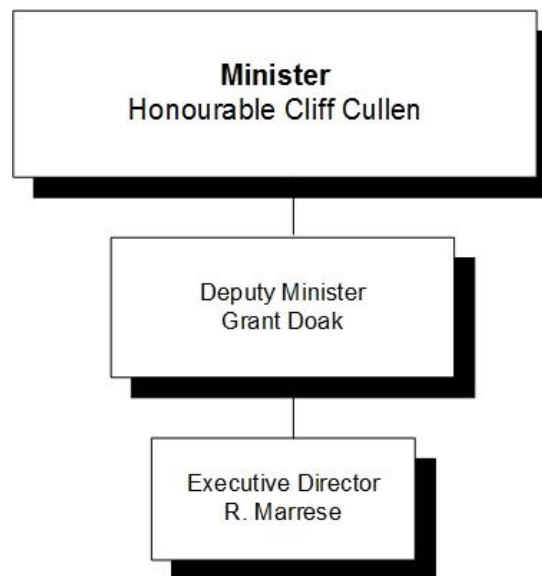
# REGULATORY ACCOUNTABILITY SECRETARIAT

Organization Chart  
as at March 31, 2018





**CROWN SERVICES**  
Organization Chart  
as at March 31, 2018



## **PREFACE**

### **Report Structure – Manitoba Finance**

The Annual Report of Manitoba Finance is organized in accordance with Manitoba Finance's appropriation structure as at March 31, 2018, which reflects the authorized appropriations approved by the Legislative Assembly. Exceptions to this format have been made for Net Tax Credit Payments and Public Debt. These areas have been included within the divisions responsible for their administration.

The report includes information at the main and sub-appropriation levels relating to Manitoba Finance's objectives, actual results achieved, financial performance and variances, and provides a five-year historical table giving Manitoba Finance expenditures and staffing. Expenditures and revenue variance explanations previously contained in the Public Accounts of Manitoba are now provided in the annual report.

### **Vision and Mission - Manitoba Finance**

#### **Vision**

A dynamic and innovative organization that supports a strong and growing province.

#### **Mission**

Implementing and managing effective financial, fiscal and economic policies, practices and services for Manitoba and its citizens.

#### **Highlights**

In 2017/2018, Manitoba Finance activities and achievements included:

- preparing the annual Provincial Budget
- providing policy direction on matters relating to financial management and administration, and ensuring appropriate government-wide management practices and systems
- reviewing Special Operating Agencies to measure and assess their continued value to government
- maintaining the core government accounting and financial reporting systems
- preparing the annual Public Accounts and interim summary reports which present Manitoba government's financial results from a "whole of government" perspective

- managing daily cash requirements, the public debt, the investment of public money, and loans and advances made and guarantees given by the government
- advising on fiscal and other economic policies and measures including taxation
- analyzing and appraising the economic situation and prospects in Manitoba, in cooperation with other ministries as appropriate
- representing the Manitoba government in negotiations and participating in meetings related to finance, taxation and economic development
- insuring government assets and managing risk
- providing statistical and labour force information to Manitoba Finance, other government departments and other agencies of government
- promoting the improvement of employment pension plans registered under The Pension Benefits Act
- managing the Manitoba government's financial assets and liabilities
- promoting international relationships and strategic partnerships between and among the Manitoba government, federal government, local government and non-governmental organizations
- advising on strategic policies that relate to federal-provincial relations

The following 2017/18 Manitoba Finance activities and achievements have become priorities for the government:

- managing and controlling government expenditures and revenues, and evaluating government programs
- ensuring accountability for the delivery of government programs
- providing effective and innovative regulatory processes and decisions for Manitobans and ensuring that rates charged by public utilities are fair and reasonable
- providing corporate accommodation services, including strategic planning and managing of capital projects, while advancing green building practices
- providing centralized corporate procurement services to government and agencies
- providing a centralized corporate information and communication technology environment and support services

- promoting regulatory accountability across government to reduce the administrative burden of regulatory requirements for businesses, not-for-profits, municipalities and individuals

Through its efforts, Manitoba Finance manages strategic, financial and operational risks at a corporate level so that the value government obtains for money expended, and for revenues owing and received, is optimized.

Manitoba Finance also encompasses the Manitoba Education, Research and Learning Information Networks, the Manitoba Financial Services Agency, the Materials Distribution Agency and the Vehicle and Equipment Management Agency. Each of these special operating agencies prepares and presents its own annual report.

## **PRÉFACE**

### **Structure du rapport – Ministère des Finances**

Le rapport annuel du ministère des Finances est présenté conformément à la structure des crédits du ministère des Finances au 31 mars 2018, qui tient compte des crédits autorisés approuvés par l'Assemblée législative. Seuls les paiements nets au titre des crédits d'impôt et la dette publique sont présentés autrement. Ces secteurs ont été inclus à l'intérieur des divisions chargées de leur administration.

Le rapport comprend des renseignements sur les affectations budgétaires principales et de moindre importance relativement aux objectifs du ministère des Finances, à ses résultats réels, ainsi qu'à ses rendements et ses écarts financiers. Il présente en outre un tableau chronologique de la dotation en personnel et des dépenses des cinq dernières années. Les explications relatives aux écarts budgétaires en matière de dépenses et de recettes qui étaient auparavant comprises dans les Comptes publics du Manitoba sont maintenant présentées dans le rapport annuel.

### **Vision et mission – Ministère des Finances**

#### **Vision**

Un organisme dynamique et novateur qui soutient une province vigoureuse et florissante.

#### **Mission**

Mettre en œuvre et gérer des politiques, des pratiques et des services financiers, fiscaux et économiques efficaces pour le Manitoba et ses citoyens.

#### **Faits saillants**

Aperçu des activités et des réalisations du ministère des Finances en 2017/2018 :

- préparer le budget annuel provincial;
- orienter les politiques en matière de gestion financière et d'administration et veiller à l'utilisation de pratiques et de systèmes de gestion appropriés dans l'ensemble du gouvernement;
- examiner les organismes de service spécial pour mesurer et évaluer leur pertinence pour le gouvernement;
- maintenir les systèmes principaux de comptabilité et de rapports financiers du gouvernement

- préparer les comptes publics annuels et autres rapports faisant état de la situation financière de l'ensemble du périmètre comptable du gouvernement;
- gérer les besoins quotidiens de trésorerie, la dette publique, l'investissement de l'argent public, ainsi que les prêts, les avances et les garanties offerts par le gouvernement;
- donner des conseils sur les politiques et mesures fiscales et économiques, y compris les taxes;
- analyser et évaluer la situation économique et les perspectives du Manitoba, en collaboration avec les autres ministères, au besoin;
- représenter le gouvernement du Manitoba dans le cadre des négociations et participer aux réunions portant sur les finances, la fiscalité et le développement économique;
- assurer les biens du gouvernement et gérer les risques;
- fournir des statistiques et des renseignements sur la population active au ministère des Finances, à d'autres ministères et à d'autres organismes gouvernementaux;
- promouvoir l'amélioration des régimes de pension d'employeur enregistrés en vertu de la Loi sur les prestations de pension;
- gérer l'actif et le passif financiers du gouvernement du Manitoba;
- promouvoir les relations internationales et les partenariats stratégiques entre le gouvernement du Manitoba, le gouvernement fédéral, les administrations locales et les organismes non gouvernementaux;
- donner des conseils par rapport aux politiques stratégiques relatives aux relations fédérales-provinciales;

Les activités et les réalisations suivantes du ministère des Finances en 2017-2018 sont devenues des priorités pour le gouvernement :

- gérer et surveiller les dépenses et les revenus du gouvernement et évaluer les programmes gouvernementaux;
- veiller à la reddition de comptes en ce qui concerne la mise en œuvre des programmes gouvernementaux;
- fournir des décisions et des processus réglementaires efficaces et novateurs pour les Manitobains et veiller à ce que les tarifs exigés par les services publics sont justes et raisonnables;

- fournir des services relatifs aux installations ministérielles, y compris la planification stratégique et la gestion des projets d'immobilisation, tout en faisant progresser les pratiques en matière de bâtiments écologiques;
- fournir des services d'approvisionnement centralisés au gouvernement et aux organismes;
- fournir un environnement centralisé en matière de technologies de l'information et de la communication et des services de soutien;
- promouvoir la responsabilisation en matière de réglementation dans l'ensemble du gouvernement afin de réduire le fardeau administratif des exigences réglementaires pour les entreprises, les organismes sans but lucratif, les municipalités et les particuliers.

Grâce à ses efforts, le ministère des Finances gère les risques stratégiques, financiers et d'exploitation à l'échelle ministérielle de façon que le gouvernement obtienne le meilleur rendement possible des dépenses effectuées et des revenus perçus et en souffrance.

Le ministère des Finances comprend également le MERLIN (Manitoba Education, Research and Learning Information Networks), l'Office des services financiers du Manitoba, l'Organisme chargé de la distribution du matériel et l'Organisme de gestion des véhicules gouvernementaux et de l'équipement lourd. Chacun de ces organismes d'exploitation spéciaux prépare et présente son propre rapport annuel.

## **Vision and Mission – Crown Services Secretariat**

### **Vision**

To excel in supporting Manitoba's Crown corporations to effectively, efficiently and economically carry out their mandates on behalf of all Manitobans.

### **Mission**

Work collaboratively with Crown corporations, departments, the private sector and non-government organizations to deliver effective and consistent policy analysis, planning, and reporting requirements under the act.

### **Highlights**

In 2017/2018, Manitoba Crown Services Secretariat activities and achievements included:

- liaising with and advising Crown corporations in the development of the various public records, plans and reports required through The Crown Corporations Governance and Accountability Act
- preparing documents, managing legislative and regulatory needs, providing analysis of major capital proposals and liaising with Crown corporations to address Manitobans' concerns
- ensuring compliance with reporting requirements of the act, as well as providing analysis and advice with respect to business plans, capital plans and other major decisions that Crown corporations made
- supporting corporate projects relating to red tape reduction, open government, policy and program proposals and inter-jurisdictional trade agreements and initiatives
- developing and maintaining robust board governance training program for all Manitoba Agency, Boards and Commission appointees
- facilitating and collaborating with other departments on projects involving Manitoba's Crown corporations
- providing advice and recommendations to the Minister of Crown Services, Treasury Board and Cabinet with respect to policy and financial issues through analysis and recommendations on submissions to Treasury Board and Cabinet



## **Vision et mission – Secrétariat des services de la Couronne**

### **Vision**

Offrir un excellent soutien aux corporations de la Couronne du Manitoba afin qu'elles remplissent leurs mandats avec efficacité, efficience et de façon économique au nom de tous les Manitobains.

### **Mission**

Travailler de concert avec les corporations de la Couronne, les ministères, le secteur privé et les organismes non gouvernementaux afin de fournir des services efficaces et cohérents d'analyse de politiques, de planification et de reddition de comptes conformément à la loi.

### **Faits saillants**

Aperçu des activités et des réalisations du Secrétariat des services de la Couronne du Manitoba durant l'exercice 2017/2018 :

- assurer la liaison avec les corporations de la Couronne et les conseiller en vue de la préparation des différents registres, plans et rapports publics exigés en vertu de la Loi sur la gouvernance et l'obligation redditionnelle des corporations de la couronne;
- préparer des documents, gérer les besoins en matière de législation et de réglementation, analyser les principaux projets d'immobilisations et assurer la liaison avec les corporations de la Couronne pour répondre aux préoccupations des Manitobains;
- assurer le respect des exigences de la loi en matière de reddition de comptes et offrir des services d'analyse et de conseil à l'égard des plans d'activités et d'immobilisations et autres décisions importantes que les corporations de la Couronne ont prises;
- soutenir les projets du ministère concernant la réduction du fardeau administratif, l'initiative de gouvernement ouvert, les propositions de politiques et de programmes et les ententes et initiatives commerciales intergouvernementales;
- élaborer et maintenir un programme de formation rigoureux en matière de gouvernance des conseils pour toutes les personnes nommées à des postes au sein d'organismes, de conseils et de commissions;
- collaborer avec d'autres ministères à des projets auxquels participent des corporations de la Couronne du Manitoba et les faciliter;
- offrir des conseils et des recommandations au ministre des Services de la Couronne, au Conseil du trésor et au Cabinet relativement aux enjeux politiques et financiers au

moyen d'analyses et de recommandations sur les présentations au Conseil du Trésor et au Cabinet.

# STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

Continuing  
Consolidation  
Chapter

The Chartered Professional Accountants Act	C71
The Commodity Futures Act	C152
The Cooperatives Act	C223
The Corporations Act [part XXIV]	C225
The Corporation Capital Tax Act	C226
The Credit Unions and Caisses Populaires Act	C301
The Credit Unions and Caisses Populaires Profits Tax Act	C302
The Crocus Investment Fund Act [section 11]	C308
The Emissions Tax on Coal and Petroleum Coke Act	E90
The Energy Rate Stabilization Act	E115
The Financial Administration Act	F55
The Fire Insurance Reserve Fund Act	F70
The Fiscal Responsibility and Taxpayer Protection Act	F84
The Fuel Tax Act	F192
The Government Purchases Act	G90
The Health and Post Secondary Education Tax Levy Act	H24
The Hospital Capital Financing Authority Act	H125
The Income Tax Act	I10
[Except sections 5.3 to 5.6, 7.5 to 7.9, 7.13 to 7.16, 10.4, 10.5 10.6 and 11.8 to 11.12]	
The Insurance Act	I40
The Insurance Corporations Tax Act	I50
The Manitoba Investment Pool Authority Act	I100
The Labour-Sponsored Venture Capital Corporations Act	
[Except Part 2 and sections 16 to 18 as they relate to Part 2.]	L12
The Mining Claim Tax Act	M165
The Mining Tax Act	M195
The Mortgage Brokers Act	M210
The Municipal Taxation and Funding Act [except Part 2]	M265
The Pari-Mutuel Levy Act	P12
The Pension Benefits Act	P32
The Pooled Registered Pension Plans (Manitoba) Act	P94.6
The Property Tax and Insulation Assistance Act	P143
[Parts I, I.1, III, III.3, IV, V.1 and V.2, and section 1 and Part VI as they relate to subjects covered under Parts I, I.1, III, III.3, IV, V.1 and V.2]	

The Public Officers Act	P230
The Public Services Sustainability Act [Not yet in force, it is to come into force on a date to be fixed by Proclamation.]	P272
The Public Sector Compensation Disclosures Act	P265
The Public Utilities Board Act	P280
The Public Works Act [As it relates to matters within the mandate of the Accommodation Services Division of Manitoba Finance.]	P300
The Real Estate Brokers Act (to be repealed by SM 2015, c. 45, s. 89)	R20
The Real Estate Services Act, SM 2015, c. 45 [Not yet in force. It is to come into force on a date to be fixed by Proclamation.]	R21
The Regulatory Accountability Act	R65
The Retail Sales Tax Act	R130
The Securities Act	S50
The Securities Transfer Act	S60
The Statistics Act	S205
The Succession Duty Act (S.M. 1988-89, c. 42) [Being phased out.]	C42
The Suitors' Moneys Act	S220
The Tax Administration and Miscellaneous Taxes Act	T2
The Tax Appeals Commission Act	T3
The Tobacco Tax Act	T80

## **STATUTORY RESPONSIBILITIES OF THE MINISTER OF CROWN SERVICES**

The Manitoba Centennial Centre Corporation Act	C40
The Crown Corporations Governance and Accountability Act	C336
The Efficiency Manitoba Act	E15
The Manitoba Hydro Act	H190
The Manitoba Liquor and Lotteries Corporation Act	L155
The Manitoba Public Insurance Corporation Act	P215
[Except for section 174.1 to 174.4 (claimant advisor office) and sections 175 to 185 (Automobile Injury Compensation Appeal Commission).]	

## CORPORATE AND CROWN SERVICES

### Executive Support

The ministers' salaries provide additional compensation to which individuals appointed to the Executive Council are entitled.

Executive Support provides support and advice to the ministers on all policy and program matters related to the departments, coordinates and administers the activities of the departments in order to meet government policy objectives, and provides administrative leadership to the departments.

<b>1 (a) Ministers' Salaries</b>					
<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2017/2018 \$(000s)</b>	<b>Estimate 2017/2018 FTEs</b>	<b>Estimate 2017/2018 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Ministers' Salaries	83	2.00	84	(1)	
<b>Total Sub-Appropriation</b>	<b>83</b>	<b>2.00</b>	<b>84</b>	<b>(1)</b>	

<b>1 (b) Executive Support</b>					
<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2017/2018 \$(000s)</b>	<b>Estimate 2017/2018 FTEs</b>	<b>Estimate 2017/2018 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	1,010	13.00	954	56	
Other Expenditures	198		92	106	1
<b>Total Sub-Appropriation</b>	<b>1,208</b>	<b>13.00</b>	<b>1,046</b>	<b>162</b>	

#### Explanation:

1. *Variance is primarily due to the creation and operations related to Crown Services Deputy Minister's Office.*

### Crown Services

The Crown Services Secretariat provides support and policy advice to the minister and deputy minister of Crown Services in overseeing the four Crown corporations of Manitoba Hydro, Manitoba Liquor and Lotteries, Manitoba Centennial Centre Corporation, and Manitoba Public Insurance Corporation.

In addition, the secretariat also ensures effective communication and issues management for ministerial correspondence sent to the minister's office.

#### Key Results Achieved:

- implementing new legislation for oversight of the four Crown corporations responsible to the minister of Crown Services and coordinating the transition to the Crown Services Secretariat
- developing new reporting documents including mandate letters, business plans, and roles and responsibilities records for Crown corporations to ensure transparency and accountability

- providing policy support to the minister and deputy minister including briefing materials, correspondence, and authority seeking documents

#### 1 (c) Crown Services

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	2017/2018	Variance	Expl. No.
	2017/2018 \$(000s)			Over/(Under) \$(000s)	
Salaries and Employee Benefits	203	5.00	535	(332)	1
Other Expenditures	42		180	(138)	1
<b>Total Sub-Appropriation</b>	<b>245</b>	<b>5.00</b>	<b>715</b>	<b>(470)</b>	

#### Explanation:

1. Variance is primarily due to timing related to setting up of Crown Services Secretariat office.

## Corporate Services

The Corporate Services Division supports the corporate needs of the department by liaising and cooperating with other areas of the shared services departments and central agencies to develop and implement departmental policies and procedures for financial management, administration, business processes and information technology management.

The division supports the minister, deputy minister and the department on corporate policy matters, access to information, issues management, legislation, regulation, executive management and strategic planning. In addition, the division provides support on the development and implementation of policy matters for the Manitoba Financial Services Agency, a special operating agency.

The Office of the Superintendent —Pension Commission safeguards employees' rights to benefits promised under employment pension plans as provided under pension benefits legislation. The branch administers and enforces The Pension Benefits Act and regulations, which set minimum standards for members' pension benefits, the funding of pension benefits, and the investing of plan assets. The branch also promotes the establishment, extension and improvement of employment pension plans registered under the act. The branch enforces The Pooled Registered Pension Plans (Manitoba) Act and regulations.

#### Key Results Achieved:

- providing leadership and supporting of strategic planning and the effective use of information technology resources for Manitoba Finance
- managing several value-for-money IT investments that were clearly linked to the achievement of strategic business outcomes
- supporting management through the provision of analytical, consultative and evaluative advice on policy and planning proposals and ongoing operations
- ensuring Manitoba Finance, Crown Services, Executive Council and the Civil Service Commission met their responsibilities under The Freedom of Information and

## Protection of Privacy Act (FIPPA)

- supporting timely reporting of Manitoba Finance Supplementary Information for Legislative Review, as well as the Annual Report to the Legislature
- managing cost-effective investments in information systems to enable delivery of departmental program needs for automated functionality, system performance, security and availability
- reviewing for compliance, 65 pension plan amendments; four plan registrations; four full plan windups and two partial windups
- reviewing for compliance, 348 Annual Information Returns, detailing the contributions and membership changes under a pension plan over its fiscal year, and 57 actuarial valuation reports, which detail the funded and solvency positions of a defined benefit pension plan and the contribution requirements over the next three years
- processing 1,973 requests for written notice concerning one-time transfers
- responding to approximately 2,500 telephone inquiries and issued over 450 pieces of correspondence in response to inquiries received
- conducting six Pension Administration Reviews to assess whether the administrative systems and practices of pension plans were sufficient to meet legislative compliance and monitored progress on the issues identified in the Reviews' reports
- implementing online filing of Annual Information Returns
- publishing four electronic documents, updating four Policy Bulletins, posting two regulations under The Pension Benefits Act, posting The Pooled Registered Pension Plans (Manitoba) Act and regulations, and maintaining up-to-date information on the website
- working with pension regulators from other jurisdictions on several new and continuing initiatives through the activities of the Canadian Association of Pension Supervisory Authorities (CAPSA)

### 1 (d) Corporate Services

Expenditures by Sub-Appropriation	Actual		Estimate 2017/2018		Variance Over/(Under) \$(000s)	Expl. No.
	2017/2018 \$(000s)		FTEs	\$(000s)		
Salaries and Employee Benefits	2,472		33.00	2,696	(224)	
Other Expenditures	217			265	(48)	
<b>Total Sub-Appropriation</b>	<b>2,689</b>		<b>33.00</b>	<b>2,961</b>	<b>(272)</b>	



## Tax Appeals Commission

The Tax Appeals Commission Act provides for the appointment of one or more commissioners for the purpose of dealing with appeals filed by taxpayers who disagree with assessments issued by the Taxation Division. The Tax Appeals Commission provides taxpayers with an objective review of a taxpayer's appeal, independent of the taxation officials who issued the assessment.

The activity of the commission and results for 2017/2018 are as follows:

<b>Outstanding appeals as at March 31, 2017</b>		<b>33</b>
Appeals received in 2017/2018		
Administration	5	
Audit	<u>12</u>	<u>17</u>
		50
Disposition of appeals in 2017/2018		
Varied	4	
Affirmed	7	
Rescinded	0	
Withdrawn	<u>10</u>	
Appeals Resolved		21
<b>Outstanding appeals as at March 31, 2018</b>		<u><u>29</u></u>

### 1 (e) Tax Appeals Commission

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Variance Over/(Under) \$(000s)	Expl. No.
Tax Appeals Commission	10		(6)	
<b>Total Sub-Appropriation</b>	<b>10</b>		<b>(6)</b>	

## Independent Administrator

The Independent Administrator was created under The Labour-Sponsored Venture Capital Corporations Act. The Independent Administrator reports to the minister of Manitoba Finance and monitors provincially registered labour-sponsored funds under the Small Business Venture Capital Tax Credit program to ensure compliance with governing legislation.

### 1 (f) Independent Administrator

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Variance Over/(Under) \$(000s)	Expl. No.
Independent Administrator	32		1	
<b>Total Sub-Appropriation</b>	<b>32</b>		<b>1</b>	

## Regulatory Accountability Secretariat

The Regulatory Accountability Secretariat provides support to the Regulatory Accountability Committee of Cabinet, which provides advice and support to the government and government agencies about regulatory accountability. The Regulatory Accountability Secretariat is responsible for the implementation of The Regulatory Accountability Act, and leads and coordinates efforts to establish and implement principles and practices for regulatory accountability within government initiatives and activities. It also facilitates monitoring and analysis of government regulatory requirements to minimize administrative burdens on external stakeholders.

### Key Results Achieved:

- commencing operations in June, 2017
- supporting the Premier and Minister of Finance’s achievement of receiving the Canadian Federation of Independent Businesses’ (CFIB) “2018 Golden Scissors Award” for their leadership in implementing a legislative framework for regulatory accountability
- supporting the Manitoba Government in achieving an ‘A’ Grade on CFIB’s annual Red Tape Report Card
- coordinating the government's initiatives and activities on regulatory accountability
- facilitating the identification, monitoring and minimization of the number of regulatory requirements and their associated administrative burden, and identifying unnecessary regulatory requirements
- working with government departments and government agencies to promote and enhance regulatory accountability in Manitoba
- updating the count of regulatory requirements to measure progress on regulatory accountability

#### 1 (g) Regulatory Accountability Secretariat

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018		Variance	Expl. No.
	2017/2018	FTEs	\$(000s)	Over/(Under)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	29	3.00	199	(170)	1
Other Expenditures	141		70	71	2
<b>Total Sub-Appropriation</b>	<b>170</b>	<b>3.00</b>	<b>269</b>	<b>(99)</b>	

#### Explanation:

1. Variance is primarily due to delay in filling vacancies.
2. Variance is primarily due to one-time renovation costs.

## **FISCAL AND FINANCIAL MANAGEMENT**

### **Treasury**

The Treasury Division manages and administers the cash resources, borrowing programs, and all investment and debt management activities of the government. It further manages the borrowing programs and investment activities for all of its Crown corporations and government agencies. The division also arranges for the financing of municipalities, universities, schools and hospitals.

Major changes are continually taking place in the world's economic and financial markets. These changes have a significant impact on both short and long-term management strategies, as well as the day-to-day decisions made by Treasury Division staff.

The division maintains contact with a large number of domestic and foreign financial institutions, as well as regulatory and rating agencies, to inform them of the fiscal and economic performance of the Manitoba government and its policies, while at the same time obtaining information about the state of world financial markets and financial products and opportunities available to the Manitoba government.

#### **Key Results Achieved:**

- maintaining the best possible financial arrangements that minimize risk and cash flow requirements for the Manitoba government, Crown corporations, government agencies, school boards, hospitals and municipalities
- ensuring policies, legislation and regulations are sufficient for the needs of the government
- ensuring investment returns are the maximum possible within acceptable risk parameters
- issuing securities in both domestic and international markets valuing approximately \$6.7 billion
- servicing provincial borrowings represented by debentures, savings bonds, treasury bills, promissory notes and Canada Pension Plan debentures payable in Canadian dollars, borrowings also include: debenture issues payable in United States dollars, euros, New Zealand dollars, Australian dollars, Hong Kong dollars and Japanese yen. In servicing foreign issues, the division administered approximately 400 swap agreements whereby, all the foreign debt has been swapped into fixed or floating rate Canadian or United States dollar liabilities in order to mitigate risk to foreign currency fluctuation
- managing the cash flow and investment of significant dollar amounts processed through the bank accounts of the government
- managing the surplus funds deposited from government departments, agencies and Crown corporations in approximately 80 interest-bearing trust deposit accounts;

these trust funds averaged \$1.5 billion and paid interest of approximately \$14.5 million

- advancing \$3.1 billion in new loans and advances to government programs, Crown corporations and government agencies; and managing an aggregate outstanding of \$24.0 billion in loans and advances to government programs, Crown corporations, and agencies
- managing approximately \$4.0 billion in long-term investments of the Manitoba government and its agencies, generating earnings of approximately \$125.0 million
- managing an average balance of approximately \$2.5 billion in short-term investments of the Manitoba government, requiring processing of transactions representing purchases, sales and maturities of approximately \$170.0 billion, this servicing was accomplished while maintaining loss-free safekeeping, payment and receipt operations

**2 (a) Treasury**

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Estimate 2017/2018 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,183	25.00	2,164	19	
Other Expenditures	100		152	(52)	
<b>Total Sub-Appropriation</b>	<b>2,283</b>	<b>25.00</b>	<b>2,316</b>	<b>(33)</b>	

## Public Debt (Statutory)

This appropriation provides for the required net cost of interest and related expenses payable with respect to the Public Debt of the Manitoba government.

<b>8 Public Debt (Statutory)</b>				
<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2017/2018 \$(000s)</b>	<b>Estimate 2017/2018 FTEs \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
(a) Interest on:				
(1) Interest on the Public Debt of Manitoba and related expenses	1,430,452	1,459,728	(29,276)	
(2) Interest on departments' capital assets	265,083	255,000	10,083	
(3) Interest on Trust and Special Funds	14,469	7,700	6,769	
<b>Subtotal (a)</b>	<b>1,710,004</b>	<b>1,722,428</b>	<b>(12,424)</b>	
(b) Less: Interest and Other Charges to be received from:				
(1) Sinking Fund Investments	(44,929)	(41,905)	(3,024)	
(2) Manitoba Hydro	(921,670)	(921,993)	323	
(3) Manitoba Housing and Renewal Corporation	(39,378)	(37,113)	(2,265)	
(4) Manitoba Agricultural Services Corporation	(20,146)	(18,604)	(1,542)	
(5) Other Government Agencies	(13,331)	(21,607)	8,276	
(6) Other Loans and Investments	(132,620)	(109,270)	(23,350)	
(7) Other Appropriations	(339,096)	(331,936)	(7,160)	
<b>Subtotal (b)</b>	<b>(1,511,170)</b>	<b>(1,482,428)</b>	<b>(28,742)</b>	
<b>Total Sub-Appropriation</b>	<b>198,834</b>	<b>240,000</b>	<b>(41,166)</b>	<b>1</b>
		Add back: Subtotal (b)	1,482,428	
		Less: Manitoba Hydro net of Hydro Guarantee Fees	(763,106)	
		Less: Interest recoveries received from Other Reporting Entities	(173,239)	
		Less: Capitalized interest on Core departments' capital assets	(7,179)	
		Interest on Borrowings of Other Reporting Entities	211,957	
		<u>Summary Debt Servicing Costs</u>	<u>990,861</u>	

### Explanation:

1. Variance is primarily due to favourable interest rates.

## Comptroller

The Comptroller Division establishes and fosters a corporate comptrollership function for the Manitoba government that includes the development and operation of financial and management systems in support of legislative and governmental decision-making, service delivery effectiveness and accountability requirements and manages risk to reduce the impact of uncertainty upon organizational goals and to protect assets and programs.

Some of the key components integral to the division's government-wide comptrollership function include: designing management processes; establishing financial and accounting policies; assisting in the co-ordination of the government's Summary Budget; preparing and presenting financial information for internal and external reporting, including the government's Public Accounts on a summary basis; maintaining the central accounts of the Manitoba government; controlling all disbursements and revenue transactions for the Consolidated Fund; facilitating the integration and co-ordination of financial and management information; providing advisory and problem solving services to corporate government and line departments; recommending appropriate risk control measures; administering insurance related claims; reviewing contracts, requests for proposals, legislation and commercial insurance; and implementing risk financing measures including self-insurance and commercial insurance.

### Key Results Achieved:

- completing 17 audit projects continuing from prior years (final reports were issued on four of those audit projects, draft reports were issued on 12 of those audit projects, and the fieldwork was completed on the remaining audit project) issuing draft reports on four current year audit projects
- leading the orientation of the new Deputy Ministers Audit and Enterprise Risk Management Committee members
- preparing reports summarizing the audit activities for the year and the audit plan for the upcoming year for the Deputy Ministers Audit and Enterprise Risk Management Committee
- participating in Chartered Professional Accountants of Manitoba (CPA Manitoba), the Institute of Internal Auditors, Information Systems Audit and Control Association activities, Manitoba Chapter of the Risk and Insurance Management Society, Inc. (RIMS) and RIMS Canada Council (RCC).
- developing an Internal Audit and Consulting Services (IACS) on-boarding manual, leaning many administrative processes, and modernizing and updating the IACS intranet site
- leading Business Continuity management and Workplace Safety and Health Committees for Manitoba Finance

- paying \$2.2 million for commercial insurance premiums for departments in 2017/2018, and \$2.5 million for agencies with combined total insured values in excess of \$10.0 billion
- collecting \$5.2 million agency self-insurance fund premiums; paying \$6.4 million for claims and expenses
- performing payroll transactions that included 440,390 direct deposits, 151 cheques, 309 new and 191 amendments to garnishment orders while adhering to all deadlines and all related laws, regulations and policies.
- releasing 320,000 payments for grants, supplies and services to corporations, firms and other recipients based on documents and supporting information provided by the government's operating departments; of this total, 180,000 were direct deposit payments to vendors
- processing and collecting amounts owing to the government for shared-cost agreements on a timely basis
- issuing quarterly financial report statements of the government in accordance with established timetables and accounting policy
- preparing and releasing the annual financial reports, as represented by the Public Accounts in accordance with The Financial Administration Act; the 2017/2018 summary financial statements of the government are represented by Volume 1 of the Public Accounts, and the more detailed financial statements, schedules and reports of the Consolidated Fund are represented by Volumes 2 and 3 of the Public Accounts
- continuing to provide consultation and financial guidance for appropriate financial processes within the Consolidated Fund
- maintaining strong fiscal management, accountability and control over departmental financial resources, monitoring and advising of emerging financial and program management issues, and providing financial information to departmental managers and other government agencies and departments
- ensuring prompt and accurate payment of accounts payable, and collecting and depositing all revenues and receipts to which the departments were entitled
- ensuring timely reporting of departmental management reports, annual estimates information, detailed budget forecasts and related reports, the Supplementary Information for Legislative Review, as well as the Annual Report to the Legislature
- providing leadership in the legislative amendments to the Public Sector Compensation Disclosure Act (PSCDA). The amendments will make PSCD reports more relevant and accessible to the public and improve disclosure and provide greater accountability and transparency to Manitoba citizens. The amendments will also address the recommendations of the Auditor General of Manitoba.

**2 (b) Comptroller**

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	2017/2018 \$(000s)	Variance	Expl. No.
	2017/2018 \$(000s)			Over/(Under) \$(000s)	
Salaries and Employee Benefits	5,068	83.00	6,474	(1,406)	1
Other Expenditures	917		994	(77)	
Insurance Premiums	2,207		2,770	(563)	2
Less: Recoverable from Other Appropriations	(2,736)		(3,330)	594	2
<b>Total Sub-Appropriation</b>	<b>5,456</b>	<b>83.00</b>	<b>6,908</b>	<b>(1,452)</b>	

**Explanation:**

- Variance is primarily due to vacancies resulting from retirements and staff turnover.*
- Variance in expenditures and corresponding recoveries is due to competitive insurance markets and Manitoba's excellent loss experience.*

**Taxation**

The Taxation Division is responsible for efficiently and effectively administering the following provincial taxation acts and collecting revenues as provided in these acts:

- The Corporation Capital Tax Act
- The Credit Unions and Caisses Populaires Profits Tax Act
- The Emissions Tax on Coal and Petroleum Coke Act
- The Fuel Tax Act
- The Health and Post Secondary Education Tax Levy Act
- The Mining Tax Act
- The Retail Sales Tax Act
- The Tax Administration and Miscellaneous Taxes Act
- The Tobacco Tax Act
- The continuing phase-out of The Succession Duty Act

Activities of the division include administering the collection, processing and reporting of taxation revenues; informing, investigating and auditing taxpayers and businesses; and developing and distributing public tax information to protect revenue by promoting voluntary compliance.

Actual revenues for the 2017/2018 fiscal year under the taxation acts noted above as well as for the Mining Claim Lease Tax and Environmental Protection Tax, were \$3,797 million, which was \$92 million more than the estimated revenues of \$3,705 million.

Revenue variances by source are discussed in the Revenue Variance Explanations section (page 64). The major variances from the estimate are as follows:



- Retail Sales Tax revenue was greater than the estimate by \$84 million, due to growth in wholesale, construction and manufacturing sectors exceeding the forecast
- Tobacco Tax revenue was less than the estimate by \$20 million, due to lower than expected wholesale shipments and the impact of e-cigarette sales

Further details on all taxation revenues are presented in the Revenue Summary by Source table (page 62).

The following table details the historical revenues collected under the taxation acts noted above for the past five years:

### Provincial Taxation Acts

#### Comparative Statement of Actual Revenues \$(000s)

For Fiscal Years Ending March 31, 2014 to March 31, 2018

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Corporation Capital Tax	155,169	135,341	158,359	185,846	177,681
Fuel Tax	322,253	317,363	319,189	335,512	343,716
Insurance Corporations Tax	82,681	86,214	90,771	94,263	100,645
Levy for Health and Education	426,867	439,231	457,512	475,284	490,430
Succession Duty and Gift Tax	3	3	3	3	3
Mining Claim Lease Tax	71	71	71	71	71
Mining Tax	8,354	2,429	2,035	1,345	6,381
Retail Sales Tax	2,024,952	2,201,955	2,266,868	2,298,215	2,441,336
Tobacco Tax	272,124	256,022	256,119	243,266	228,123
Environmental Protection Tax	4,558	3,471	4,670	3,464	3,835
Credit Unions and Caisses Populaires Profits Tax	740	527	865	710	1,360
<b>Total</b>	<b>3,297,772</b>	<b>3,442,627</b>	<b>3,556,462</b>	<b>3,637,979</b>	<b>3,793,581</b>

### Key Results Achieved:

- maintaining effective and efficient tax administration systems to reduce tax administration costs and maintaining accurate and current filing of tax returns and business registrations, with a deterrent to tax avoidance or evasion
- collecting outstanding taxes and delinquent returns
- maintaining and delivering enhancements to TAXcess — an efficient online system for filing and payment of taxes, which facilitates business registrations and permits taxpayer browsing of account status
- ensuring accurate processing of taxpayer refund claims
- increasing voluntary compliance by recovering unpaid taxes through audits and investigations
- maintaining tax administration processes and systems to ensure continued efficiency in the filing and processing of returns and business registration under the acts
- evaluating the implications of administrative and revenue options considered by the government on a timely basis

- maintaining and updating key public information bulletins including online information pertaining to all acts, and responding in a timely basis to taxpayer enquiries to promote voluntary compliance
- liaising with the Canada Revenue Agency and other jurisdictions on co-operative information exchanges, joint compliance and audit initiatives, and other taxation administration and management issues

<b>Vendors</b>  Note: represents all vendors registered under all statutes	Registered Vendors	47,800
	Returns generated	109,000 (paper) 138,000 (electronic)
<b>Administration</b>  Note: includes all refunds and resulting disbursements under all statutes except for First Nations fuel and tobacco tax exemptions	Completed refunds (not including fuel and tobacco tax exemptions on First Nations)	8,428
	Disbursements	\$ 28.7 million
<b>Fuel Tax exemption on First Nations</b>	Total active retailers	53(on 30 First Nations)
	Bands with agreements	2
	Claims (retailers and Bands)	1,343
	Bulk fuel collectorship agreements	11
	Disbursed	\$ 13.9 million
<b>Tobacco Tax exemption on First Nations</b>	Total active retailers	8 (on 2 First Nations)
	Bands with agreements	57
	Claims (retailers and Bands)	1,707
	Disbursed	\$ 35.9 million

<b>Audit</b>  Note: represents all files under all statutes	Completed refunds	74
	Completed files	1310
	Audit recoveries	\$46.0 million
<b>Investigations</b>  Note: includes all files except tobacco	Completed files	95
	Charges	76
	Convictions	42
	Fines	\$ 25,602
	Penalties	\$ 408,245

<b>Tobacco Interdiction</b>	Completed audit or investigation files	107
	Charges	36
	Convictions	17
	Fines	\$ 31,874
	Penalties	\$84,895

## 2 (c) Taxation

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	Variance Over/(Under)	Expl. No.
	2017/2018 \$(000s)			
Salaries and Employee Benefits	11,609	185.50	13,007 (1,398)	1
Other Expenditures	3,186		3,578 (392)	
<b>Total Sub-Appropriation</b>	<b>14,795</b>	<b>185.50</b>	<b>16,585 (1,790)</b>	

### Explanation:

1. Variance is primarily due to vacancies resulting from retirements and staff turnover.

## Finance Research

Finance Research Division provides research, policy advice, analysis and support to government with respect to national and provincial fiscal, economic and statistical matters; taxation policy and programs; and strategic intergovernmental arrangements including cost-shared programs.

Activities of the division include producing policy advice and analysis; developing revenue forecasts; drafting legislation and implementing tax and other budget measures; coordinating the preparation of the Manitoba Budget and preparing budget documents; and operating the Tax Assistance Office. Total provincial revenue from income taxes administered by the division in 2017/2018 amounted to \$3.4 billion in individual income tax and \$0.6 billion in corporate income tax. Total provincial revenues governed by federal — provincial transfer arrangements and administered by the

division in 2017/2018 included \$1.8 billion in equalization and \$1.9 billion in cash payments for major health and social programs.

### **Key Results Achieved:**

- providing research, technical and analytical support and advice to the minister and cabinet in respect of national and provincial economic, statistical fiscal, and taxation matters and intergovernmental issues
- preparing fiscal and taxation research and analysis necessary for the minister and cabinet to develop the Manitoba Budget
- coordinating the production of the Manitoba Budget and related documents
- implementing budget measures through The Budget Implementation and Tax Statutes Amendment Act, 2017 and working with Finance Canada and the Canada Revenue Agency to implement the changes
- making it possible for Manitobans to access Pooled Registered Pension Plans (PRPPs) by bringing PRPP legislation and regulations into force and joining several other provinces in a multilateral agreement with the federal government, which allows the federal government to licence and regulate PRPPs in Manitoba and other participating provinces
- administering fiscal arrangements and tax administration agreements with the federal government and administering tax credit programs with the federal government, departments, municipalities and other administrators
- managing administration of a variety of programs through the Tax Assistance Office, informing and assisting taxpayers, and enforcing Manitoba income tax and Manitoba tax credit programs as provided by the office
- developing and maintaining the Manitoba government's revenue estimates and projections
- preparing components of provincial borrowing prospectuses and securities registration with regard to economic and financial data, and representing the Manitoba government in related due diligence reviews
- preparing financial, economic and fiscal presentations and publications for financial institutions, investors and credit-rating agencies
- providing expertise and analysis to facilitate participation in federal — provincial — territorial finance working groups related to the major federal transfer programs; Canada Pension Plan; tax policy, tax compliance and enforcement; and economic, statistical and fiscal policies

The following table details the revenues collected under federal-provincial fiscal arrangements for the past five years:

**Federal-Provincial Fiscal Arrangements**  
**Comparative Statement of Actual Revenues \$(000s)**  
For Fiscal Years Ending March 31, 2014 to March 31, 2018

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<b>Income Taxes</b>					
Individual Income Tax	2,978,304	3,116,666	3,261,344	3,498,544	3,423,437
Corporation Income Tax	467,797	561,669	516,598	459,116	561,330
Subtotal	3,446,101	3,678,335	3,777,942	3,957,660	3,984,767
<b>Federal Transfers</b>					
Equalization	1,799,228	1,749,949	1,737,951	1,735,593	1,820,394
Canada Health Transfer (CHT)	1,089,908	1,167,188	1,230,233	1,312,872	1,365,187
Canada Social Transfer (CST)	435,391	453,908	466,559	485,600	501,197
Corporation Capital Tax Phase-Out	1,405	-	-	-	-
Government of Canada Subsidy	2,711	2,745	2,745	2,745	2,745
Infrastructure and Economic Program	280	-	198	900	647
Subtotal	3,328,923	3,373,790	3,437,686	3,537,710	3,690,170
<b>Total from Fiscal Arrangements</b>	<b>6,775,024</b>	<b>7,052,125</b>	<b>7,215,628</b>	<b>7,495,370</b>	<b>7,674,937</b>

**2 (d) Finance Research**

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	Variance Over/(Under) \$(000s)	Expl. No.
	2017/2018 \$(000s)			
Salaries and Employee Benefits	2,591	37.50	3,162	(571) 1
Other Expenditures	2,762		2,402	360
Less: Recoverable from Other Appropriations	(25)		(60)	35
<b>Total Sub-Appropriation</b>	<b>5,328</b>	<b>37.50</b>	<b>5,504</b>	<b>(176)</b>

**Explanation:**

1. Variance is primarily due to vacancies resulting from retirements and staff turnover.

## **The Public Utilities Board**

The Public Utilities Board (board) is an independent quasi-judicial regulatory body operating under the authority of the Manitoba Legislature.

The board is responsible for the regulation of public utilities as defined under The Public Utilities Board Act and includes:

- Centra Gas Manitoba Inc. — natural gas distribution
- Stittco Utilities Man Ltd. — propane distribution
- Water and Sewer Utilities — excluding the City of Winnipeg and the Manitoba Water Services Board

The board regulates the rates of compulsory driver and vehicle insurance premiums charged by the Manitoba Public Insurance Corporation, and electricity rates charged by Manitoba Hydro, with respect to The Crown Corporations Public Review and Accountability Act.

Pursuant to The Gas Pipe Line Act, the board assures that natural gas and propane are distributed to Manitoba consumers in a safe manner.

Other legislation that assigns either regulatory or adjudicative responsibilities to the board includes:

- The Greater Winnipeg Gas Distribution Act
- The Gas Allocation Act
- The Prearranged Funeral Services Act
- The Manitoba Water Services Board Act (Appeals)
- The Highways Protection Act (Appeals)
- The Consumer Protection Act (maximum rates for cashing government cheques)
- The City of Winnipeg Charter Act (passenger carrier agreements)
- The Municipal Act
- The Emergency 911 Public Safety Answering Point Act (Appeals)

### Key Results Achieved:

- convening six oral public hearings over 61 days and 10 pre-hearing conference days, as a result of those oral public hearings and approximately 113 paper-based proceedings, including public notices, 150 formal orders (155 in 2016/2017) were issued by the board

<b><u>Orders</u></b>	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>
Water and Sewer Utilities	68	64
Natural Gas Utilities and Propane	7	11
The Highways Protection Act	5	2
Manitoba Hydro	67	62
Manitoba Public Insurance	6	11
Government Cheque Cashing Fees	1	0
Pay Day Loans	1	0
<b>Total</b>	<b>155</b>	<b>150</b>

- issuing 32 annual licences

	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>
<b>Direct Purchase of Natural Gas</b>		
Brokers	9	9
<b>The Prearranged Funeral Services Act</b>		
Renewal	30	23
<b>Total licences issued</b>	<b>39</b>	<b>32</b>

- supervising the Service Disconnection and Reconnection policies and procedures of Centra Gas Manitoba Inc. and Stittco Utilities Man Ltd. and receiving and resolving a number of customer complaints in this regard
- receiving two appeals of a decision handed down by the Highway Traffic Board

#### 2 (e) Public Utilities Board

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	921	8.00	828	93
Other Expenditures	464		736	(272)
<b>Total Sub-Appropriation</b>	<b>1,385</b>	<b>8.00</b>	<b>1,564</b>	<b>(179)</b>

# TREASURY BOARD SECRETARIAT

## Treasury Board Secretariat

The Treasury Board Secretariat provides financial and analytical support and advice to the Minister of Finance and Treasury Board in fulfilling fiscal management responsibilities. The secretariat is headed by a deputy minister who acts as secretary to the board.

Activities include monitoring, analyzing and reporting the financial position of the Manitoba government; planning and coordinating the budgetary process; coordinating expenditure management and the planning and reporting processes for government; reviewing and evaluating government programs; developing and communicating policies, procedures and guidelines on administrative matters; and maintaining the General Manual of Administration.

2017/2018 was a watershed year for the secretariat as the organization undertook a wide range of initiatives to modernize and enhance many long-standing practices.

### Key Results Achieved:

- planning and coordinating the review and preparation of the annual estimates and participated in the development of the 2017 Budget, tabled in the Legislature on April 11, 2017, which set a course for reasonable expenditure growth at 3.1%, the lowest level of growth since 2015/2016
- supporting the introduction of The Fiscal Responsibility and Taxpayer Protection Act, which affirmed government's commitment to fiscal discipline and returning to a balanced budget over time
- assisting in the development of the Fiscal Responsibility Strategy, which set a course toward reducing the deficit over time and in accordance with The Fiscal Responsibility and Taxpayer Protection Act, including demonstrated progress in 2017/2018 to 2019/2020
- introducing and preliminary development of Balanced Scorecards in anticipation of full implementation in 2018/2019
- establishing a Strategic Initiatives unit to lead major projects focussed on alternative service delivery and fiscal sustainability and to enhance government capacity to plan, measure, monitor and evaluate programs
- establishing a new capital planning framework and capital prioritization model to guide annual investments by assessing capital projects based on standardized investment criteria and rate of return
- introducing e-Cabinet, an electronic board book platform to support a leaner, more efficient approach to weekly Treasury Board meetings and the annual Estimates review process by replacing significant paper-based processes and enabling improvements to content, format and administrative support requirements



- monitoring, analyzing and reporting on the financial position of the Manitoba government through timely provision of quarterly reports, resulting in the completion of the 2017/2018 fiscal year within budget for the second year in a row
- providing analyses in support of the efficient and effective utilization/allocation of the Manitoba government's financial and human resources, both in the context of the annual estimates process and on an ongoing basis throughout the year
- providing guidance to departments in developing proposals and business plans for special operating agencies
- coordinating government's Fiscal Performance Review, which assessed core government departments for effectiveness, efficiency and economy and provided a Fiscal Performance Review Framework to support outcomes based on decision-making
- supporting the establishment and effective operation of the Fiscal Responsibility Committee of Cabinet during its inaugural year as it supports and enhances the work of Treasury Board in identifying and driving opportunities to improve fiscal discipline

**3(a) Treasury Board Secretariat**

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Estimate 2017/2018 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	3,442	40.00	3,649	(207)	
Other Expenditures	329		346	(17)	
<b>Total Sub-Appropriation</b>	<b>3,771</b>	<b>40.00</b>	<b>3,995</b>	<b>(224)</b>	

## PRIORITIES AND PLANNING

### Priorities and Planning Committee of Cabinet Secretariat

The Priorities and Planning Committee of Cabinet Secretariat (Secretariat) is a small staff group, which provides advice and support to the Premier of Manitoba, the Priorities and Planning Committee of Cabinet and the Cabinet as a whole in advancing major government initiatives.

The Agencies, Boards and Commissions (ABCs) Office is part of the Secretariat. The ABCs Office oversees Manitoba government appointments to approximately 170 ABCs. These are entities established by government to carry out a range of functions and services, and include councils, authorities, advisory bodies, funding bodies, professional organizations and quasi-judicial tribunals.

The Secretariat also provides support to the Premier's Enterprise Team (PET). PET is an advisory body of business leaders that works with the Premier of Manitoba and government to provide advice related to economic growth.

#### Key Results Achieved:

- providing timely and effective policy advice and services to the Priorities and Planning Committee of Cabinet
- supporting the advancement of major government commitments and initiatives
- providing timely and thorough analysis of information and submissions for the Premier of Manitoba and the Cabinet
- transferring the ABCs Office from the Department of Families to the Secretariat in 2017/2018 fiscal year to cut red tape and to ensure greater transparency
- focusing on the ABC process becoming more transparent, effective and efficient in accordance with the recommendations outlined in the 2012 Auditor General's report reducing the total number of ABCs, and the number of individuals serving on ABCs increasing board member representation and diversity in terms of Indigenous persons, visible minorities, persons with disabilities, gender balance, bilingual persons, and regional representation so that boards better reflect the population they serve

4 (a) Priorities and Planning Committee of Cabinet Secretariat					
Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	Variance Over/(Under)	Expl. No.	
	2017/2018 \$(000s)				
Salaries and Employee Benefits	1,728	20.00	1,941	(213)	
Other Expenditures	341		380	(39)	
<b>Total Sub-Appropriation</b>	<b>2,069</b>	<b>20.00</b>	<b>2,321</b>	<b>(252)</b>	

## **INTERGOVERNMENTAL AFFAIRS**

### **Manitoba Strategic Infrastructure Secretariat**

The Manitoba Strategic Infrastructure Secretariat (MSIS) provides central coordination, negotiation and delivery of Strategic Capital Infrastructure that includes large complex projects and federal-provincial programs/projects. MSIS facilitates the development of government-wide initiatives, processes and tools that provide a consistent and accountable framework for capital planning.

Some of MSIS's key components include: developing effective capital planning processes utilizing evidence-based decision-making tools in order to make strategic investments in infrastructure based on Value for Money (VFM), Private-Public Partnerships (P3s), and Asset Management (AM) framework; streamlining the review and decision-making processes for funding of capital projects; negotiating, implementing and administering the delivery of cost-shared infrastructure funding initiatives; and providing administrative support to the various federal-provincial Management and Oversight Committees mandated to oversee the management of each federal-provincial infrastructure agreement.

#### **Key Results Achieved:**

- continuing to provide central agency implementation and administrative support in the delivery of intergovernmental and non-government infrastructure funding initiatives such as: the New Building Canada Fund; National and Regional Projects; the Small Communities Fund; Post Secondary Institutions (the Strategic Infrastructure Fund); P3s; the Building Canada plan; the Provincial/Territorial Base Fund; the Building Canada Fund — Major Infrastructure Component; and the federal Gas Tax Fund
- developing, implementing and coordinating government-wide processes to reduce red tape and creating administrative efficiencies
- developing effective capital planning processes utilizing evidence-based decision-making tools in order to make strategic investments in infrastructure
- streamlining the review and decision-making processes for funding of capital projects
- negotiating, implementing and administering the delivery of cost-shared federal infrastructure funding initiatives
- providing administrative support to the various federal—provincial Management and Oversight committees mandated to oversee the management of each federal-provincial infrastructure agreement
- providing program support to both the federal and provincial ministers responsible for cost-shared federal—provincial infrastructure programs and the federal Gas Tax Fund

- monitoring approved projects for status of completion and potential issues, performing due diligence on claim submissions, reporting project milestones as required under agreements, overseeing the environmental assessment of projects and consulting with federal and provincial departments where required

**5(a) Manitoba Strategic Infrastructure Secretariat**

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	Variance Over/(Under)	Expl. No.
	2017/2018 \$(000s)			
Salaries and Employee Benefits	1,110	11.00	988	122
Other Expenditures	202		204	(2)
Infrastructure Projects	45,147		50,002	(4,855) 1
Less: Recoverable From Building Manitoba Fund	(45,147)		(50,002)	4,855 1
<b>Total Sub-Appropriation</b>	<b>1,312</b>	<b>11.00</b>	<b>1,192</b>	<b>120</b>

**Explanation:**

1. *Variance in expenditure and corresponding recoveries resulted from completion of some projects under budget as well as some projects decommitted and the provincial share was not re-allocated to other projects. Moreover, two programs Public Transit Infrastructure Fund (PTIF) and Clean Water and Waste Water Fund (CWWF) have been extended for another year, thereby deferring some 2017/2018 expenditures to future years.*

## Federal-Provincial Relations

Federal-Provincial Relations coordinates and provides strategic policy advice, analysis and support to the Premier of Manitoba concerning Manitoba's relationships with the federal government and other provincial and territorial (PT) governments. The branch promotes Manitoba's interests in the development of interprovincial/territorial positions and policies in cooperation with other provinces and territories, and in the development and implementation of national policies in cooperation with the federal government.

Activities of the branch include ensuring a consistent, government-wide approach and strategy to advance Manitoba's priorities in intergovernmental affairs. Federal—Provincial Relations also ensures that members of the Government of Manitoba have adequate and timely information on the implications resulting from national and regional trends, and the implementation of programs and policies by the federal government and/or other PT governments.

**Key Results Achieved:**

- providing support to the Premier of Manitoba in his responsibilities as the minister of Federal-Provincial Relations, including his involvement in regular First Ministers' meetings, annual Western Premiers' Conferences, Council of the Federation, bilateral meetings with the Prime Minister and other inter-jurisdictional meetings and conferences
- co-ordinating government-wide approach to intergovernmental affairs

**5(b) Federal-Provincial Relations**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2017/2018 \$(000s)</b>	<b>Estimate 2017/2018 FTEs</b>	<b>Estimate 2017/2018 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	828	10.00	930	(102)	
Other Expenditures	170		390	(220)	
<b>Total Sub-Appropriation</b>	<b>998</b>	<b>10.00</b>	<b>1,320</b>	<b>(322)</b>	

## **CENTRAL SERVICES**

Central Services delivers corporate information and communications technology (ICT) support services, accommodation, construction, and capital project management and procurement services to meet government's current and future needs.

### **Accommodation Services**

Accommodation Services is responsible for the efficient operation and stewardship of government buildings and assets, administration of leased space, and for maintaining safe, quality and sustainable working environments.

Some of the key services provided by the division include: providing leadership and project management for accommodation projects and major capital projects through internal and external professional and technical services that include planning, design, leasing and construction management, providing strategic planning relative to the owned portfolio, acquisition, management of owned and leased space, space inventory, and divestiture of surplus assets. The division also supports Manitoba's sustainability goals through the administration and implementation of the provincial Green Building Policy, programs and guidelines.

#### **Key Results Achieved:**

- operating and maintaining a property portfolio of 378 owned facilities across Manitoba totalling 7.64 million square feet (s.f.), this includes buildings serving the public from Emerson to Churchill and facilities such as Provincial Service Buildings, courthouses, corrections, colleges and the Manitoba Legislative Building
- managing 242 leases consisting of 218 leases for almost two million s.f., 19 parking leases and 5 land leases as well as renewing 11 leases, terminating 4 leases and negotiating 2 new leases
- managing the \$60.0 million 2017/2018 Capital Investment Authority budget and completing 51 multi-year projects with a Total Project Cost (TPC) of \$66.4 million (\$15.1 million spent in 2017/2018), and working on 63 continuing projects with a TPC of \$144.1 million (\$10.7 million spent in 2017/2018)
- completing over 19,556 life safety work orders (including maintaining 48,000 fire extinguishers) to ensure that government owned buildings were managed, compliant, and safe for occupants
- completing over 51,066 preventative maintenance work orders and over 12,578 corrective maintenance work orders for more than 27,000 pieces of equipment to maintain government owned buildings and assets
- applying government building strategies that address deferred maintenance, identifying opportunities to re-align the portfolio, managing the owned building

investment framework including footprint reduction, and identifying and disposing of surplus properties

- applying footprint reduction strategies that include the identification and disposal of surplus properties, completing disposal of five buildings and demolition of four buildings to reduce the owned building portfolio by approximately 18,000 s.f.
- processing 9,790 parking requests and managing a parking program, which consisted of 203 owned and leased parking facilities with 8,056 parking stalls
- administering in excess of 1,000 ongoing construction and consulting contracts and awarding 99 new construction contracts with a total value of \$15.4 million and 39 new consultant contracts with a total value of \$1.3 million
- completing an accessibility project at the Manitoba Legislative Building – Accessibility to the Legislative Chamber, this project made the unique, multi-level, 98 year old chamber accessible without an interruption to government business and it was completed on time and under budget, receiving a 2018 Heritage Winnipeg Conservation Award, and was shortlisted for the 2018 Project Management Institute’s Project of the Year Award
- working on 280 smaller accommodation projects as requests for service from other Manitoba government departments
- reducing gross Green House Gas (GHG) emissions from Accommodation Services owned and operated facilities in 2017/2018 to 25,351 tonnes which is 534 tonnes less than 2016/2017 emissions, the reduced emissions reflect a reduction of energy consumption due to a reduction in the portfolio footprint, however, annual variances due to weather, occupancy and fuel purchasing patterns may have contributed as well
- supporting the development of the Low Carbon Government initiative of the Made in Manitoba Climate and Green Plan and Implementation Act and initiating quantification of GHG emissions from operations across Manitoba’s Government Reporting Entity
- expanding a multi-stakeholder pilot project on energy and water benchmarking for buildings to include over 2,900 buildings across the Government Reporting Entity
- maintaining Certificate of Recognition accreditation for Accommodation Services frontline operations and Occupational Health and Safety programs in accordance with national standards
- providing administrative support for 910 events in the Manitoba Legislative building, on the building’s grounds or in Memorial Park

**6(a) Accommodation Services**

Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018 FTEs	2017/2018 \$(000s)	Variance	Expl. No.
	2017/2018 \$(000s)			Over/(Under) \$(000s)	
Salaries and Employee Benefits	27,521	461.35	30,290	(2,769)	1
Other Expenditures	99,981		101,493	(1,512)	
Less: Recoverable From Other Appropriations	(20,348)		(23,517)	3,169	2
Less: Recoverable From Part B - Capital Investment	(3,957)		(6,727)	2,770	2
<b>Total Sub-Appropriation</b>	<b>103,197</b>	<b>461.35</b>	<b>101,539</b>	<b>1,658</b>	

**Explanations:**

1. *Under-expenditure is primarily due to vacancies resulting from retirements and staff turnover.*
2. *Under-recovery is primarily related to under-expenditures in salaries and employee benefits and other expenditures.*



## Procurement Services

Procurement Services provides corporate procurement services to all government departments and certain agencies to ensure that each purchase contract represents a fair and reasonable cost to taxpayers, and that it extends competitive opportunity to all interested suppliers.

### Key Results Achieved:

- facilitating the acquisition of an extensive and wide range of products and related services valued at approximately \$75.7 million annually (five-year average)
- processing 420 requisitions containing 1,923 goods and services items valued at \$46.5 million, approximately \$29.5 million (63.4 per cent) was awarded to Manitoba suppliers, \$16.0 million (34.5 per cent) to suppliers in other parts of Canada, and \$1.0 million (2.1 per cent) to international suppliers. Of the \$29.5 million awarded to Manitoba suppliers, approximately \$1.9 million was awarded to rural suppliers
- delegating purchases made through purchasing card transactions were valued at \$5.8 million, of which about \$4.7 million was to Manitoba suppliers
- providing consulting services to client departments, special operating agencies and suppliers on the end-to-end procurement process for consulting and professional services including: assessment and interpretation of procurement policy and practices which impact on operations, policy, legal and legislative areas; as well as Request For Proposals development, contract terminology, proposal evaluation and contract award
- continuing negotiations for enhancements to the Procurement Chapter of the Canada Free Trade Agreement
- communicating procurement related sustainable development policies and initiatives to government and vendors
- establishing specifications and corporate standards for procurement of environmentally preferred goods
- engaging key stakeholders to advance procurement - related sustainable development initiatives, including participation in a public sector forum for the exchange of best practices to provide procurement professionals with information that promotes the selection and use of products and services that are sustainable, accessible, and environmentally preferred
- contributing to the development and maintenance of the Sustainable Procurement Manitoba website, designed to provide guidance and support for public sector purchasing practices that are environmentally preferable and socially responsible, taking into account accessibility considerations, consistent with The Accessibility for Manitobans Act

- increasing the participation of Indigenous businesses, the Indigenous Procurement initiative was designed to increase participation in providing goods and services to government

<b>6(b) Procurement Services</b>					
<b>Expenditures by Sub-Appropriation</b>	<b>Actual</b>	<b>Estimate 2017/2018</b>		<b>Variance</b>	<b>Expl. No.</b>
	<b>2017/2018</b>	<b>FTEs</b>	<b>\$(000s)</b>	<b>Over/(Under)</b>	
	<b>\$(000s)</b>		<b>\$(000s)</b>	<b>\$(000s)</b>	
Salaries and Employee Benefits	1,742	29.60	2,422	(680)	1
Other Expenditures	237		251	(14)	
<b>Total Sub-Appropriation</b>	<b>1,979</b>	<b>29.60</b>	<b>2,673</b>	<b>(694)</b>	

**Explanation:**

1. Under-expenditure is primarily due to vacancies as a result of retirements and staff turnover.

## **Business Transformation and Technology**

Provides strategic leadership to continuously improve the Manitoba government's service delivery by planning and implementing corporate information and communications technology (ICT) solutions to meet current and future needs.

The division also provides services to non-government staff including the Legislative Assembly, offices of the Speaker and the Clerk, the Opposition Leaders and the Caucus offices.

**Key Results Achieved:**

- developing, deploying and supporting critical ICT infrastructure services and applications to support the delivery of clients' program delivery needs
- maintaining and operating existing applications that support the delivery of government program services
- implementing continuing improvements in security to keep pace with emerging cyber threats
- researching and designing new ICT products and services to help build new effective solutions and maximize the potential of the SAP system and other shared ICT assets
- participating on inter-jurisdictional committees and forums where information and knowledge on service delivery and operational transformation are exchanged
- developing and continually improving ICT strategic plans, policies and measurement protocols
- working with stakeholders to optimize and align the ICT investment portfolio

- establishing and monitoring security standards and architecture
- providing ICT goods and services procurement and contract negotiation services to government programs
- ensuring an adequate level of ICT governance is in place to manage Business Transformation and Technology resources
- providing ICT risk management capabilities ensuring adequate mitigation strategies are in place, including appropriate levels of business continuity capabilities and disaster recovery strategies
- implementing numerous technology projects with government departments, including: expanding mobile device security services to the Legislative building to ensure that the security of devices and information is maintained; adding wireless internet connectivity to the Legislative building for the purpose of enabling paperless Cabinet meetings (e-Cabinet); improving systems used for detecting and managing application security vulnerabilities; and enhancing the information security awareness program by developing additional training options for staff
- negotiating a new hosting contract and migrating all government business applications to a new data centre
- upgrading government computers from Microsoft Office 2007 to Microsoft Office 2016
- migrating all government employees from SharePoint 2010 to SharePoint 2013 (an employee document storage and collaboration platform)
- negotiating a contract to lead the procurement process for a new Public Safety Communications Service, to replace the existing FleetNet service currently provided by Bell MTS
- providing ongoing incident resolution, technical upgrades and system enhancement activities for all managed business, SAP and online applications including over 10,000 departmental requests for technical support and services
- continuing work on the Application Portfolio to evaluate all applications in government and develop a long range strategy
- supporting Service Quality Partners through various activities such as the Manitoba Service Excellence Awards; networking and learning opportunities; the Brown Bag Lunch program; and learning seminars related to service quality
- conducting employee and departmental surveys for various stakeholders

**6(c) Business Transformation And Technology**

**6(c-1) Government Information and Communication Technology**

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Estimate 2017/2018 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	18,975	206.00	19,564	(589)	
Other Expenditures	85,662		86,386	(724)	
Less: Recoverable From Other Appropriations	(62,127)		(62,427)	300	
<b>Total Sub-Appropriation</b>	<b>42,510</b>	<b>206.00</b>	<b>43,523</b>	<b>(1,013)</b>	

**6(c-2) Legislative Building Information Systems**

Expenditures by Sub-Appropriation	Actual 2017/2018 \$(000s)	Estimate 2017/2018 FTEs	Estimate 2017/2018 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	1,037	11.00	1,122	(85)	
Other Expenditures	265		310	(45)	
<b>Total Sub-Appropriation</b>	<b>1,302</b>	<b>11.00</b>	<b>1,432</b>	<b>(130)</b>	

## Manitoba Education, Research and Learning Information Networks

The Manitoba Education, Research and Learning Information Networks (MERLIN) is a special operating agency of Manitoba Finance. MERLIN tables its annual report under separate cover.

6(f) Manitoba Education, Research and Learning Information Networks					
Expenditures by Sub-Appropriation	Actual	Estimate 2017/2018		Variance	Expl. No.
	2017/2018	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Manitoba Education, Research and Learning Information Networks	346	-	346	-	
<b>Total Sub-Appropriation</b>	<b>346</b>	<b>-</b>	<b>346</b>	<b>-</b>	

## COSTS RELATED TO CAPITAL ASSETS

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

<b>7 Costs Related to Capital Assts</b>				
<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2017/2018 \$(000s)</b>	<b>Estimate 2017/2018 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Amortization Expense	32,746	32,079	667	
Interest Expense	39,168	40,364	(1,196)	
Less: Recoverable from Other Appropriations	(2,532)	(2,715)	183	
<b>Total Sub-Appropriation</b>	<b>69,382</b>	<b>69,728</b>	<b>(346)</b>	

## PART B CAPITAL INVESTMENT

Capital investment in Manitoba Finance provides for upgrades to government owned buildings and development or enhancement of information technology systems and other capital assets.

<b>Part B - Capital Investment</b>					
<b>Expenditures by Sub-Appropriation</b>	<b>Actual</b>	<b>Estimate 2017/2018</b>	<b>Variance</b>	<b>Expl.</b>	<b>No.</b>
	<b>2017/2018</b>				
	<b>\$(000s)</b>	<b>FTEs</b>	<b>\$(000s)</b>		
Accommodation Services Capital Projects	25,886		60,000	(34,114)	1
Information Technology Projects	295		2,000	(1,705)	2
<b>Total Sub-Appropriation</b>	<b>26,181</b>		<b>62,000</b>	<b>(35,819)</b>	

### **Explanations:**

1. *Variance is primarily due to project delays in the 2017/2018 Capital Program.*
2. *Variance is primarily due to delays related to the procurement of Application Infrastructure Refresh (AIR) assets, and as a result, the assets were procured in 2018/2019.*

## SUSTAINABLE DEVELOPMENT

The department is committed to the principles and guidelines set out in The Sustainable Development Act and works to incorporate them in department activities, programs and business practices.

The following activities continued throughout 2017/2018:

- maintaining its sustainable procurement homepage on the Internet as a department link to The Sustainable Development Act and the Green Procurement page of Procurement Services Branch
- continuing to use green products and recycled materials where available, including the use of recycled copy paper
- implementing new enhanced video conferencing and collaborating services across government that can be used to reduce travel and improve consultation throughout the civil services
- continuing the recycling of various materials and expanding and promoting electronic transfer and storage of e-documents
- participating in the annual Commuter Challenge to promote active and sustainable transportation choices
- continuing to reduce its paper imprint by broadening the use of electronic documents, including:
  - reducing the amount of printed material by expanding use of the department's online tax filing service, TAXcess
  - making documents available on the internal and external Manitoba Finance websites
  - converting of printed pay cheques, including employee expense claim reimbursements, to electronic funds transfer
  - encouraging vendors to accept electronic payments where possible
  - converting to online publishing of quarterly and annual financial reports, which reduced the requirement for distributing printed copies
  - continuing to administer The Green Building Program to encourage green buildings in Manitoba (<http://www.gov.mb.ca/finance/greenbuilding/index.html>), highlights include:
    - over six million s.f. of building design and construction activity in Manitoba have adopted green and sustainable practices and building performance as a direct result of the program.
    - the Natural Resources Canada Portfolio Manager/Energy Star tool is being piloted to track energy and GHG emissions on public office buildings, schools, colleges, health facilities, community and recreation centers, affordable housing, and other buildings, to date almost 3,000



Manitoba buildings are participating in the pilot a leadership position among jurisdictions in Canada

- continuing to support the Sustainable Procurement Manitoba Website and Working Group to provide guidance for the procurement of sustainable goods and services in the public sector (<http://manitobasustainableprocurement.com/> ).
- tracking of Greenhouse House (GHG) emissions for government owned facilities across Manitoba totalling 7.64M s.f., this includes buildings serving the public from Emerson to Churchill and facilities such as provincial service buildings, courthouses, corrections, colleges and the Manitoba Legislative Building

## FINANCIAL INFORMATION SECTION

### Part A – Operating Expenditure Reconciliation Statement

Details	\$000s
2017/2018 Main Estimates	506,068
Allocation of Funds from: - Internal Service Adjustments	-
<b>2017/2018 Estimate</b>	<b>506,068</b>

Manitoba Finance

**Part A: Expenditure Summary by Appropriation**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/2018	Appropriation	Actual 2017/2018	Actual 2016/2017	Increase (Decrease)	Explanation Number
	07- 1 CORPORATE AND CROWN SERVICES				
84	(a) Ministers' Salaries	83	98	(15)	
	(b) Executive Support				
954	Salaries and Employee Benefits	1,010	1,034	(24)	
92	Other Expenditures	198	144	54	
	(c) Crown Services				
535	Salaries and Employee Benefits	203	145	58	
180	Other Expenditures	42	-	42	
	(d) Corporate Services				
2,696	Salaries and Employee Benefits	2,472	2,416	56	
265	Other Expenditures	217	223	(6)	
16	(e) Tax Appeals Commission	10	26	(16)	
31	(f) Independent Administrator	32	43	(11)	
	(g) Regulatory Accountability Secretariat				
199	Salaries and Employee Benefits	29	-	29	
70	Other Expenditures	141	-	141	
5,122	Subtotal 07- 1	4,437	4,129	308	
	07- 2 FISCAL AND FINANCIAL MANAGEMENT				
	(a) Treasury				
2,164	Salaries and Employee Benefits	2,183	2,302	(119)	
152	Other Expenditures	100	109	(9)	
	(b) Comptroller				
6,474	Salaries and Employee Benefits	5,068	5,638	(570)	
994	Other Expenditures	917	1,044	(127)	
2,770	Insurance Premiums	2,207	2,228	(21)	
(3,330)	Less: Recoverable from Other Appropriations	(2,736)	(2,809)	73	

Manitoba Finance

**Part A: Expenditure Summary by Appropriation**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/2018	Appropriation	Actual 2017/2018	Actual 2016/2017	Increase (Decrease)	Explanation Number
	07- 2 FISCAL AND FINANCIAL MANAGEMENT				
	(c) Taxation				
13,007	Salaries and Employee Benefits	11,609	11,519	90	
3,578	Other Expenditures	3,186	6,994	(3,808)	1
	(d) Finance Research				
3,162	Salaries and Employee Benefits	2,591	2,860	(269)	
2,402	Other Expenditures	2,762	2,692	70	
(60)	Less: Recoverable from Other Appropriations	(25)	(11)	(14)	
	(e) Public Utilities Board				
828	Salaries and Employee Benefits	921	960	(39)	
736	Other Expenditures	464	545	(81)	
-	(f) Manitoba Financial Services Agency	-	-	-	
32,877	Subtotal 07- 2	29,247	34,071	(4,824)	
	07- 3 TREASURY BOARD SECRETARIAT				
	(a) Treasury Board Secretariat				
3,649	Salaries and Employee Benefits	3,442	3,215	227	
346	Other Expenditures	329	1,060	(731)	2
3,995	Subtotal 07- 3	3,771	4,275	(504)	
	07- 4 PRIORITIES AND PLANNING				
	(a) Priorities and Planning Committee of Cabinet Secretariat				
1,941	Salaries and Employee Benefits	1,728	1,679	49	
380	Other Expenditures	341	253	88	
2,321	Subtotal 07- 4	2,069	1,932	137	

Manitoba Finance

**Part A: Expenditure Summary by Appropriation**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/2018	Appropriation	Actual 2017/2018	Actual 2016/2017	Increase (Decrease)	Explanation Number
	07- 5 INTERGOVERNMENTAL AFFAIRS				
	(a) Manitoba Strategic Infrastructure Secretariat				
988	Salaries and Employee Benefits	1,110	1,004	106	
204	Other Expenditures	202	184	18	
50,002	Infrastructure Projects	45,147	25,970	19,177	3
(50,002)	Less: Recoverable from Building Manitoba Fund	(45,147)	(25,970)	(19,177)	3
	(b) Federal-Provincial Relations				
930	Salaries and Employee Benefits	828	799	29	
390	Other Expenditures	170	278	(108)	
2,512	Subtotal 07- 5	2,310	2,265	45	
	07- 6 Central Services				
	(a) Accommodation Services				
30,290	Salaries and Employee Benefits	27,521	28,787	(1,266)	
101,493	Other Expenditures	99,981	98,137	1,844	
(23,517)	Less: Recoverable from Other Appropriations	(20,348)	(21,067)	719	
(6,727)	Less: Recoverable from Part B - Capital Investment	(3,957)	(5,335)	1,378	4
	(b) Procurement Services				
2,422	Salaries and Employee Benefits	1,742	1,675	67	
251	Other Expenditures	237	229	8	
	(c) Business Transformation and Technology				
	(1) Government Information and Communication Technology				
19,564	Salaries and Employee Benefits	18,975	20,189	(1,214)	
86,386	Other Expenditures	85,662	83,816	1,846	
(62,427)	Less: Recoverable from Other Appropriations	(62,127)	(61,217)	(910)	

Manitoba Finance

**Part A: Expenditure Summary by Appropriation**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/2018	Appropriation	Actual 2017/2018	Actual 2016/2017	Increase (Decrease)	Explanation Number
	07- 6 Central Services				
	(2) Legislative Building Information Systems				
1,122	Salaries and Employee Benefits	1,037	1,039	(2)	
310	Other Expenditures	265	289	(24)	
-	(d) Materials Distribution Agency			-	
-	(e) Vehicle and Equipment Management Agency			-	
346	(f) Manitoba Education, Research and Learning Information Networks	346	346	-	
149,513	Subtotal 07- 6	149,334	146,888	2,446	
	07- 7 COSTS RELATED TO CAPITAL ASSETS				
32,079	(a) Amortization Expense	32,746	32,398	348	
40,364	(b) Interest Expense	39,168	38,101	1,067	
(2,715)	(c) Less: Recoverable from Other Appropriations	(2,532)	(2,782)	250	
69,728	Subtotal 07- 7	69,382	67,717	1,665	

Manitoba Finance

**Part A: Expenditure Summary by Appropriation**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/2018	Appropriation	Actual 2017/2018	Actual 2016/2017	Increase (Decrease)	Explanation Number
	07- 8 PUBLIC DEBT				
1,459,728	(a) (1) Interest on Public Debt of Manitoba and related expenses	1,430,452	1,354,161	76,291	
255,000	(2) Interest on departments' capital assets	265,083	247,647	17,436	
7,700	(3) Interest on Trust and Special Funds	14,469	10,060	4,409	
	(b) Less: Interest and Other Charges to be received from:				
(41,905)	(1) Sinking Fund Investments	(44,929)	(46,026)	1,097	
(921,993)	(2) Manitoba Hydro	(921,670)	(838,645)	(83,025)	
(37,113)	(3) Manitoba Housing and Renewal Corporation	(39,378)	(39,032)	(346)	
(18,604)	(4) Manitoba Agricultural Services Corporation	(20,146)	(18,547)	(1,599)	
(21,607)	(5) Other Government Agencies	(13,331)	(13,001)	(330)	
(109,270)	(6) Other Loans and Investments	(132,620)	(120,872)	(11,748)	
(331,936)	(7) Other Appropriations	(339,096)	(321,659)	(17,437)	
240,000	Subtotal 07- 8	198,834	214,086	(15,252)	5
506,068	Total Expenditures	459,384	475,363	(15,979)	

**Expenditure Variance Explanations****for expenditures for the fiscal year ended March 31, 2018 as compared to figures for the previous fiscal year****Explanation Numbers:**

1. Decrease is due to required doubtful accounts provision during 2017/2018 less than previous year.
2. Decrease in expenditures is due to funding the Continuous Improvement Office and KPMG performance review during 2016/2017.
3. Increase in expenditures and corresponding recoveries resulting from not all program projects approvals being in place at the end of the 2016/2017 fiscal year.
4. Decrease is due to vacancies in recoverable positions and Accomodation Services Division(ASD) also recovered more in the Project Services and Major Projects than what was spent on salary and operating.
5. Decrease is due primarily to an increase in Part B interest recovery on departmental capital assets during 2017/2018.



Manitoba Finance

Revenue Summary by Source

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Actual 2016/2017	Actual 2017/2018	Increase (Decrease)	Source	Actual 2017/2018	Estimate 2017/2018	Variance	Expl. No.
CURRENT OPERATING PROGRAMS							
TAXATION							
3,498,544	3,423,437	(75,107)	a Individual Income Tax	3,423,437	3,650,335	(226,898)	1
459,116	561,330	102,214	b Corporation Income Tax	561,330	543,240	18,090	2
185,846	177,681	(8,165)	c Corporation Capital Tax	177,681	180,524	(2,843)	3
94,263	100,645	6,382	d Insurance Corporations Tax	100,645	99,493	1,152	4
710	1,360	650	e Credit Unions and Caisses Populaires Profits Tax	1,360	898	462	
1,345	6,381	5,036	f Mining Tax	6,381	1,000	5,381	5
335,512	343,716	8,204	g Fuel Taxes	343,716	334,683	9,033	6
475,284	490,430	15,146	h Levy for Health and Education	490,430	477,528	12,902	7
71	71	-	i Mining Claim Lease Tax	71	73	(2)	
2,298,215	2,441,336	143,121	j Retail Sales Tax	2,441,336	2,357,724	83,612	8
243,266	228,123	(15,143)	k Tobacco Tax	228,123	248,612	(20,489)	9
2,598	2,665	67	l Environmental Protection Tax	2,665	2,593	72	
3	3	-	Succession Duty and Gift Tax	3	-	3	
605	936	331	Emissions Tax on Coal	936	1,224	(288)	
261	234	(27)	Emissions Tax Petroleum Coke	234	204	30	
-	-	-	Reconciliation (Reorg)	-	-	-	
7,595,639	7,778,348	182,709	Subtotal	7,778,348	7,898,131	(119,783)	
OTHER REVENUE							
1,095	827	(268)	a Public Utilities Board Cost Recovery	827	1,132	(305)	
56,755	48,820	(7,935)	b Recovery of Prior Years' Expenditures	48,820	14,100	34,720	10
3,880	4,512	632	c Fees and Cost Recoveries	4,512	4,702	(190)	
3,062	2,689	(373)	d Sundry	2,689	1,410	1,279	
-	-	-	Reconciliation (Reorg)	-	-	-	
64,792	56,848	(7,944)	Subtotal	56,848	21,344	35,504	

Manitoba Finance

**Revenue Summary by Source**

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Actual 2016/2017	Actual 2017/2018	Increase (Decrease)	Source	Actual 2017/2018	Estimate 2017/2018	Variance	Expl. No.
GOVERNMENT OF CANADA							
1,735,593	1,820,394	84,801	Equalization	1,820,394	1,820,400	(6)	
1,312,872	1,365,187	52,315	Canada Health Transfer (CHT)	1,365,187	1,355,400	9,787	11
485,600	501,197	15,597	Canada Social Transfer (CST)	501,197	501,600	(403)	
2,745	2,745	-	Government of Canada Subsidy	2,745	2,740	5	
900	647	(253)	Infrastructure and Economic Program Agreements	647	47	600	12
-	-	-	Reconciliation (Reorg)	-	-	-	
3,537,710	3,690,170	152,460	Subtotal	3,690,170	3,680,187	9,983	
11,198,141	11,525,366	327,225	Total	11,525,366	11,599,662	(74,296)	



**Revenue Variance Explanations**  
for the fiscal year ended March 31, 2018

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Explanation Numbers:

4.        **Insurance Corporation Tax:**                        \$6,382 over 2016/2017 Actual  
   \$1,152 over 2017/2018 Estimate

Increase from 2016/2017 actual as well as 2017/2018 estimate is primarily due to a larger insurer amending their annual return, resulting in increase in premiums written and, consequently, increase in premium tax.

5.        **Mining Tax:**                                        \$5,036 over 2016/2017 Actual  
   \$5,381 over 2017/2018 Estimate

Increase from 2016/17 actual as well as 2017/18 estimate is due to unexpected remittances.

6.        **Fuel Tax:**    \$8,204 over 2016/2017 Actual  
   \$9,033 over 2017/2018 Estimate

Increase from 2016/2017 actual is due to growth of fuel consumption volumes.

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Increase from 2017/2018 estimate is due to actual consumed fuel volumes exceeding the forecast.

7.        **Levy for Health and Education:**                \$15,146 over 2016/2017 Actual  
   \$12,902 over 2017/2018 Estimate

Increase from 2016/2017 actual is due to increase in wages and employment growth.

Increase from 2017/2018 estimate is due to wage and employment growth exceeding the forecast.

**Revenue Variance Explanations**  
for the fiscal year ended March 31, 2018

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Explanation Numbers:

8. **Retail Sales Tax:** \$143,121 over 2016/2017 Actual  
\$83,612 over 2017/2018 Estimate

Increase from 2016/2017 actual is due to growth in wholesale, construction and manufacturing sectors.

Increase from 2017/2018 estimate is due to growth in wholesale, construction and manufacturing sectors exceeding the forecast.

9. **Tobacco Tax:** \$(15,143) under 2016/2017 Actual  
\$(20,489) under 2017/2018 Estimate

Decrease from 2016/2017 actual is due to lower than expected wholesale shipments, impact of e-cigarette sales and illicit market activity.

Decrease from 2017/2018 estimate is due to lower than expected wholesale shipments, impact of e-cigarette sales and illicit market activity.

- 9 10. **Recovery of Prior Years' Expenditures:** \$(7,935) under 2016/2017 Actual  
\$34,720 over 2017/2018 Estimate

This account reflects the recognition in the current year of revenue arising from the credit adjustment to expenditures made in a prior year for all government departments. Prior year credit adjustments are accounted for on a prospective basis recognized as revenue in the year the adjustment becomes known and is measurable.

Decrease from 2016/2017 actual is primarily due to year-over-year differences in adjustments to expenditure accruals and unanticipated refunds.

Increase from 2017/2018 estimate is primarily due to adjustments to prior years' expenditure accruals and unanticipated refunds.

**Revenue Variance Explanations**  
for the fiscal year ended March 31, 2018

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Explanation Numbers:

11. **Canada Health Transfer:** \$52,315 over 2016/2017 Actual  
\$9,787 over 2017/2018 Estimate

Increase from 2016/2017 actual is Manitoba's per capita share of a federal transfer that grows in line with a three-year moving average of national GDP growth or 3%, whichever is greater, and Manitoba's 2017/2018 equal per capita share of new federal targeted funding for home care and mental health services.

Increase from 2017/2018 estimate is due to Manitoba's unexpected targeted federal funding for home care and mental health services.

12. **Infrastructure and Economic Programs:** \$600 over 2017/2018 Estimate

Increase from 2017/2018 estimate is mainly due to two new federal—provincial cost shared infrastructure programs; the Clean Water Wastewater Fund (CWWF) and the Public Transit Infrastructure Fund (PTIF). The administrative recoveries related to these programs were approved mid-way through 2016/2017 fiscal year. As federal—provincial cost shared programming increased, federal revenue also increased.

**Manitoba Finance**

**Five-Year Operating Expenditure and Staffing Summary by Main Appropriation**

for the fiscal years ended March 31, 2014 to March 31, 2018 \*

Main Appropriation	2013/2014		2014/2015		2015/2016		2016/2017		2017/2018	
	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s
Finance:										
07- 1 Corporate and Crown Services	50.00	4,312	50.00	5,694	49.00	4,112	49.00	4,129	56.00	4,437
07- 2 Fiscal and Financial Management	356.50	32,230	356.00	34,044	353.00	29,826	353.00	34,071	339.00	29,247
07- 3 Treasury Board Secretariat	41.00	4,042	41.00	3,301	40.00	4,019	40.00	4,275	40.00	3,771
07- 4 Priorities and Planning Committee of Cabinet Secretariat	24.00	2,132	24.00	2,174	24.00	2,034	20.00	1,932	20.00	2,069
07- 5 Intergovernmental Affairs	18.00	2,231	18.00	2,533	21.00	4,543	21.00	2,265	21.00	2,310
07- 6 Central Services	739.69	133,843	740.55	137,794	740.55	142,456	711.55	146,888	707.95	149,334
07- 7 Costs Related to Capital Assets	-	59,333	-	61,705	-	66,972	-	67,717	-	69,382
Total Departmental Operating Appropriations	1,229.19	238,123	1,229.55	247,245	1,227.55	253,962	1,194.55	261,277	1,183.95	260,550
07- 8 Public Debt (Statutory)	-	208,071	-	199,931	-	195,160	-	214,086	-	198,834
Total Appropriations	1,229.19	446,194	1,229.55	447,176	1,227.55	449,122	1,194.55	475,363	1,183.95	459,384

\* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review.

- i 2016/2017: 07-2- Fiscal and Financial Management reflects transfer of Office of Superintendent - Pension Commission to Finance from former Department of Labour and Immigration and transfer of Manitoba Bureau of Statistics to Finance from former Jobs and the Economy; 07-3 - Treasury Board Secretariat reflects transfer of Labour Relations to Civil Service Commission and transfer of Francophone Affairs Secretariat to Sport, Culture and Heritage; 07-5 - Intergovernmental Affairs reflects in-year transfer of Manitoba Strategic Infrastructure Secretariat (MSIS) to Finance from Indigenous and Municipal Relations.
- ii 2017/2018: 07-1- Corporate and Crown Services reflects transfer of Office of the Lieutenant Governor to Department of Sport, Culture and Heritage; 07- 4 - Priorities and Planning Committee of Cabinet Secretariat reflects transfer of 3.00 FTEs and resources from Executive Council related to Agencies, Board and Commissions Office; and transfer of Net Tax Credit Payments from Finance to Department of Sport, Culture and Heritage; Growth, Enterprise and Trade and Department of Education.

## PERFORMANCE REPORTING

The following section provides information on key performance measures for Manitoba Finance for the 2017/2018 reporting year. All Manitoba government departments include a Performance Measurement section in a standardized format in their annual reports.

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

For more information on performance reporting and the Manitoba government, visit [www.gov.mb.ca/finance/publications/performance.html](http://www.gov.mb.ca/finance/publications/performance.html).

Your comments on performance measures are valuable to us. You can send comments or questions to [mbperformance@gov.mb.ca](mailto:mbperformance@gov.mb.ca).

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What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2017/2018 result or the most recent available data?	What is the trend over time?	Comments/recent actions/report links
The Manitoba government's credit rating or credit worthiness.	Impacts the Manitoba government's ability to borrow at a cost-effective rate. An important consideration for investors in Manitoba bonds and other securities.	Ratings as at March 31, 2002 were: <ul style="list-style-type: none"> <li>• Aa3 (Stable) Moody's Investor's Service</li> <li>• AA- (Stable) Standard &amp; Poor's</li> <li>• A (Stable) Dominion Bond Rating Service</li> </ul>	Ratings as at March 31, 2018 were: <ul style="list-style-type: none"> <li>• Aa2 (Stable) Moody's Investor's Service</li> <li>• A+ (Stable) Standard &amp; Poor's</li> <li>• A (High) (Stable) Dominion Bond Rating Service</li> </ul>	Uncertain: With the improving fiscal situation, we are not expecting additional downgrades.	Standard & Poor's downgraded the Manitoba government to A+ with a stable outlook on July 21, 2017.



What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2017/2018 result or the most recent available data?	What is the trend over time?	Comments/recent actions/report links
<p>Unqualified or clean audit opinion. The audit proves compliance with Public Sector Accounting Standards and integrity of government departments. Indicates that government has fairly and accurately presented its summary financial statements.</p>	<p>Maintains the financial reputation of Manitoba and is an important tool in ensuring transparency.</p>	<p>2008/2009 Public Accounts - Unqualified audit opinion.</p>	<p>2016/2017 Public Accounts - Unqualified audit opinion.</p>	<p>Stable: Unqualified opinions.</p>	<p>Updates since March 31, 2017 will be noted in the 2017/2018 Annual Report presented in Public Accounts.</p>
<p>Responsible management of GHG emissions from owned properties. The indicator is tonnes of GHG emitted from owned buildings per year.</p>	<p>GHG are environmental pollutants and have financial implications on operating costs.</p> <p>Measuring emissions enables their management and</p>	<p>2016/2017 Gross GHG emissions from Accommodation Services owned and operated facilities: 25,885 tonnes.</p>	<p>Gross GHG emissions:</p> <ul style="list-style-type: none"> <li>• 25,351 tonnes</li> </ul>	<p>Decreasing (subject to seasonal variability year over year and property disposals).</p>	<p>GHG emissions from owned and operated facilities in 2017/2018 were 534 tonnes less than 2016/2017 emissions. The reduced emissions reflect a reduction of energy consumption due to a reduction in</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2017/2018 result or the most recent available data?	What is the trend over time?	Comments/recent actions/report links
	demonstrates environmental and financial accountability.				the portfolio footprint. However, annual variances due to weather, occupancy and fuel purchasing patterns may have also contributed.
<p>Provincial Territorial Infrastructure Component (PTIC) — National Regional Projects (NRP) and Small Communities Fund. (SCF). These programs are measuring access to clean drinking water, high quality wastewater treatment, improved efficiency and safety, and improved solid waste management for Manitobans. The</p>	<p>Recorded benefits from federal/provincial cost-shared infrastructure programming that demonstrates funds are being spent on projects that contribute to long-term economic growth, a clean environment and strong communities.</p> <p>The success of the projects under these programs hinges</p>	<p>Started reporting benefits April 1, 2016.</p>	<p>In the 2017/2018 fiscal year, 10 PTIC-SCF and one PTIC-NRP projects were complete and received federal/provincial cost-shared funding, resulting in:</p> <ul style="list-style-type: none"> <li>• 14,234 new households connected to municipal water services</li> <li>• 111 new commercial or industrial businesses received improved potable water quality</li> <li>• 20,790 m<sup>3</sup></li> </ul>	<p>Increased access to potable water and/or municipal water services.</p> <p>Increased capacity to treat and/or manage wastewater.</p> <p>Improved safety and reliability of local airport infrastructure.</p> <p>Decreased amount of solid waste at local landfills.</p>	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2017/2018 result or the most recent available data?	What is the trend over time?	Comments/recent actions/report links
indicator is recorded benefits from federal/provincial cost shared infrastructure programming in the categories of: water, wastewater, and local and regional airports.	on the cooperative relationships between all three levels of government.		<p>increased capacity to treat wastewater annually</p> <ul style="list-style-type: none"> <li>• 95 tonnes of solid waste diverted from landfills to composting/recycling</li> <li>• 866 m<sup>2</sup> increased capacity passenger terminal</li> <li>• 10 percent reduction in delayed departures per month</li> </ul>		
Clean Water and Wastewater Fund (CWWF) and Public Transit Infrastructure Fund (PTIF). These programs are measuring access to public transit, improved safety and	Recorded benefits from federal/provincial cost-shared infrastructure programming that demonstrates funds are being spent on projects that	Started reporting benefits April 1, 2017.	<p>In the 2017/2018 fiscal year, 14 PTIF and three CWWF projects were complete and received federal/provincial cost-shared funding, resulting in:</p> <ul style="list-style-type: none"> <li>• 14 municipalities improving public</li> </ul>	<p>Increased accessibility to public transit.</p> <p>Increased access to safe drinking water.</p> <p>Increased life cycle of public infrastructure</p>	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2017/2018 result or the most recent available data?	What is the trend over time?	Comments/recent actions/report links
<p>accessibility, extend useful life of public infrastructure assets, and safer drinking water for Manitobans. The indicator is recorded benefits from federal/provincial cost shared infrastructure programming in the categories of: water, wastewater, and public transit.</p>	<p>contribute to long-term economic growth, a clean environment and strong communities. The success of the projects under these programs hinges on the co-operative relationships between all three levels of government.</p>		<p>transit accessibility</p> <ul style="list-style-type: none"> <li>• Improved water quality in 1 water treatment system</li> <li>• Average number of useful life extended by 30 years for 1 storm water system, 50 years for 1 wastewater treatment plant, and 50 years for 1 water treatment and distribution system</li> </ul>	<p>assets required to treat water and wastewater, and to manage storm water.</p>	

## Regulatory Accountability and Red Tape Reduction

Manitoba Finance is committed to implementing the principles of regulatory accountability as set out in The Regulatory Accountability Act. The department works to achieve balance with regulatory requirements, identify the best options for them, assess their impact and incorporate them in department activities, programs and in the development of all regulatory instruments.

A regulatory requirement is a requirement in a regulatory instrument for a person to take an action or a step, or provide a piece of information in order to:

- access a program or service offered by the government or a government agency;
- carry out business; or
- participate in a regulated activity.

Regulatory accountability provides a framework to create a transparent, efficient and effective regulatory system. Red tape reduction aims to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

### Regulatory Requirements - Manitoba Finance

	Baseline (April 1, 2016)	2016/2017 (March 31, 2017)	2017/2018 (March 31, 2018)
Total number of regulatory requirements	85,844	85,686	86,310

	2016/2017 from baseline	2017/2018 from baseline
Net change in total number of regulatory requirements	(158)	466
% change	(0.2)%	0.54%

Note: The information in the tables above includes that of the agencies that report to the Minister of Finance.

## **Key Results Achieved:**

Since April of 2016, Manitoba Finance's achievements in reducing regulatory requirements and eliminating red tape included:

- Manitoba Budget 2016 identified the Senior School Tax Rebate (SSTR) program as an opportunity to streamline the program by eliminating the application and approval process and moving the program administration to the personal income tax return. The twelve SSTR staff positions that were in place to administer the program were redeployed.
- Corporations with less than \$5,000 in tax payable in a fiscal year that file an annual instalment for Corporation Capital Tax are no longer required to do so. As a result of this change, any tax owing is to be remitted when filing their annual Corporation Capital Tax Return.
- In Manitoba Budget 2018, improvements to the Primary Caregiver Tax Credit included the elimination of the application and approval process and simplified the credit to a flat claim amount of \$1,400. The Education Property Tax Credit was improved by eliminating the application and approval process and limiting it to school taxes in 2019.
- The Procurement Services Branch reduced the Indigenous Business Registration form from 10 to two pages by removing all the commodity check boxes. When the branch monitored the completed forms, it found that vendors were not filling in the eight pages of commodities when submitting their registration. The branch determined that the information was not required at this level and removed these requirements.

## Regulatory Requirements - Crown Services

Manitoba Crown Services is committed to implementing the principles of regulatory accountability as set out in The Regulatory Accountability Act. The department works to achieve balance with regulatory requirements, identify the best options for them, assess their impact and incorporate them in department activities, programs and in the development of all regulatory instruments. The Crown Services Secretariat has four Crown corporations that report to the Minister of Crown Services. Their regulatory requirements and achievements are included below.

### Manitoba Hydro

	Baseline (April 1, 2016)	2016/2017 (March 31, 2017)	2017/2018 (March 31, 2018)
Total number of regulatory requirements	34,302	33,346	32,586

	2016/2017 from baseline	2017/2018 from baseline
Net change in total number of regulatory requirements	(956)	(1,716)
% change	(2.8)%	(5.0)%

### Key Results Achieved:

Since April of 2016, Manitoba Hydro's achievements in reducing regulatory requirements and eliminating red tape included:

- Successful completion of baseline count, 2016/2017 and 2017/2018 maintenance counts of requirements within regulatory instruments. Completion of annual counts has given Manitoba Hydro foundational understanding of current regulatory requirements and possible areas where improvements may be made.
- Officials from the Office of the Fire Commissioner and Manitoba Hydro have been collaborating on ways to streamline and improve the natural gas and electrical inspection programs. The Government of Manitoba and Manitoba Hydro are committed to maintaining public safety while working together to reduce areas of overlap that could create barriers to growth for Manitoba businesses. Efforts are being focused on improving efficiency and on providing better services to customers.

- Improvements have been made to the Residential Self-Wire Permit Application to streamline the process for residential customers to obtain an electrical permit. Regulatory requirements for this application decreased from 59 to 35 in turn decreasing the amount of time for customers to complete the application and assisting with streamlining processing for Manitoba Hydro.
- Manitoba Hydro has a Customer Experience work group that focuses on assessing the experience of Manitoba Hydro customers. Initiatives to understand the voice of the customer across all key service experiences are underway. The focus of this work is aimed at improving service experiences of customers, which are anticipated to make it easier for residential and commercial customers to access programs or services provided by Manitoba Hydro; this is aligned with the ultimate objective of the Regulatory Accountability and Red Tape Reduction initiative. Where possible, regulatory requirements will also be reduced.
- The Marketing and Customer Service operating group is responsible for the majority of front line customer contact on behalf of Manitoba Hydro therefore recognizes their work in particular can have a significant impact on customer experience. In light of this, a Strategic Transformation Office was created in March of 2018 and has been tasked with delivering results that are both strategic and important to the corporation's strategic priorities, one of which is "Delivering an Excellent Customer Experience". A number of initiatives have been identified focused on automating processes and improving efficiencies. Initiatives are anticipated to result in simplified processes for customers to access various Manitoba Hydro programs and services.
- An electric outage map has been implemented on the Manitoba Hydro website permitting customers to see where current outages are. This confirms whether Manitoba Hydro knows of an outage so customers do not need to report an outage if it is already listed on the map or outage list. Effective June 4, 2018, customers are also able to see estimated restoration time on the outage map.
- The corporations' Strategic Transformation Office has put a process in place so customers may report an electrical outage on a smartphone without having to call Manitoba Hydro. This is a streamlined process to save customers time in outage reporting.



## Manitoba Liquor and Lotteries Corporation (MLLC)

	Baseline (April 1, 2016)	2016/2017 (March 31, 2017)	2017/2018 (March 31, 2018)
Total number of regulatory requirements	10,440	10,447	10,060

	2016/2017 from baseline	2017/2018 from baseline
Net change in total number of regulatory requirements	7	(380)
% change	0.1%	(3.6)%

### Key Results Achieved:

Since April of 2016, MLLCs' achievements in reducing regulatory requirements and eliminating red tape included:

- Successful completion of baseline count, 2016/2017, and 2017/2018 maintenance counts of requirements within regulatory instruments. Completion of annual counts has given MLLC foundational understanding of current regulatory requirements and possible areas where improvements may be made.
- In 2017/2018, MLLC reduced regulatory requirements by 380 from the baseline count. This is due in part to reassessing the Manitoba Gambling Research Program, which has allowed for the allocation of funds in a more effective manner.
- MLLC enriches the lives of Manitobans through the return of revenue to the provincial government, as well as direct support to communities, local charities and non-profit organizations through our community support program. All program applications have been successfully amalgamated into one unique application to ease the process for groups to receive funding. With this amalgamation, the Regulatory Requirements have been successfully reduced by 184.

## Manitoba Public Insurance Corporation (MPIC)

	Baseline (April 1, 2016)	2016/2017 (March 31, 2017)	2017/2018 (March 31, 2018)
Total number of regulatory requirements	37,995	38,273	36,331

	2016/2017 from baseline	2017/2018 from baseline
Net change in total number of regulatory requirements	278	(1,664)
% change	0.7%	(4.4)%

### Key Results Achieved:

Since April of 2016, MPIC's achievements in reducing regulatory requirements and eliminating red tape included:

- Implementing a more streamlined Broker Appointment application process. The application form for brokers to secure location appointments was reduced by 31 requirements to 19 as a result of eliminating requirements for providing redundant business information that the Corporation no longer required.
- This saves brokers time in the application process and also reduces the volume of business information that has to be re-entered into internal systems. This form is used 25-40 times per year to facilitate appointment transfers and sales.
- Eliminating or shortening several forms used in the Corporation's Special Risk Extension (SRE) department to achieve a reduction of 242 regulatory requirements.
- Proposing amendments to the Automobile Insurance Certificates and Rates Regulation through the government's Bill 12 – The Red Tape Reduction and Government Efficiency Act, 2018. The amendments will eliminate the need for MPIC to prepare Basic Autopac and Autopac Extension rates packages for inclusion in annual legislation. Through this efficiency measure, it is estimated that that total cost savings of approximately \$14,500 will be shared annually between the Crown corporation and Manitoba government. Resources will no longer have to be dedicated to the time intensive steps required to prepare legislative drafts and documentation. MPIC will continue to publish the relevant rates tables online.

- Proposing amendments to the MPIC Act, the Highway Traffic Act, and the Drivers and Vehicles Act through the government's Bill 12 – The Red Tape Reduction and Government Efficiency Act, 2018. The proposed amendments will contribute to a significant reduction in the costs associated with postal services used by the Corporation, especially registered mail. Savings over a multi-year implementation are expected to reach \$1.1 million annually.
- Continuing its planned phasing out of licence plate validation stickers by 2021 to increase customer convenience and achieve annual savings of approximately \$200,000.

### Manitoba Centennial Centre Corporation (MCCC)

	Baseline (April 1, 2016)	2016/2017 (March 31, 2017)	2017/2018 (March 31, 2018)
Total number of regulatory requirements	589	589	589

	2016/17 from baseline	2017/18 from baseline
Net change in total number of regulatory requirements	0	0
% change	0%	0%

### Key Results Achieved:

Since April of 2016, the corporation's achievements in reducing regulatory requirements and eliminating red tape included:

- Successful completion of baseline count, 2016/2017 and 2017/2018 maintenance counts of requirements within regulatory instruments. Completion of annual counts has given MCCC a foundational understanding of current regulatory requirements and possible areas where improvements may be made.
- MCCC has successfully held regulatory requirements at the original baseline count level with no increases over the 2016/2017 and 2017/18 reporting years.

## The Public Interest Disclosure (Whistleblower Protection) Act

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

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

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act, and must be reported in a department's annual report in accordance with section 18 of the act.

The following is a summary of disclosures received by the department of Finance for fiscal year 2017/2018.

Information Required Annually (as per Section 18)	Fiscal Year 2017/2018
The number of disclosures received and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	NIL
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or	NIL

corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken.

*Subsection 18(2)(c)*