

Manitoba Finance

Finances Manitoba

**Annual Report
Rapport annuel**

For the year ended March 31, 2024

Pour l'exercice terminé le 31 mars 2024

LAND ACKNOWLEDGEMENT

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

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

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

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

RECONNAISSANCE TERRITORIALE

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

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

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

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

Annual Report

2023-24

Manitoba Finance

Rapport annuel

2023-2024

Finances Manitoba

Manitoba Finance

Room 109 Legislative Building
Winnipeg, MB R3C 0V8

Phone: 204-945-5343

Email: DMFIN@manitoba.ca

Electronic format: <http://www.gov.mb.ca/finance/publications/annual.html>

This publication is available in alternate formats, upon request, by contacting:
fin-engagement_corpserv@gov.mb.ca



Minister of Finance

Minister responsible for Manitoba Hydro
Minister responsible for the Public Service Commission
Minister responsible for the Public Utilities Board

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Finance, for the fiscal year ending March 31, 2024.

Respectfully submitted,

Original Signed By

Honourable Adrien Sala
Minister of Finance
Minister responsible for Manitoba Hydro
Minister responsible for the Manitoba Public Service
Minister responsible for the Public Utilities Board





Ministre des Finances

Ministre responsable d'Hydro-Manitoba
Ministre responsable de la Fonction publique Commission
Ministre responsable de l' Office des services publics

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

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

Madame la Lieutenante-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 2024.

Le tout respectueusement soumis.

Original signé par

Adrien Sala
Ministre des Finances
Ministre responsable d'Hydro-Manitoba
Ministre responsable de la Fonction publique du Manitoba
Ministre responsable de la Régie des services publics





Finance

Deputy Minister
Room 109 Legislative Building, Winnipeg, MB R3C 0V8
www.gov.mb.ca

The Honourable Adrien Sala
Minister of Finance
Room 103 Legislative Building
Winnipeg, MB R3C 0V8

Sir:

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

Respectfully submitted,

Original Signed By

Silvester Komlodi
Deputy Minister of Finance
Acting Deputy Minister of Intergovernmental Affairs





Sous-ministre des Finances

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

www.gov.mb.ca

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

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2023-2024 du ministère des Finances.

Le tout respectueusement soumis.

Original signé par

Silvester Komlodi
Sous-ministre des Finances
Sous-ministre des Affaires intergouvernementales par intérim



The Honourable Adrien Sala
Minister of Finance
Room 103 Legislative Building
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present the 2023-24 Annual Report of the Treasury Board Secretariat for inclusion in the Manitoba Finance Annual Report.

Respectfully submitted,

Original Signed By

Ann Ulusoy, CPA, CMA
Secretary to Treasury Board





Secrétariat du Conseil du Trésor

386, av. Broadway, bureau 200, Winnipeg (Manitoba) R3C 3R6, Canada
www.manitoba.ca

Adrien Sala
Ministre des Finances
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre le rapport annuel 2023-2024 du ministère du Secrétariat du Conseil du Trésor à inclure dans le rapport annuel du ministère des Finances.

Le tout respectueusement soumis.

Original signé par

Ann Ulusoy, CPA, CMA
Secrétaire du Conseil du Trésor



Table of Contents

- Minister’s Letter of Transmittal..... 2
- Lettre d’accompagnement du ministre 3
- Deputy Minister’s Letter of Transmittal 4
- Lettre d’accompagnement du sous-ministre 5
- Deputy Minister’s Letter of Transmittal (Treasury Board Secretariat) 6
- Lettre d’accompagnement de la sous-ministre (Secrétariat du Conseil du Trésor)..... 7
- Introduction/Aperçu du Rapport annuel..... 10
- Department At a Glance – 2023-24 Results 11
- Coup d’œil sur le ministère – Résultats en 2023-2024 12
- Departmental Responsibilities..... 13
- Responsabilités ministérielles 15
- Organizational Structure..... 18
- 2023-24 Key Achievement Highlights..... 21
- Principales réalisations en 2023-2024..... 22
- Department Performance Measurement..... 23
 - Vision 23
 - Mission 23
 - Values 23
 - Provincial Themes and Department Objectives..... 23
- Mesure de la performance du ministère..... 24
 - Vision 24
 - Mission 24
 - Valeurs..... 24
 - Thèmes provinciaux et objectifs ministériels..... 24
- Department Performance Measurement - Details 25
 - Lowering Costs for Families..... 25
 - Growing Our Economy 27
 - A Government that Works for You 29
- FINANCIAL DETAILS..... 41
 - Consolidated Actual Expenditures 41
 - Summary of Authority..... 43
 - Part A: Expenditure Summary by Appropriation 44
 - Overview of Capital Investments, Loans and Guarantees 49
 - Revenue Summary by Source..... 50

- Departmental Program and Financial Operating Information 54
 - Administration and Finance (Res. No. 7.1)..... 54
 - Crown Services (Res. No. 7.2)..... 58
 - Fiscal Policy and Corporate Services (Res. No. 7.3) 59
 - Communications and Engagement (Res. No. 7.4)..... 60
 - Treasury (Res. No. 7.5) 62
 - Compliance and Enforcement (Res. No. 7.6) 63
 - Treasury Board Secretariat (Res. No. 7.7)..... 68
 - Policy and Planning Secretariat (Res. No. 7.8) 72
 - Intergovernmental Affairs (Res. No. 7.9) 72
 - Manitoba Indigenous Reconciliation Secretariat (Res. No. 7.10) 74
 - Costs Related to Capital Assets (Non-Voted) 79
- Other Key Reporting 80
 - Departmental Risk..... 80
 - Regulatory Accountability and Red Tape Reduction..... 81
 - The Public Interest Disclosure (Whistleblower Protection) Act..... 82
 - Equity and Diversity Benchmarks..... 83
- Appendices 84
 - Appendix A - Special Operating Agencies (SOAs)..... 84
 - Appendix B – Other Reporting Entities 85
 - Appendix C - Statutory Responsibilities 86
- Glossary..... 88

Introduction/Aperçu du Rapport annuel

This Annual Report fulfills the department reporting requirements described in the Financial Administration Act. The Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2024, which reflects the authorized appropriations approved by the Legislative Assembly. Consistent with the Supplement to the Estimates of Expenditure, the Annual Report includes the Manitoba Government Performance Measurement Framework to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. Performance Measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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

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

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

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Le rapport annuel fournit un portrait global de la performance financière du ministère.

Department At a Glance – 2023-24 Results

Department Name & Description	The Department of Finance is responsible for managing the province's fiscal and financial resources, allocating funds to other governmental departments; promoting an open government and engaging Manitobans.
Minister	Honourable Adrien Sala
Deputy Minister	Silvester Komlodi Ann Ulusoy Ainsley Krone

Other Reporting Entities	4	<ul style="list-style-type: none"> • Manitoba Hydro- Electric Board • Manitoba Financial Services Agency • Deposit Guarantee Corporation of Manitoba • Insurance Council of Manitoba
---------------------------------	----------	--

Summary Expenditure (\$M)	
96	90
Authority	Actual

Core Expenditure (\$M)		Core Staffing
78	76	571.10
Authority	Actual	Authority

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

Nom et description du ministère	Le ministère des Finances est responsable de la gestion des ressources fiscales et financières du Manitoba, de l'affectation de fonds à d'autres ministères, de la promotion d'un gouvernement ouvert et des consultations publiques.
Ministre	Honorable Adrien Sala
Sous-ministre	Silvester Komlodi Ann Ulusoy Ainsley Krone

Autres entités comptables	4	<ul style="list-style-type: none"> • Manitoba Hydro • Office des services financiers du Manitoba • Société d'assurance-dépôts du Manitoba • Conseil d'assurance du Manitoba
---------------------------	----------	---

Dépenses globales (en millions de dollars)	
96	90
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
78	76	571,10
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Departmental Responsibilities

The Minister of Finance is the Chair of Treasury Board and through Manitoba Finance, manages and administers the Consolidated Fund and directs the financial affairs of the province.

The overall responsibilities of the minister and Manitoba Finance include:

- Provide policy direction on matters relating to financial management and administration.
- Analyze and appraise the economic and financial market situations and prospects in co-operation with other government departments as appropriate.
- Advise on fiscal and other economic policies and measures.
- Manage the requirements of the province within appropriate fiscal policies by action related to expenditures, lending, taxation, borrowing and cash management.
- Advise on policies relating to federal-provincial fiscal and economic relations.
- Manage relationships with the federal government and other provincial and territorial governments.
- Represent the province in negotiations and participate in meetings related to finance, taxation and economic development.
- Engage Manitobans in the work of government by delivering messages related to government programs, services and policies to citizens in dynamic and effective ways, advocating for openness, transparency across government and increasing participation in decision-making.
- Prepare the annual Estimates and Summary Budget and the quarterly fiscal and financial updates.
- Maintain the provincial accounting and financial reporting systems.
- Prepare the Annual Public Accounts.
- Maintain an Internal Audit Function and the Comptrollership framework to oversee the government reporting entity.
- Maintain an accountability framework for the government reporting entity including management practices and systems, fiscal management and controls, and program evaluations.
- Advise to ensure accountability of the government to the Legislative Assembly for the delivery of programs by the government reporting entity.
- Advise and implement performance management systems and objectives for the government.
- Administer a regulatory framework that contributes to a competitive economy.
- Ensure the perspectives of various stakeholders are reflected in the government's overall economic development strategies.
- Coordinate the government's strategic planning cycle, major policy initiatives, and key community and economic development projects.
- Strengthen regulatory accountability across government to reduce the administrative burden of regulatory requirements for businesses, not-for-profits, municipalities, and individuals.
- Liaise with Indigenous, provincial, territorial and federal governments and representatives as well as other stakeholders.
- Oversee the Government of Manitoba's implementation of The Path to Reconciliation Act, guided by the Calls to Action of the Truth and Reconciliation Commission of Canada, National Inquiry into Missing and

Murdered Indigenous Women and Girls Calls to Justice, Aboriginal Justice Inquiry and the United Nations Declaration on the Rights of Indigenous Peoples.

The Minister is also responsible for:

- Manitoba Hydro-Electric Board
- Manitoba Financial Services Agency
- Deposit Guarantee Corporation of Manitoba
- Insurance Council of Manitoba
- Public Utilities Board

Department Shared Services

A shared service is a centralized function that provides common services or resources to multiple business units or departments. It aims to streamline operations, improve efficiency by reducing duplication and reduce costs to better support the department's overall objectives.

Central Finance

The Comptrollership and Analytical Services Branch provides shared service support to Finance, Public Service Commission, and Executive Council through financial management and leadership, including budget, cashflows, internal controls and monitoring, as well as leading the comptrollership function, including delegated financial signing authorities.

The Finance and Administration Shared Services Branch provides financial transactional services to Finance; Public Service Commission; Executive Council; Indigenous Economic Development; Sport, Culture, Heritage and Tourism; Labour and Immigration; Municipal Relations; Consumer Protection and Government Services; Tax Credits; and Employee Pensions and Other Costs. Financial services provided include accounts payable, account receivable, vendor and employee remittance, contract management. The branch also performs shared administrative functions related to corporate travel cards, procurement cards, the parking program, and associated reconciliations and payments.

Communications and Engagement

The division has dedicated branches that are committed to engaging Manitobans in the work of government, by delivering dynamic and effective messages about government policy, programs and services, advancing accountability, openness and transparency across government; and increasing the way Manitobans engage and participate in the decision-making process.

In its role as the King's Printer, the Communications and Engagement Division is mandated with the management and purchasing of advertising, communications, internet content, online media, and other public information activities across government. The division develops government-wide communications plans and campaigns that speak to and raise awareness of programs and services provided to Manitobans.

Responsabilités ministérielles

La personne occupant le poste de ministre des Finances préside le Conseil du Trésor. Par l'entremise du ministère des Finances du Manitoba, elle gère et administre le Trésor de la Province et dirige les affaires financières du Manitoba.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère des Finances comprennent les suivantes :

- Fournir une orientation stratégique sur les questions de gestion et d'administration financières.
- Analyser et évaluer la situation et les perspectives des marchés économiques et financiers en collaboration avec d'autres ministères, s'il y a lieu.
- Donner des conseils sur les politiques et mesures financières et économiques.
- Gérer les besoins provinciaux dans le respect des politiques financières en vigueur en prenant des mesures concernant les dépenses, les prêts, les taxes et impôts, les emprunts et la gestion de la trésorerie.
- Donner des conseils sur les politiques concernant les relations financières et économiques entre le gouvernement fédéral et la Province.
- Gérer les relations avec le gouvernement fédéral et les autres gouvernements provinciaux et territoriaux.
- Représenter la Province dans des négociations et participer à des réunions portant sur les finances, la fiscalité et le développement économique.
- Faire participer la population manitobaine au travail du gouvernement en lui transmettant des messages dynamiques et efficaces liés aux politiques, programmes et services publics, en faisant progresser l'ouverture et la transparence à l'échelle de l'administration provinciale et en renforçant la participation dans la prise de décisions.
- Préparer le Budget des dépenses et le budget sommaire chaque année, ainsi que les mises à jour financières tous les trimestres.
- Gérer les systèmes provinciaux de comptabilité et de rapports financiers.
- Préparer les comptes publics annuels.
- Maintenir une fonction d'audit interne et tenir à jour un cadre de contrôle financier afin de superviser le périmètre comptable du gouvernement.
- Tenir à jour, pour le périmètre comptable du gouvernement, un cadre de l'obligation redditionnelle portant notamment sur les pratiques et les systèmes de gestion, la gestion et les contrôles financiers ainsi que les évaluations de programmes.
- Fournir des conseils pour veiller à l'obligation redditionnelle du gouvernement à l'Assemblée législative à l'égard des programmes relevant de son périmètre comptable.
- Mettre en œuvre des objectifs et des systèmes en matière de gestion du rendement pour le gouvernement et fournir des conseils connexes.
- Administrer un cadre réglementaire qui contribue à une économie concurrentielle.
- Prendre en considération les points de vue des diverses parties prenantes dans les stratégies générales de développement économique du gouvernement.
- Coordonner le cycle de planification stratégique du gouvernement, les grandes initiatives en matière de politiques et les principaux projets de développement économique et communautaire.

- Promouvoir l'obligation redditionnelle en matière de réglementation dans l'ensemble du gouvernement afin de réduire le fardeau administratif lié aux obligations réglementaires pour les entreprises, les organismes sans but lucratif, les municipalités et les particuliers.
- Assurer la liaison entre les gouvernements et représentants autochtones, provinciaux, territoriaux et fédéraux ainsi que d'autres intervenants.
- Superviser la mise en œuvre de la Loi sur la réconciliation par le gouvernement du Manitoba en s'appuyant sur les appels à l'action de la Commission de vérité et réconciliation du Canada, les appels à la justice de l'Enquête nationale sur les femmes et les filles autochtones disparues et assassinées, les recommandations de la Commission d'enquête sur l'administration de la justice et les Autochtones et la Déclaration des Nations unies sur les droits des peuples autochtones.

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

- Régie de l'hydro-électricité
- Office des services financiers du Manitoba
- Société d'assurance-dépôts du Manitoba
- Conseil d'assurance du Manitoba
- Régie des services publics

Services partagés du ministère

Un service partagé est une fonction centralisée qui fournit des ressources ou des services communs à plusieurs unités fonctionnelles ou ministères. Il a pour objet de rationaliser les activités, d'améliorer l'efficacité en évitant les chevauchements et de réduire les coûts pour mieux soutenir les objectifs globaux du ministère.

Finances centrales

La Direction du contrôle financier et des services analytiques fournit des services partagés en matière de gestion et de leadership financiers au ministère des Finances, à la Commission de la fonction publique et au Conseil exécutif, notamment pour le budget, les flux de trésorerie, la surveillance et les contrôles internes de même que la direction de la fonction de contrôleur, y compris les pouvoirs de signer des documents financiers.

Les Services partagés des finances et de l'administration fournissent des services de transactions financières au ministère des Finances, à la Commission de la fonction publique, au Conseil exécutif, au ministère de l'Essor économique des peuples autochtones, au ministère du Sport, de la Culture, du Patrimoine, et du Travail et de l'Immigration, au ministère des Relations avec les municipalités et le Nord, au ministère de la Protection du consommateur et des Services gouvernementaux ainsi qu'aux entités responsables des allègements fiscaux, des régimes de retraite des employés et d'autres coûts. Les services fournis comprennent la gestion des comptes créditeurs et débiteurs, la gestion des versements aux fournisseurs et aux employés, la gestion des marchés ainsi que des fonctions administratives liées aux cartes de voyage professionnelles, aux cartes d'achat, au programme de stationnement et aux rapprochements et paiements connexes.

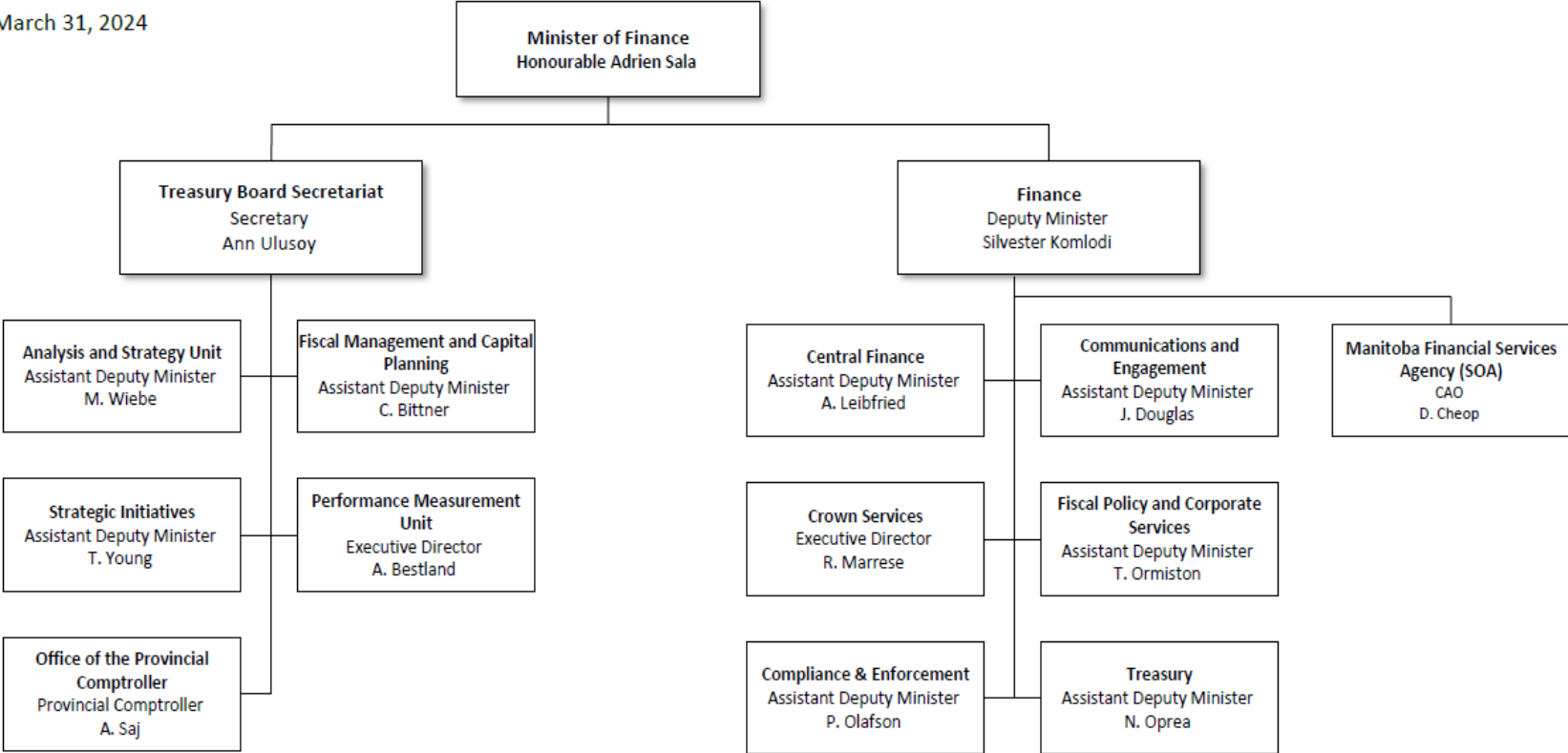
Communications et mobilisation

La division regroupe une équipe centrale de fonctionnaires au sein de directions spécialisées qui se consacrent à faire participer la population au travail du gouvernement en lui transmettant des messages dynamiques et efficaces au sujet des politiques, programmes et services publics, en faisant progresser la responsabilisation, l'ouverture et la transparence à l'échelle de l'administration provinciale et en renforçant la mobilisation et la participation des Manitobains dans la prise de décisions.

Dans son rôle d'Imprimeur du Roi, la Division des communications et de la mobilisation est responsable de la gestion et de l'achat de publicités, des communications, du contenu Internet, des médias en ligne et d'autres activités d'information publique dans l'ensemble du gouvernement. La division élabore des campagnes et des plans de communication pangouvernementaux qui font connaître aux Manitobains les programmes et services publics qui leur sont offerts.

Organizational Structure

Department of Finance
as of March 31, 2024



Other Reporting Entities (OREs) Accountable to the Minister

- Deposit Guarantee Corporation of Manitoba
- Insurance Council of Manitoba
- Manitoba Hydro-Electric Board

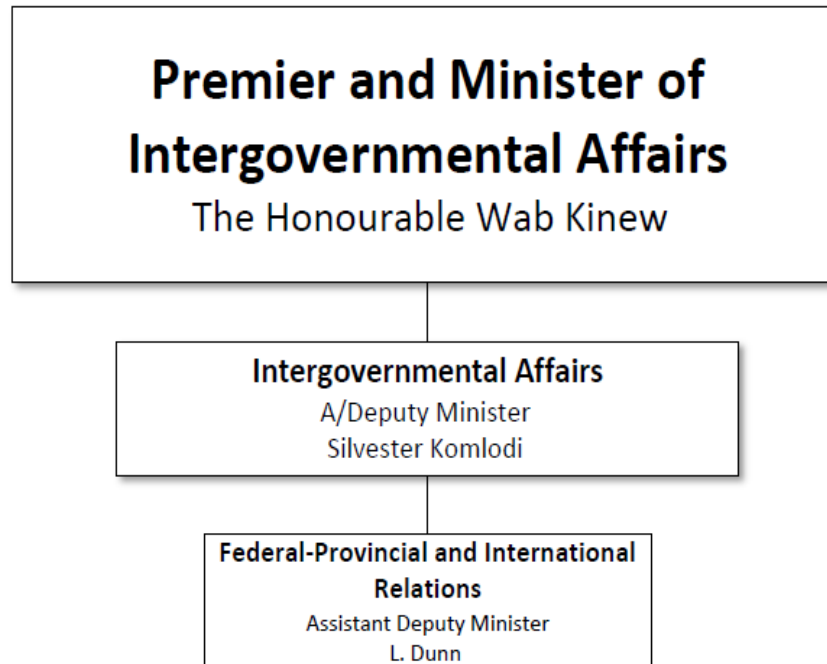
Other Organizations Accountable to the Minister

- Public Utilities Board
- Tax Appeals Commission

Included in the Department of Finance Main Appropriations

- Community and Economic Development Secretariat
- Intergovernmental Affairs
- Manitoba Indigenous Reconciliation Secretariat

Organizational Structure



Organizational Structure

Manitoba Indigenous Reconciliation Secretariat
as of March 31, 2024



2023-24 Key Achievement Highlights

During the fiscal year, key achievement highlights by the Department of Finance include the following:

Manitoba's Fuel Tax Holiday quickly delivered lower costs to families. Effective January 1, 2024, Manitoba's fuel tax was suspended on gasoline, diesel and marked gasoline. This contributed to Manitoba's inflation being amongst the lowest in Canada, so far, in 2024.

Manitoba property owners received more than \$460 million in School Tax Rebate cheques in 2023, providing financial relief to over 437,000 owners.

In December 2023, regulations were passed under The Property Tax and Insulation Assistance Act and The Public Schools Act to facilitate providing School Tax Rebates directly on property tax statements in 2024. Changes to the thresholds for the Health and Post Secondary Education Tax Levy reduced payroll taxes on approximately 900 Manitoba employers, including about 150 Manitoba employers who were taken off this tax roll. This was done by increasing the exemption threshold to \$2.25 million and increasing the payroll threshold to \$4.5 million.

Removed the prohibition that prevented Manitoba Hydro from dealing directly with Indigenous governments.

Stopped the privatization of Hydro subsidiaries and ensured that Manitoba Hydro stays public.

Eliminated the access to information backlog of 726 files in January 2024. The centralization of the FIPPA office helped improve on-time response time to 65.71 percent for fiscal 2023/24 and identified and processed several outstanding requests not included in the original backlog.

Introduced technology ensuring FIPPA requests were acknowledged, logged, actioned and tracked for timeliness.

Principales réalisations en 2023-2024

Au cours de l'exercice, les principales réalisations du ministère des Finances sont les suivantes :

L'exonération de la taxe sur les carburants du Manitoba a rapidement permis de réduire les coûts pour les familles. Depuis le 1^{er} janvier 2024, cette taxe n'est plus perçue sur l'essence, le diesel et l'essence marquée, ce qui a contribué à ramener le taux d'inflation au Manitoba parmi les plus faibles au Canada jusqu'à présent en 2024.

Les propriétaires fonciers de plus de 437 000 propriétés au Manitoba ont reçu en 2023 un allègement financier sous la forme de chèques de remboursement de taxes scolaires d'une valeur de plus de 460 millions de dollars.

En décembre 2023, le ministère a fait adopter des règlements en vertu de la Loi sur l'aide en matière de taxes foncières et d'isolation thermique des résidences et de la Loi sur les écoles publiques pour faciliter la remise des remboursements de taxes scolaires directement sur les relevés d'impôt foncier en 2024.

Les modifications apportées aux seuils applicables à l'impôt destiné aux services de santé et à l'enseignement postsecondaire ont permis au gouvernement de réduire les cotisations sociales de quelque 900 employeurs manitobains et d'en retirer environ 150 autres de ce rôle d'imposition. Pour ce faire, le ministère a relevé le seuil d'exemption pour cet impôt en le faisant passer à 2,25 millions de dollars et haussé le seuil de la masse salariale en le portant à 4,5 millions de dollars.

Le ministère a levé l'interdiction pour Manitoba Hydro de faire des affaires directement avec les gouvernements autochtones.

Le ministère a mis fin à la privatisation des filiales de Manitoba Hydro et veillé à ce que la société demeure publique.

Le ministère a éliminé l'arriéré des demandes de communication de documents (726 dossiers) en janvier 2024. La centralisation des activités du bureau de la Loi sur l'accès à l'information et la protection de la vie privée (LAIPVP) a permis d'améliorer les délais de traitement, avec 65,71 % de réponses aux demandes envoyées dans les temps impartis pour l'exercice 2023-2024. De plus, le bureau a traité un certain nombre de demandes en attente qui ne figuraient pas dans l'arriéré initial.

Le ministère a adopté des technologies lui permettant d'accuser réception des demandes de communication de documents reçues en vertu de la LAIPVP, de les enregistrer, d'y répondre et d'en faire le suivi afin de s'assurer qu'elles sont traitées en temps opportun.

Department Performance Measurement

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

Vision

To provide transparent and prudent financial leadership that helps build a resilient and thriving future for Manitobans.

Mission

We are effective managers of Manitoba's finances, professionally serving our clients and supporting a whole of government approach to fiscal responsibility and transparency.

Values

We are responsible stewards of public data, funds and information.

We provide impartial, reliable, open services.

We foster awareness, understanding and collaboration.

We aim to be fair, professional, diverse and inclusive.

Provincial Themes and Department Objectives

Lowering Costs for Families

1. Lower costs for families

Growing Our Economy

2. Help set the conditions for a strong provincial economy

A Government that Works for You

3. Enhance government transparency and engagement
4. Balance the budget through prudent fiscal management
5. Reduce inefficiencies and unnecessary expenditures

Mesure de la performance du ministère

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Le gouvernement a désigné cinq thèmes provinciaux (Réduire les coûts pour les familles, Rebâtir le système de soins de santé, Faire croître notre économie, Des collectivités plus sûres et plus saines et Un gouvernement qui travaille pour vous) sous lesquels sont répertoriés les objectifs ministériels.

Vision

Fournir un leadership financier transparent et prudent qui contribue à un avenir résilient et prospère pour les Manitobains.

Mission

Nous sommes des gestionnaires efficaces des finances du Manitoba, nous servons nos clients avec professionnalisme et nous soutenons l'adoption d'une approche pangouvernementale en matière de responsabilité financière et de transparence.

Valeurs

Nous faisons une gestion responsable des données, des fonds et des renseignements publics.

Nous fournissons des services impartiaux, fiables et ouverts.

Nous favorisons la sensibilisation, la compréhension et la collaboration.

Nous cherchons à être une organisation juste, professionnelle, diversifiée et inclusive.

Thèmes provinciaux et objectifs ministériels

Réduire les coûts pour les familles

1. Réduire les coûts pour les familles

Faire croître notre économie

2. Mettre en place des conditions propices à renforcer l'économie provinciale

Un gouvernement qui travaille pour vous

3. Améliorer la transparence et l'engagement du gouvernement
4. Équilibrer le budget grâce à une gestion financière prudente
5. Réduire l'inefficacité et les dépenses inutiles

Department Performance Measurement - Details

The following section provides information on key performance measures for Manitoba Finance for the 2023-24 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their Annual Reports.

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

Lowering Costs for Families

1. Lower costs for Families

Key Initiatives

- **School Tax Rebate:** In an effort to lower costs for Manitobans, the department continued to work with the City of Winnipeg and the Department of Municipal Relations on calculating School Tax Rebates and delivering rebate cheques to Manitoba property owners.
- **Basic Personal Amount and Income Tax Bracket Threshold Increases:** Following the increase in the basic personal amount (BPA) to \$15,000 for the 2023 tax year, the BPA further increased to \$15,780 while the first and second tax bracket thresholds were increased to \$47,000 and \$100,000 for the 2024 tax year. To implement these changes, the department supported the development and passage of legislative amendments and facilitated Canada Revenue Agency administrative requirements. These personal income tax measures contribute to more take-home pay for the vast majority of Manitoba workers
- **Health and Post Secondary Education Tax Levy Changes:** Effective January 1, 2024, the exemption threshold increased to \$2.25 million, and the payroll threshold increased to \$4.5 million, benefitting an estimated 900 Manitoba employers, including newly exempting 150 employers.
- **Improve Tax Measure Outcomes:** The department continued to work on improving expected outcomes from tax measures and on its capability to determine whether the expected outcomes occurred. Work is ongoing throughout the year and as part of the annual Budget process to review a selection of tax measures to ensure that the rationale for establishing them continues to apply, that expected outcomes are being achieved, and to determine if any changes are required.
- **Lower Fuel Taxes:** Effective January 1, 2024, the provincial fuel tax rate was temporarily paused on the sale of gasoline, natural gas, marked fuel and diesel fuels providing much needed relief to Manitobans and making life more affordable.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.b Percent of targeted provincial tax reviews completed	-	103.2%	95%	97.2%
1.c Average tax inquiry call wait times in minutes	3.5	2.79	3.1	3.26
3.d Percent of refundable tax credits reviewed per year	-	5%	20%	10%
15.a Manitoba's rank for personal income tax per capita	9	4	7	4

1.b Percent of targeted provincial tax reviews completed: Reviews are intended to educate while improving taxpayer compliance. Targets are set annually based on risk analysis and several other factors. Monitoring completion of reviews allows the department to ensure fair and consistent practices, and to identify trends, mitigate risks, and capitalize on opportunities to improve our tax system. This year 729 reviews were completed. This measure has been retired as the target has been met or exceeded for the last two years.

1.c Average tax inquiry call wait times: The department is committed to providing reliable, prompt services and advice that can have real financial benefits for taxpayers and a positive effect on quality of life. Collecting data on average call wait times allows the department to continually monitor and improve response times to ensure that taxpayers' regular operations are disrupted as little as possible. The target was missed by five percent, this year, due to onboarding of new staff. This measure has been retired to allow for more flexibility when addressing taxpayer needs.

3.d Percent of refundable tax credits reviewed per year: This measure tracks the percentage of refundable tax credits reviewed and was previously listed as "Percent of refundable tax credits reviewed within 5 years". Two refundable credits, or ten percent of refundable credits, were specifically reviewed this year. In addition, numerous credits were analyzed in preparation for the 2024 Budget, including the Fertility Treatment Tax Credit, the Renters Tax Credit and all school tax related credits and rebates. The department has evaluated this measure and is looking for better ways to show evidence of outcomes for tax credits. As a result, this measure has been discontinued. The department will continue to review refundable and non-refundable tax credits, throughout the year to ensure the rationale for establishing them continues to apply, assess if expected outcomes are being achieved, and identify opportunities for improvement.

15.a Manitoba's rank for personal income tax per capita: Per capita personal income tax is the amount that the average Manitoban pays in personal income tax and makes up the largest portion of the average Manitoban's tax burden. This measure collects data about the year-over-year change in personal income tax in Manitoba and compares it to the ten Canadian jurisdictions. Manitoba is currently forecasted to rank fourth in Canada for 2023/24, well ahead of the seventh-place target. This is the final year for this measure as the target has been met and exceeded.

Growing Our Economy

2. Help set the conditions for a strong provincial economy

Key Initiatives

- **Simplified tax system:** Create a simple, trusted tax system that works efficiently, and supports taxpayers in determining their tax obligations, paying their taxes, and accessing tax benefits. The department focuses its efforts, annually, on designing tax measures for The Budget Implementation and Tax Statutes Amendment Act (2023) to support the revenue-raising capacity of our tax system, which provides health care and other services to Manitobans, increasing taxpayer confidence and interest in capital investment.
- **Prompt payments to businesses:** Continued streamlining of processes and increased tracking and monitoring of fraud attempts has allowed for a continued focus on reducing wait times for payments for Manitoba businesses. Increased internal reporting between departments has allowed for better understanding of process weak points and more focused mitigation techniques and improvements. 2023/24 focused on reducing errors, resulting in an over 99 percent accuracy rate for vendor payments leading to correct payments to correct vendors on time.
- **Enhance Manitoba's Economic Impact Assessment model:** Manitoba's Economic Impact Assessment model is a tool that provides critical information to the government in evaluating and assessing public benefits and costs of potential projects, new private capital investments, etc. This fiscal year, the department developed an online model and user training, to support the work of the public service, and provided departments with economic impact assessments reports to evaluate potential projects.
- **Strengthen and modernize tax arrangements:** Build reciprocal relationships with First Nations leadership, opportunities to strengthen and modernize tax arrangements that support the principles of Truth and Reconciliation. To further this goal, the department consulted with Manitoba First Nations on modernizing Manitoba's Tobacco Band Assessment program and is currently reviewing the results of the consultation. The department will also have an important role to play in determining opportunities for the government to contribute to the development of Naawi-Oodena. In partnership with the Manitoba Indigenous Reconciliation Secretariat, Indigenous Economic Development, and other Manitoba departments, discussions will take place regarding fiscal arrangements and taxation options.
- **Improve data access:** Collaborate with Manitoba Indigenous Reconciliation and Northern Relations (IRNR) to improve data access in developing a dwelling registry for northern communities under IRNR management. The objective is to build statistical capacity within the IRNR and improve population data accuracy to plan and assess community requirements. Current efforts are focused on gaining access to census micro data. This initiative was placed on hold and is expected to be resumed in 2024/25.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.a Accounts receivable as a percentage of total provincially administered tax revenue	2.62%	1.47%	1.42%	1.43%
4.a Percent increase in voluntary compliance with tax laws	-	-	5%	-
4.b Percent of payments made to suppliers on time	-	-	95%	92.15%
15.b Percentage of Manitoba corporate income tax relative to GDP per year	1%	1.4%	-	0.9%

1.a Accounts receivable as a percentage of total provincially administered tax revenue: The ability to collect taxes is central to the government’s capacity to finance social services, critical infrastructure and other public goods for Manitobans. When tax filers fail to pay balances owing by the deadline, payment becomes outstanding (accounts receivable). Comparing the percent decrease in outstanding accounts receivable against total revenues year over year provides valuable information for improving the health and integrity of Manitoba’s tax system. The department’s goal is to reduce accounts receivable as a percentage of total revenue by at least 2.5 percent each year. The department has effectively improved debt collection through resourcing and increased legal action and so this will be the final year for this measure.

4.a Percent increase in voluntary compliance with tax laws: This measure compares changes in year-over-year compliance indicators, with a goal of increasing compliance by at least five percent per year. Improving voluntary compliance with tax obligations reduces the need for costly intervention. It is also critical to securing sustainable tax revenue that boosts business activity, employment and, ultimately, investment and economic growth. This measure has been discontinued because compliance indicators cannot be well defined.

4.b Percent of payments made to suppliers on time: This measure collects data on the number of vendor payments processed within established payment terms and compares it to the total number of payments made to suppliers. Prompt payment ensures economic activity is not disrupted due to late payments, supporting Manitoba businesses and workers. A new electronic intake system was launched in 2023/24 to track on-time payments, identify bottlenecks, and improve efforts to target mitigation. The new system improved components of the process, including signing of invoices, client service with the creation of two-way monitoring, and operational workflow management. Additional collaborative efforts with partner departments are needed to expedite invoice submission to the system. This will allow for a further reduction in wait-times to meet established targets. This measure has been retired to allow for increased focus and effort towards a more holistic approach to improving processes, rather than one for a singular stakeholder group.

15.b Percentage of Manitoba corporate income tax relative to GDP per year: This measure collects data on corporate income taxes as compared to Gross Domestic Product (GDP) as an indicator of year-over-year progress in decreasing tax liability on businesses. It is calculated by dividing corporate tax revenue by the total economic output and representing it as a percentage for the fiscal year. The seven-year GDP average (2016/17 to 2022/23) was 0.9 percent, and the three-year average (2020/21 to 2022/23) was 1.0 percent. For 2023/24, the current estimate is 0.9 percent. Improving this figure spurs economic activity in Manitoba and reduces business tax liability. This measure replaces “Manitoba’s Rank for Corporate Income Tax as a Percentage of GDP”.

A Government that Works for You

3. Enhance government transparency and engagement

Key Initiatives

- **Make public engagements visible and accessible:** Advance the use of EngageMB across departments to ensure a robust public engagement framework that is visible and accessible to Manitobans. This initiative is supported by training of staff, promotion, and advertising of EngageMB, and the adoption and implementation of the government’s Public Engagement Framework. Enhancing the capabilities of public servants through training and giving them effective tools for public engagement will increase the quality of government engagements. In 2023/24, three EngageMB training sessions were conducted, and the EngageMB Community of Practice membership grew to 560 public servants - an 83 percent increase from the previous year. Throughout this period, 7 departments conducted 14 engagements providing 196,458 Manitobans a voice in major initiatives.
- **Increase budget consultations:** Increase and broaden consultations with clients, stakeholders and the public in general, on significant changes to legal or regulatory requirements that have impacts on how taxes and regulations are administered. In 2023/24, the department conducted two consultations reaching 66,846 clients, stakeholders and citizens. The largest consultation related to the 2024 budget giving voice to nearly 31,000 Manitobans on their spending priorities and tax measures. This included 15,758 who participated in telephone town halls, 14,049 who providing feedback online, 826 who took part in a February 2023 public opinion survey and 127 who attended public meetings. In addition, 110 Manitobans reached out directly to the minister and 63 stakeholders held briefing sessions with the minister or departmental staff.
- **Gain public opinion insights:** Continue with a quarterly survey of Manitobans to gather regular and effective data on issues and engagement with the government. Public insights can strengthen transparent decision-making and strategic engagement planning across the government. To date, 826 Manitobans have been regular participants in the two surveys conducted during the 2023/24 fiscal year, providing valuable insights that help inform decision-makers and reinforce the government’s culture of transparency and public engagement.

- **Reduce access to information backlog:** Promote the government’s commitment to transparency by improving compliance with the Freedom of Information and Protection of Privacy Act (FIPPA). Increased compliance by assisting departments in responding to access to information requests within legislated time limits and completing all 726 backlogged requests by January 2024. The significant backlog contributed to 53 percent of FIPPA requests being completed within the legislated time requirement. The centralization of the FIPPA office helped improve this response time to 65.71 percent for fiscal year 2023/24, including identifying and processing a number of outstanding requests not included in the original backlog.
- **Improve access to information:** Improve engagement between the government and FIPPA applicants by leveraging technology and best practices. Implemented a new software solution for online access to information requests under FIPPA, on January 2, 2024, to increase efficiency, improve consistency and enhance the client’s experience. During the fourth quarter of the 2023/24 fiscal year, 443 access to information requests were acknowledged, logged and actioned, and 204 were closed. The software ensures applications are immediately acknowledged and tracked for timeliness.
- **Strengthen privacy practice:** Explore the development of a breach management protocol to support government departments with addressing privacy breaches and complying with FIPPA’s notification requirements. This protocol will advance transparency by fostering timely and informative communication with individuals affected by a privacy breach. The department established a framework focused on Risk Assessment and Breach Management for a new privacy unit with a dedicated privacy manager and analysts. This unit will strengthen privacy practice and extend user support to departments through standardized checklists, templates and assessment tools. It will also develop a breach reporting and management protocol.
- **Deliver through digital experience:** Build off a comprehensive review of Manitoba.ca to deliver a user-centred, service-focused revitalization of the government’s website. The department began work with the successful vendor in September 2023. Since then, the vendor has conducted internal interviews with departments, an in-depth jurisdictional scan, and reviewed Manitoba.ca. This is a multi-year initiative.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
3.b Number of visits to Manitoba Bureau of Statistics website	12,000	14,548	13,500	29,524
5.d Achieve targeted number of collaboration table meetings	4	6	5	6
7.a Number of individual engagement touchpoints connected to Manitoba Finance per year	50,889	50,242	52,000	66,846
7.b Number of individual engagement touchpoints across the government per year	179,693	179,693	200,000	196,548
7.c Percent of citizens aware of EngageMB	52%	51%	55%	-
7.d Percent of citizens confident in their ability to influence government decisions	48%	50%	52%	-
8.a Percentage of on-time FIPPA responses from Manitoba Finance per quarter	35%	54.3%	100%	48.33%
8.b Percentage of on-time FIPPA responses from government departments per quarter	63%	68.2%	100%	65.71%
9.a Achieve targeted percent of client centred learning objectives	35%	45.95	80%	100%
10.c Percent of collaborations directly related to increasing data literacy	20%	25%	25%	25%

3.b Number of visits to Manitoba Bureau of Statistics website: This measure collects data on the number of products and tools made available to the public as compared to the previous year. Increasing the number of tools available for data visualization and understanding broadens the ability of users to make data-driven decisions. The target has been met and exceeded each year, so this is the final year for this measure. The Bureau will continue to track this data internally to support the public with valuable products.

5.d Achieve targeted number of collaboration table meetings: Table meetings refer to the collaborative sessions held when discussing a policy or program initiative. Tracking the number of table meetings ensures that collaborative discussions are held between different government departments and organizations therefore leading to better policies and programming. The department has achieved the desired outcome of increased collaboration, consistently exceeding its target, and is retiring this measure.

7.a Number of individual engagement touchpoints connected to Manitoba Finance per year: This measure tracks the number of times Manitobans engage with Manitoba Finance through public engagement activities like EngageMB, town halls, surveys, in-person consultations and other front-line engagement tools. This measure does not reflect unique individuals given that individuals can participate in multiple activities. The measure includes only those engagement activities led by Manitoba Finance and is an indicator of growth in engagement with the department. It is calculated by totalling the number of individual touchpoints for each public engagement activity. This year's result exceeded the target due to successful pre-budget consultations conducted via EngageMB, in addition to other means. This performance measure was previously listed as "Individual Citizen Engagement Touchpoints (Manitoba Finance)".

7.b Number of individual engagement touchpoints across the government per year: This measure tracks the number of times Manitobans engage with the government through public engagement activities hosted on EngageMB by departments. This measure does not reflect unique individuals given that individuals can participate in multiple activities. The measure includes all government departments, given Manitoba Finance's role as a central service, and is an indicator of the growth of engagement opportunities throughout the government. This measure is calculated by adding the total number of visits to EngageMB and the total number of active participants in EngageMB engagements. This year's result came just under the target. This performance measure was previously listed as "Individual Citizen Engagement Touchpoints (Government)".

7.c Percent of citizens aware of EngageMB: Using an annual third-party public opinion research poll, this measure tracks the percent of Manitobans who are aware of EngageMB (the government's central public engagement portal). Awareness of the portal is a key indicator of Manitobans' ability to engage with the government. Due to the restriction of certain operations and communications under the Elections Financing Act, data for the 2023/24 fiscal year is unavailable. This measure has been discontinued to streamline public opinion research for 2024/25.

7.d Percent of citizens confident in their ability to influence government decisions: Using an annual third-party public opinion research poll, this measure tracks the percent of Manitobans who agree that they are able to influence government decisions. This is an indicator of the efficacy of our public engagement efforts and the growth of meaningful engagement opportunities. Due to the restriction of certain operations and communications under the Elections Financing Act, data for the 2023/24 fiscal year is unavailable. This measure has been discontinued to streamline public opinion research for 2024/25.

8.a Percentage of on-time FIPPA responses from Manitoba Finance per quarter: This measure tracks the percentage of responses completed on time according to FIPPA, with the goal of improving overall on-time responses and strengthening public trust in the government. On-time responses include requests that received an extension and completed the response within that extension. This measure data includes only requests to Manitoba Finance. This measure is calculated on a quarterly basis by dividing the number of on-time responses by the total number of responses and representing the result as a percentage, with the annual data averaged across the four quarters. The centralization of FIPPA processing as well as improved and standardized processes are expected to continue to improve the percentage of FIPPA responses within the legislated requirement over time. This performance measure was previously listed as “Percent of FIPPA Responses Completed On-Time (Manitoba Finance)”.

8.b Percentage of on-time FIPPA responses from government departments per quarter: This measure tracks the percentage of responses completed on-time according to FIPPA, with the goal of improving overall on-time response on an annual basis. Improving the on-time response rate will strengthen public trust in the government. The measure includes all government departments, given Manitoba Finance’s role as a central service. On-time responses include requests that received an extension and completed the response within that extension. This measure is calculated on a quarterly basis by dividing the number of on-time responses by the total number of responses and representing the result as a percentage, with the annual data averaged across the four quarters. The centralization of FIPPA processing as well as improved and standardized processes are expected to continue to improve the percentage of FIPPA responses within the legislated requirement over time. This performance measure was previously listed as “Percent of FIPPA Responses Completed On-Time (Government)”.

9.a Achieve targeted percent of client-centred learning objectives This measure compares the number of team objectives achieved, related to client-centric learning, to the total number approved. Having teams set and strive toward a shared set of goals is thought to develop a strong learning environment and foster group problem-solving and common practices that will translate to excellent service and client experiences for the people of Manitoba. Teams completed 100 percent of their learning objectives this year, and it was determined that this behaviour is being incorporated into the work culture. This measure has been retired. Periodic internal monitoring will occur to ensure the behaviour is sustained.

10.c Percent of collaborations directly related to increasing data literacy: This measure collects data on the number of interactions with departments that are directly related to increasing data literacy across the government. Increasing data literacy enables public servants to derive meaningful information from data, to inform decisions and interpret and communicate data for their clients. This target has been met each year, so this will be the final year of reporting this measure at the department-level. The Bureau will continue to track data literacy internally.

4. Balance the budget through prudent fiscal management

Key Initiatives

- **Increase Accuracy in Core Public Debt Expense Forecasting** Work with program areas that provide inputs to the Core Public Debt forecast, to reduce forecast variances and support the goal of working within budget. During 2023/24 progress was achieved to improve the accuracy of year-end accrual forecasts and the enhancement of variance explanations from the Cash Management and the Loan's and Advances program components of the Public Debt forecast to improve analysis. There were also enhancements to the Borrowing expense variance to help analyze the breakdown of variances due to the volume of borrowing, the timing of borrowing and actual interest rates versus the forecast. The actual 2023/24 Core Public Debt Expense variance is 1.7 percent compared to the forecast in Budget, and within the five percent target range.
- **Increase accuracy in budget forecasting:** Work with program staff to understand variances on actuals per date and forecasts on future quarter amounts and increase reporting to address variances and shortfalls at the earliest point. This year's focus on recruitment and training of additional analytical staff allowed for more robust, consistent analysis to support program management. The implementation of analysis tools supported informed decision-making and equipped senior management with the information needed to balance budgets.
- **Modernize tax revenue model:** Work on this initiative is now complete. The 2023/24 tax revenue forecast met the performance target with an estimation error of 2.1 percent, an improvement over previous fiscal years. The department will continue to monitor the effectiveness of the newly deployed models, as well as conduct research on tax revenue forecasting techniques and best practices, to support this objective at the operational level.
- **Liquidity Overview:** Liquidity is a key economic indicator of financial strength and critically important to investors of Manitoba bonds and to the global financial rating agencies. The department will conduct an overview of Manitoba's liquidity across all government reporting entities. The goal of this initiative is to provide credit rating agencies with a complete picture of all liquidity in the greater Manitoba government system. During 2023/24, the department reviewed its current practice of maintaining six months of pre-funding of borrowing requirements and conducted a jurisdictional scan of how Manitoba's pre-funding strategy compares to other Canadian provinces. This review concluded that Manitoba's current liquidity strategy is prudent and should be continued.
- **Post-Election Financial Accountability Review:** A review was initiated regarding fiscal responsibility and financial accountability decisions taken prior to October 3, 2023. The review concluded that several decisions collectively resulted in high budgetary risk, and an underestimation of the province's fiscal pressures. The review will contribute to developing a strong future fiscal direction for Manitoba.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
9.c Percentage of public notices issued by Public Utilities Board regarding general rate applications	-	100%	100%	100%
13.b Accuracy of core public debt expense forecast to actual within 5%	4.3%	8.9%	5%	1.7%
13.c Percent of borrowing done outside of Canada	40%	6.9%	30%	25%
14.a Liquidity adequacy assessment	Adequate/good	Adequate/good	Adequate/good	Adequate/good
16.a Percent of operating budget expended	99.4%	98.7%	100%	98.8%
16.b Accuracy of summary revenue projections within 5%	3%	10%	5%	2.1%

9.c Percentage of public notices issued by Public Utilities Board regarding general rate applications: Posting of public notices provides Manitobans with the means to comment and ask questions regarding general rate applications before the Public Utilities Board. Notices are posted in plain language with sufficient detail about the substance of the application, any proposed rate changes, and information about the time and place of hearings and conferences. This measure was previously listed in the department of Consumer Protection and Government Services. Each year since the 2021/22 baseline was established, the Board has met its target to post notices for 100 percent of applications received. This is the final year for this measure. The department will continue to prioritize a transparent and accountable governance system.

13.b Accuracy of core public debt expense forecast to actual within 5%: This measure compares major sources of the government’s own-source revenue (income tax, commodity tax, payroll tax, etc.) to projected revenue. Revenue does not include federal transfers or fines, fees and other secondary sources. The goal is a five percent error tolerance (95 – 105 percent) between actual and projected revenue. This fiscal year the measure formula was adjusted slightly, to purely measure the accuracy variance itself. The 2023/24 tax revenue forecast met the performance target and is an improvement over previous fiscal years. Minimal changes in 2023 and 2024 nominal GDP growth forecasts between Budget 2023 and Public Accounts 2023/24 were mostly responsible for this performance. For 2024/25, this measure name was updated to “Percentage of actual revenue relative to summary projections for the government per year”.

13.c Percent of borrowing done outside of Canada: This measure tracks the percentage of borrowing undertaken in the non-Canadian market annually, as share of total activity. Higher values are indicative of cost-effective opportunities in non-domestic markets, coupled with the department's ability to maintain a diversity of investors to ensure awareness and interest in Manitoba bonds remains in the global capital marketplace. Borrowing completed outside Canada is highly influenced by global capital market and credit conditions, and not easy to predict in advance. As a result, the measure is ineffective and has been discontinued.

14.a Liquidity adequacy assessment: This measure captures Manitoba's liquidity adequacy based on rating agencies' rankings and assesses the combined ratings from Moody's, S&P and DBRS Morningstar. Though the exact liquidity measurement formula is internal to each rating agency, ranking is interpreted as 'Adequate/good or better', 'some agency concerns' or 'negative action tied to liquidity'. 'Adequate/Good' is a strong liquidity position that means Manitoba has readily available funds to meet the government's near-term financial obligations. It is a key economic indicator of financial strength and critically important to investors of Manitoba bonds and to the global financial agencies who rate us. Manitoba's liquidity adequacy is reported in each rating agencies' annual ratings update, which is monitored internally and available to the public. For this reason, the measure has been retired.

16.a Percent of operating budget expended: This measures the department's Part A operating expenditures (actual voted amount spent) as reported in Manitoba's Annual Report for the Year Ended March 31, Public Accounts – Volume 1, as compared to the budget (planned amount), with the goal of continuously balancing the budget. Working within an operating budget is a key indicator of fiscal accountability, and it allows the government to plan and manage financial resources to support projects and programs that best promote economic development. This measure has been discontinued in recognition that Department of Finance resources are being utilized effectively, versus actual spent.

16.b Accuracy of summary revenue projections within 5%: This measure compares major sources of the government's own-source revenue (income tax, commodity tax, payroll tax, etc.) to projected revenue. Revenue does not include federal transfers or fines, fees and other secondary sources. The goal is a five percent error tolerance (95 – 105 percent) between actual and projected revenue. This fiscal year the measure formula was adjusted slightly, to purely measure the accuracy variance itself. The 2023/24 tax revenue forecast met the performance target and is an improvement over previous fiscal years. Minimal changes in 2023 and 2024 nominal GDP growth forecasts between Budget 2023 and Public Accounts 2023/24 were mostly responsible for this performance. For 2024/25, this measure was renamed "Percentage of actual revenue relative to summary projections for the government per year".

5. Reduce inefficiencies and unnecessary expenditures

Key Initiatives

- **Decrease Unsupported Claims for Tax Credits:** Decrease the number of validated returns with claims being denied. The department continued to work with Canada Revenue Agency to prevent taxpayers from filing claims for Manitoba tax credits without having the necessary supporting documents. This year saw a reduction in the number of validated returns with claims denied relative to the previous year.
- **Foster a culture of comptrollership and improve financial comptrollership capacity:** Ensure the continuation of education and awareness on the importance of comptrollership for all employees within Manitoba Finance's responsibilities. Increasing awareness and understanding about comptrollership supports an organization that embraces informed decision-making practices. Dedicated comptrollership analyst roles have been created to focus on furthering the established comptrollership plans and working with departments to ensure sufficient internal controls are in place and enhance processes. The analyst role has a focus on furthering comptrollership education through strong partnerships and the mutual goal of increased fiscal responsibility. Comptrollership training continued to be required for all departmental staff, and the department continues to work towards a 100 percent completion rate of module one with a current completion rate of 55.2 percent.
- **Treasury Management System:** Implement a new system to reduce risk and improve financial forecasting, accounting, investing, and payment processing. A Request for Proposal (RFP) was developed detailing business requirements. A functionality review of these requirements to an expected government-wide system upgrade confirmed that this project should proceed outside the scope of the government project. The RFP was issued in the first quarter of 2024/25.
- **Increase efficiencies in government client services:** Improve the consistency of the customer experience and ensure the public can easily navigate government services. Explored opportunities to align resources for the Manitoba Government Inquiry Contact Centre, with the goal of leveraging expertise and best practices. Creating an optimal centralized service that enhances client experience and minimizes inefficiencies will become a strategic initiative in 2024/25.
- **Enhance Communications and Engagement Purchasing:** Ensure Manitobans receive good value-for-money in delivering communication products, such as advertising campaigns. The department, in its role as a central service, supports the government in planning and purchasing media, including establishing standing offers lists to make sure the government has quick access to vetted vendors that can support communications and engagement work. Eight categories of standing offers were updated this year. The remaining categories will be refreshed during 2024/25.

Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
3.a Percent of strategies on-track to increase access to value-added information and education	-	-	80%	75%
3.c Number of analytical products and tools available for use	10	10	15	20
3.e On-time delivery of correspondence services	90%	92.58%	95%	96.5%
5.a Number of innovation initiatives completed	50	5	3	16
5.b reduce targeted process times	-	-	20%	50%
5.c Percent of suppliers paid electronically	62%	63.8%	20%	63.8%
6.b Number of processes converted to digital	7	1	3	8
9.b Percent of citizens satisfied with government services	37%	37%	85%	-
9.c Percentage of survey responses indicating Manitobans are satisfied with Manitoba General Inquiry Contact Centre per quarter	88.89%	88.89%	87%	91.85
13.a Reduce paper consumption	3,393	3,378	3,190	-

3.a Percent of strategies on-track to increase access to value-added information and education: This measure collects data about the percentage of branch projects meeting delivery deadlines, to increase and enhance public access to valuable information/education. By improving and streamlining front-end information, our department can anticipate and address questions before they become issues, creating a better experience for businesses and the public. The target was missed by six percent due to new projects taking priority and limited resourcing. This measure has been retired because the measure did not prove to be effective evidence of client value.

3.c Number of analytical products and tools available for use: This measure collects data on the number of products and tools made available to the public as compared to the previous year. Increasing the number of tools available for data visualization and understanding broadens the ability of users to make data-driven decisions. In 2023/24, the department doubled the availability of products and tools, and has retired this measure. Improving data visualization and analysis remains a priority and the Bureau will continue to monitor this activity internally.

3.e On-time delivery of correspondence services: This measure tracks the percentage of public enquiries about Manitoba's Crown Corporations delivered within ten business days. Responding to citizen needs and fostering greater citizen engagement in governance processes is fundamental to a responsible democratic government. Sustained improvements in delivery have allowed the department to continue to meet its targets since the measure was established. The measure has therefore been discontinued.

5.a Number of innovation initiatives completed: This measure supports Manitoba's vision for a highly engaged public service that places innovation at the center of its work to deliver strong outcomes for Manitobans. By tracking the number of completed initiatives per year as compared to the previous year, the department intends to embed innovation and continuous improvement into daily operations. This measure was established during the 2021/22 fiscal year and the baseline reflected the unprecedented surge in process improvements precipitated by the pandemic and was unsustainable. Evaluation of this measure determined that a more reasonable baseline is five. Having seen widespread adoption of innovation due to pandemic era requirements, this is the final year for this measure. Projects will continue to be monitored and reported internally.

5.b Reduce targeted process times: This measure totals times from a variety of department processes targeted for review and compares them to previous totals. It is indicative of the efficacy of our continuous improvement and innovation efforts to deliver faster, more effective services with the same or less resources. As a result of process changes and improvements in 2023/24, some areas report that process times have been reduced by 50 percent. Due to organizational improvements, and processes digitized during and since the pandemic, this measure has been retired.

5.c Percent of suppliers paid electronically: This measure tracks the number of supplier invoices paid by electronic means and compares it to the total number of payments made to suppliers, with the goal of increasing the percentage of suppliers paid electronically. Electronic Funds Transfer (EFTs) is faster for suppliers and less costly for the government. This is an important indicator of process improvement for both Manitoba Finance, and the departments it supports. Extensive work has taken place in the department to convert vendors to EFT payments, these efforts have resulted in a higher than projected conversion rate for the last several years. The baseline was established from 2021/22 data. Later analysis revealed a portion of suppliers to which this measure would not apply. The target was reduced from 90 percent to 20 percent for 2023/2024 to account for this factor. Further analysis of existing data, and tracking during 2023/24, confirmed that the remaining portion of suppliers who are not equipped to receive EFTs is consistent and is outside the department's control. As a result, this measure has been discontinued. The department will instead focus on reducing costs in avenues it holds more influence.

6.b Number of processes converted to digital: This measure collects data on the number of new digital processes resulting from reduction initiatives aimed at eliminating the use of paper unless required by statute, or as a necessary means in the absence of standards-based digital recordkeeping capability. Changing interactions to come up with increasingly streamlined ideas to reduce the paperwork burden saves time and money associated with purchasing, printing, handling, waste collection and disposal. The bulk of department processes were digitized, during and since the pandemic, so this measure has been discontinued.

9.b Percent of citizens satisfied with government services: Using a quarterly third-party public opinion research poll, this measure tracks the percent of Manitobans who have accessed a government service and rates their satisfaction as somewhat or very satisfied. This whole-of-government measure provides a general indication of service satisfaction trends over time. Due to the restriction of certain operations and communications under the Elections Financing Act, data for the 2023/24 fiscal year is unavailable. This measure has been discontinued to streamline public opinion research for 2024/25.

9.c Percentage of survey responses indicating Manitobans are satisfied with Manitoba General Inquiry Contact Centre per quarter: This measure uses an intercept survey to track the percent of Manitobans who have accessed the Manitoba General Inquiry Contact Centre. These insights can be used to improve operational efficiencies by better understanding service delivery. This measure is calculated on a quarterly basis by dividing the total number of respondents who rate satisfaction as 'somewhat' or 'very satisfied' with the service they received, by the total number of respondents to that question, and expressing it as a percentage. The annual data is then averaged across the four quarters. This year's result exceeded the target, with 91.85 percent of respondents indicating they were satisfied with the service they received. The measure was previously listed as "Percent of Citizens Satisfied with Manitoba Government Inquiry Contact Centre Services".

13.a Reduce paper consumption: This measure reflects the number of 500-sheet packages of paper consumed by the department, compared to the number consumed in the previous year. A reduction in unnecessary and temporary paper usage will support our department's commitment to reduce redundancy, waste and costs. Given operational changes resulting from the pandemic era and a movement to flexible work, paper usage has been reduced and applicable processes have been converted to digital methods. The system used to collect paper usage was discontinued prior to the 2023/24 year and no new methods of collecting were identified. This measure has been retired.

FINANCIAL DETAILS

Consolidated Actual Expenditures

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

Manitoba Finance includes the following OREs:

- Insurance Council of Manitoba (ICM) and the Manitoba Financial Services Agency (MFSA) are consolidated within the Manitoba Finance appropriations.
- Manitoba Hydro's and the DGCM's net income are consolidated as part of summary revenue.
- Special Operating Agencies Financing Authority does not have any expenditures.

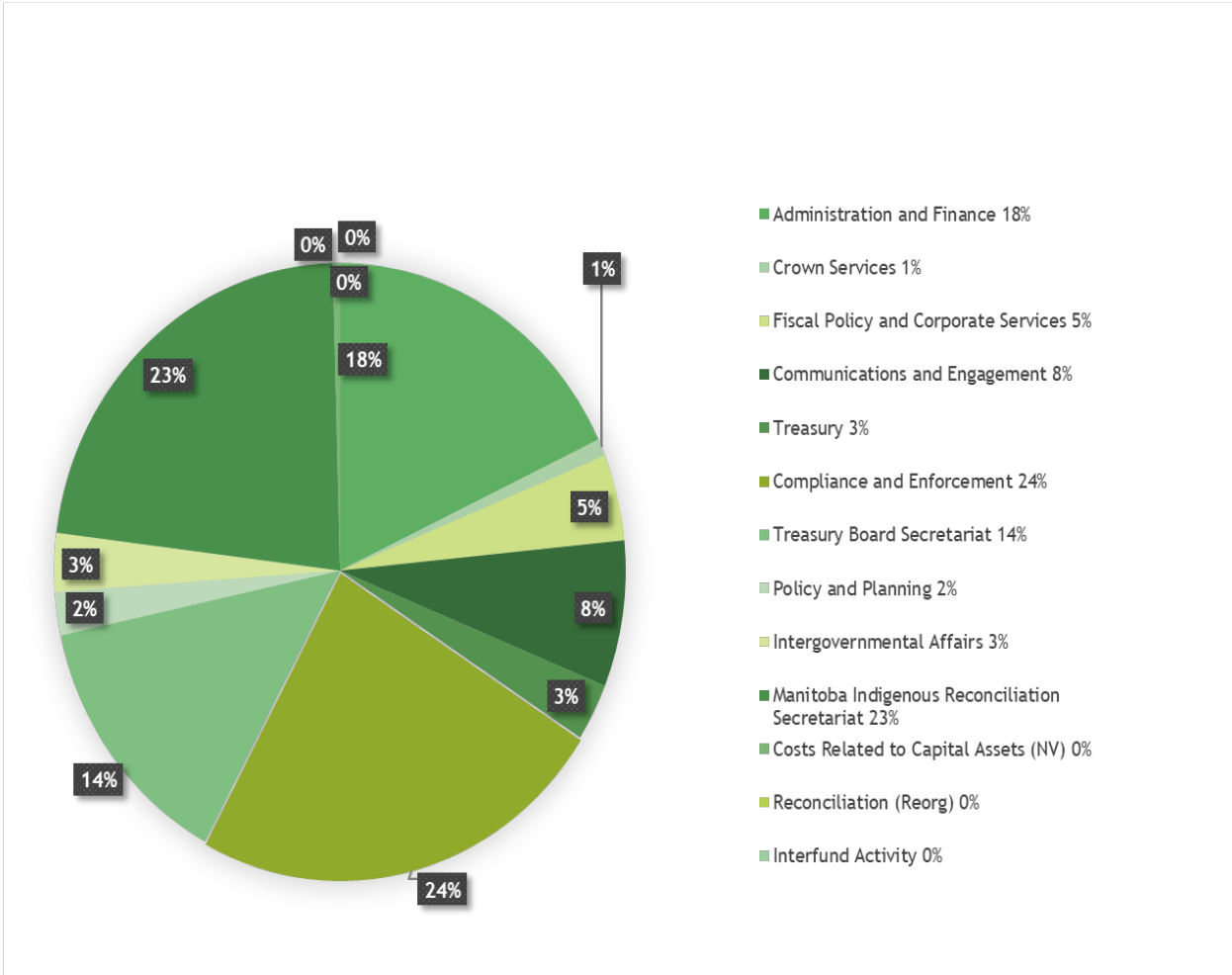
Consolidated Actual Expenditures

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

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2023-24	2022-23
				Actual	Actual
Administration and Finance	8,944	6,139	-	15,083	90,284
Crown Services	750	-	-	750	618
Fiscal Policy and Corporate Services	3,813	-	-	3,813	4,238
Communications and Engagement	6,449	-	-	6,449	5,688
Treasury	2,521	-	-	2,521	3,822
Compliance and Enforcement	18,315	1,559	-	19,874	22,104
Treasury Board Secretariat	11,554	-	-	11,554	12,202
Policy and Planning	1,914	-	-	1,914	1,911
Intergovernmental Affairs	2,574	-	-	2,574	2,023
Special Warrant	-	-	-	-	188,811
Manitoba Indigenous Reconciliation Secretariat	18,975	-	-	18,975	8,738
Costs Related to Capital Assets (NV)	337	-	-	337	504
Reconciliation (Reorg)	2	-	-	2	-
Interfund Activity	-	-	6,065	6,065	1,600
TOTAL	76,148	7,698	6,065	89,912	342,543

NV – Non-Voted

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



Summary of Authority

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

Detailed Summary of Authority	2023-24 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2023-24	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Administration and Finance	8,870	-	74	-	8,944	-
Crown Services	1,120	-	(312)	-	808	-
Fiscal Policy and Corporate Services	3,502	-	312	-	3,814	-
Communications and Engagement	6,881	-	(432)	-	6,449	-
Treasury	2,559	-	-	-	2,559	-
Compliance and Enforcement	17,218	-	1,521	-	18,739	-
Treasury Board Secretariat	10,792	-	762	-	11,554	-
Policy and Planning	2,146	-	(205)	-	1,941	-
Intergovernmental Affairs	2,699	-	(125)	-	2,574	-
Manitoba Indigenous Reconciliation Secretariat	11,434	-	(1,595)	10,000	19,839	-
Subtotal	67,221	-	-	10,000	77,221	-
Part A – OPERATING (Non-Voted)						
Costs Related to Capital Assets (NV)	337	-	-	-	337	-
TOTAL PART A - OPERATING	67,558	-	-	10,000	77,558	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT	-	-	-	-	-	-

NV – Non-Voted

Part A – OPERATING	2023-24 Authority \$ (000's)
2023/24 MAIN ESTIMATES – PART A	67,558
Allocation of funds from: Enabling vote & Internal Service Adjustments	10,000
Sub-total	77,558
In-year re-organization from:	-
Sub-total	-
2023/24 AUTHORITY	77,558

Part B – Capital Investment	2023-24 Authority \$ (000's)
2023/24 MAIN ESTIMATES – PART B	-
Allocation of funds from:	-
Sub-total	-
In-year re-organization from:	-
Sub-total	-
2023/24 Authority	-

Part D – Other Reporting Entities Capital Investment	2023-24 Authority \$ (000's)
2023/24 MAIN ESTIMATES – PART D	-
In-year re-organization from:	-
Sub-total	-
2023/24 Authority	-

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

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

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
07-1 ADMINISTRATION AND FINANCE					
42	(a) Ministers' Salary Minister of Finance	55	47	8	
1,006	(b) Executive Support Salaries and Employee Benefits	1,276	753	523	
89	Other Expenditures	87	74	13	
5,095	(c) Central Finance Salaries and Employee Benefits	4,018	4,286	(268)	
1,490	Other Expenditures	2,039	78,146	(76,107)	1
(560)	Less: Recoverable from Other Appropriations	(451)	(469)	18	
1,077	(d) Public Utilities Board Salaries and Employee Benefits	1,336	1,222	114	
705	Other Expenditures	584	455	129	
8,944	Subtotal	8,944	84,514	(75,570)	
07-2 CROWN SERVICES					
656	(a) Crown Services Salaries and Employee Benefits	598	410	188	
152	Other Expenditures	152	208	(56)	
808	Subtotal	750	618	132	
07-3 FISCAL POLICY AND CORPORATE SERVICES					
3,427	(a) Fiscal Policy and Corporate Services Salaries and Employee Benefits	3,427	3,466	(39)	
387	Other Expenditures	386	772	(386)	
3,814	Subtotal	3,813	4,238	(425)	
07-4 COMMUNICATIONS AND ENGAGEMENT					
5,081	(a) Communications and Engagement Salaries and Employee Benefits	5,495	4,790	705	2
2,129	Other Expenditures	1,757	1,523	234	
(761)	Less: Recoverable from Other Appropriations	(803)	(625)	(178)	
	(b) Information and Privacy Policy Secretariat Salaries and Employee Benefits	-	-	-	
	Other Expenditures	-	-	-	
6,449	Subtotal	6,449	5,688	761	
07-5 TREASURY					
2,413	(a) Treasury Salaries and Employee Benefits	2,447	2,377	70	
146	Other Expenditures	74	122	(48)	
2,559	Subtotal	2,521	2,499	22	

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
07-6 COMPLIANCE AND ENFORCEMENT					
2,471	(a) Taxation Administration				
	Salaries and Employee Benefits	2,370	2,205	165	
3,777	Other Expenditures	4,850	7,532	(2,682)	3
2,187	(b) Tax Information				
	Salaries and Employee Benefits	2,124	1,745	379	
202	Other Expenditures	349	249	100	
9,142	(c) Audit				
	Salaries and Employee Benefits	7,875	7,289	586	
944	Other Expenditures	690	764	(74)	
	(d) Tax Appeals Commission				
16	Other Expenditures	57	20	37	
18,739	Subtotal	18,315	19,804	(1,489)	
07-7 TREASURY BOARD SECRETARIAT					
10,062	(a) Treasury Board Secretariat				
	Salaries and Employee Benefits	10,062	9,463	599	
1,492	Other Expenditures	1,492	2,739	(1,247)	4
11,554	Subtotal	11,554	12,202	(648)	
07-8 POLICY AND PLANNING					
1,746	(a) Policy and Planning				
	Salaries and Employee Benefits	1,791	1,780	11	
195	Other Expenditures	123	131	(8)	
1,941	Subtotal	1,914	1,911	3	
07-9 INTERGOVERNMENTAL AFFAIRS					
1,004	(a) Federal-Provincial Relations				
	Salaries and Employee Benefits	1,112	986	126	
300	Other Expenditures	581	307	274	5
1,026	(b) International Relations				
	Salaries and Employee Benefits	816	650	166	
244	Other Expenditures	65	80	(15)	
2,574	Subtotal	2,574	2,023	551	
07-9.1 SPECIAL WARRANT					
-	(a) Special Warrant				
	Special Warrant	-	188,811	(188,811)	6
-	Subtotal	-	188,811	(188,811)	

Authority 2023-24	Appropriation	Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
07-9.1 MANITOBA INDIGENOUS RECONCILIATION SECRETARIAT					
	(a) Executive Administration				
891	Salaries and Employee Benefits	817	1,100	(283)	
85	Other Expenditures	74	71	3	
	(b) Administration				
309	Salaries and Employee Benefits	267	100	167	
10	Other Expenditures	-	-	-	
	(c) Policy and Coordination				
1,245	Salaries and Employee Benefits	888	808	80	
195	Other Expenditures	125	139	(14)	
12,452	Grant Assistance	15,291	2,454	12,837	7
	(d) Interdepartmental Projects				
988	Salaries and Employee Benefits	611	400	211	
85	Other Expenditures	8	15	(7)	
1,400	Grant Assistance	723	1,383	(660)	7
	(e) Indigenous Reconciliation Initiatives Fund				
2,179	Grant Assistance	171	2,268	(2,097)	7
19,839	Subtotal	18,975	8,738	10,237	
07-10 COST RELATED TO CAPITAL ASSETS					
	(a) Costs Related to Capital Assets				
337	Amortization	337	374	(37)	
337	Subtotal	337	374	(37)	
	Reconciliation (Reorg)	2	-	2	
77,558	Total Expenditures	76,148	331,420	(255,272)	

Explanation(s):

1. Variance is due to the Family Affordability Relief Measure.
2. Variance is primarily due to filling more positions than in prior year.
3. Variance is due to a reduction to the year end Allowance for Doubtful Accounts required for Retail Sales Tax, Health and Education Tax and Tobacco Tax.
4. Variance is due to a reduction in consulting fees and budget-related expenditures.
5. Variance is due to hosting the 2023/24 meeting of Premiers in Manitoba.
6. Variance is primarily due to the Family Affordability Program funding, which did not occur in 2023/24.
7. Variance is primarily due to additional support provided for initiatives in support of a reset of relationships with Indigenous governments, regional leadership organizations and institutions.

Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2023-24	2023-24	Variance	Expl. No.
	Actual	Authority	Over/(Under)	
	\$(000s)	\$(000s)	\$(000s)	
Provides for the acquisition of Equipment General Assets	-	-	-	

Part D – Other Reporting Entities Capital Investment	2023-24	2023-24	Variance	Expl. No.
	Actual	Authority	Over/(Under)	
	\$(000s)	\$(000s)	\$(000s)	
The Manitoba Hydro-Electric Board	-	-	-	

Revenue Summary by Source

Departmental Actual Revenue

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

Actual 2022-23	Actual 2023-24	Increase (Decrease)	Expl. No.	Source	Actual 2023-24	Estimate 2023-24	Variance Over/(Under)	Expl. No.
Taxation								
4,345,016	4,468,463	123,447		Individual Income Tax	4,468,463	4,646,300	(177,837)	1
1,191,631	899,979	(291,652)		Corporation Income Tax	899,979	886,000	13,979	2
2,594,437	2,700,930	106,493		Retail Sales Tax	2,700,930	2,599,000	101,930	3
265,488	215,659	(49,829)		Corporation Capital Tax	215,659	260,000	(44,341)	4
147,638	155,499	7,861		Insurance & Credit Unions Corporations Tax	155,499	136,000	19,499	5
2,523	9,534	7,011		Mining Tax	9,534	2,000	7,534	6
322,564	237,818	(84,746)		Fuel Taxes	237,818	342,000	(104,182)	7
4,028	4,008	(20)		Environmental Protection Tax	4,008	3,500	508	
556	774	218		Emissions Tax Petroleum Coke	774	234	540	8
-	-	-		Mining Claim Lease Tax	-	100	(100)	9
571,396	587,298	15,902		Levy for Health and Education	587,298	598,700	(11,402)	10
146,366	123,257	(23,109)		Tobacco Tax	123,257	150,000	(26,743)	11
-	-	-		Reconciliation (Reorg)	-	-	-	
9,591,643	9,403,219	(188,424)		Subtotal	9,403,219	9,623,834	(220,615)	
Other Revenue								
1,051	764	(287)		Fees and Cost Recoveries	764	292	472	12
279	335	56		Communication Services Manitoba Fees	335	-	335	13
46,447	48,741	2,294		Refund of Prior Years' Expenditures	48,741	14,100	34,641	14
42	40	(2)		Statutory Publications Fees	40	50	(10)	
1,107	1,098	(9)		Public Utilities Board Cost Recovery	1,098	1,132	(34)	
8,671	609	(8,062)		Sundry	609	419	190	
279	-	(279)		Sinking Funds	-	-	-	
-	-	-		Reconciliation (Reorg)	-	-	-	
57,876	51,587	(6,289)		Subtotal	51,587	15,993	35,594	
Government of Canada								
580,547	597,217	16,670		Canada Social Transfer (CST)	597,217	591,400	5,817	15
1,646,175	1,870,483	224,308		Canada Health Transfer (CHT)	1,870,483	1,852,850	17,633	16
2,816	2,839	23		Government of Canada Subsidy	2,839	2,740	99	
2,933,115	3,509,626	576,511		Equalization	3,509,626	3,509,600	26	17
105,981	-	(105,981)		Canada COVID-19 Transfer	-	-	-	18
-	-	-		Reconciliation (Reorg)	-	-	-	
5,268,634	5,980,165	711,531		Subtotal	5,980,165	5,956,590	23,575	
14,918,153	15,434,971	516,818		Total Revenue	15,434,971	15,596,417	(161,446)	

Explanation(s):

1. Individual Income Tax:

\$123,447 over 2022/23 Actual: Increase is due to year-over-year increase in gross domestic product (GDP) which leads to a growth in employment income, pensions, investment, and other sources of income.

\$(177,837) under 2023/24 Estimate: Decrease is primarily due to lower tax assessments from the Canada Revenue Agency (CRA).

2. Corporation Income Tax:

\$(291,652) under 2022/23 Actual: Decrease is primarily due to prior year adjustment due to a change in estimation methodology.

\$13,979 over 2023/24 Estimate: Increase is primarily due to an improvement in 2023/24 business income.

3. Retail Sales Tax:

\$106,493 over 2022/23 Actual: Increase is primarily due to year-over-year growth in consumer spending.

\$101,930 over 2023/24 Estimate: Increase is primarily due to stronger than anticipated increase in retail sales and household consumption expenditures.

4. Corporation Capital Tax:

\$(49,829) under 2022/23 Actual: Decrease is primarily due to decrease in year-over-year collections from commercial banks.

\$(44,341) under 2023/24 Estimate: Decrease primarily due to lower collections from commercial banks relative to estimate.

5. Insurance & Credit Unions Corporations Tax:

\$7,861 over 2022/23 Actual: Increase is primarily due to a projected increase in the nominal GDP of the insurance industry in 2023/24.

\$19,499 over 2023/24 Estimate: Increase is primarily attributed to higher than anticipated profits in the union and credit union sectors.

6. Mining Taxes:

\$7,011 over 2022/23 Actual: Increase is due to an increase in remittances from mining firms in 2023/2024.

\$7,534 over 2023/24 Estimate: Increase is due to an increase of collections from mining firms and companies relative to estimate.

7. Fuel Taxes:

\$(84,746) under 2022/23 Actual: Decrease is primarily due to implementation of the fuel tax holiday on January 1, 2024.

\$(104,182) under 2023/24 Estimate: Decrease is primarily due to implementation of the fuel tax holiday on January 1, 2024.

8. Emissions Tax Petroleum Coke:

\$540 over 2023/24 Estimate: Increase is due to demand exceeding the estimate.

9. Mining Claim Lease Tax:

\$(100) under 2023/24 Estimate: Decrease is due to delay in processing claims.

10. Levy for Health and Education:

\$15,902 over 2022/23 Actual: Increase is due to year-over-year wage and employment growth.

\$(11,402) under 2023/24 Estimate: Decrease is primarily due to a higher base being used for budget 2023.

11. Tobacco Tax:

\$(23,109) under 2022/23 Actual: Decrease is due to a lower sales volume in 2023-2024 and declining trend in collections in the recent years.

\$(26,743) under 2023/24 Estimate: Decrease is due to decrease in consumption volumes from forecast projection.

12. Fees and Cost Recovery:

\$472 over 2023/24 Estimate: Increase is due to collections under the International Fuel Tax Agreement for member jurisdictions not being offset as a result of Manitoba's Fuel Tax Holiday/

13. Communication services Manitoba Fees:

\$335 over 2023/24 Estimate: Increase is due to collections continued after budget was eliminated in 2023/24.

14. Recovery of Prior Years Expenditure:

\$2,294 over 2022/23 Actual: Increase is primarily due to one-time transactions for various departments' accrual reversals.

\$36,641 over 2023/24 Estimate: Increase is primarily due to one-time transactions for various departments' accrual reversals.

15. Canada Social Transfer (CST):

\$16,670 over 2022/23 Actual: Increase is due to legislated annual growth in the national CST envelope, and Manitoba's per capita share of the national envelope.

\$5,817 over 2023/24 Estimate: Increase is due to legislated annual growth in the national CST envelope, and Manitoba's per capita share of the national envelope.

16. Canada Health Transfer (CHT):

\$224,308 over 2022/23 Actual: Increase variance is due to legislated annual growth in the national CHT envelope, and Manitoba's per capita share of the national envelope.

\$17,633 over 2023/24 Estimate: Increase is due to legislated annual growth in the national CHT envelope, and Manitoba's per capita share of the national envelope.

17. Equalization

\$576,511 over 2022/23 Actual: Increase from 2022/23 is due to legislated annual growth in the national Equalization amount and the calculation of Manitoba's formula-based share of the total national amount.

18. Transfer Protection Payment

\$(105,981) under 2022/23 Actual: Decrease is due to COVID-19 related payments in 2022/23.

Departmental Program and Financial Operating Information

Administration and Finance (Res. No. 7.1)

Administration and Finance

Provides executive support and management for the Department of Finance. Provides shared financial services and budget oversight for various departments. Provides centralized processing and administrative functions related to central accounts payable, central payroll services and bank reconciliation.

Manitoba Financial Services Agency: Protects Manitoba investors and facilitates dynamic and competitive capital and real estate markets to promote economic development while fostering public confidence in those markets. Provides a regulatory framework for the insurance sector, trust and loan companies, credit unions and caisses populaires, and cooperatives operating in Manitoba.

Administration and Finance

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
Ministers' Salary	55	1.00	42
Executive Support	1,363	9.00	1,095
Central Finance	5,606	65.00	6,025
Public Utilities Board	1,920	10.00	1,782
TOTAL	8,944	85.00	8,944

Minister's Salary (7-1a)

Provides for the additional compensation to which an individual appointed to the Executive Council is entitled.

1 (a) Ministers' Salary

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance Over/(Under) \$(000s)	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)		
Minister of Finance	55	1.00	42	13	
Total Sub-Appropriation	55	1.00	42	13	

Executive Support(7-1b)

1 (b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,276	9.00	1,006	270	
Other Expenditures	87	-	89	(2)	
Total Sub-Appropriation	1,363	9.00	1,095	268	

Central Finance (7-1c)

Provides financial and comptrollership leadership to Finance to support its efforts to operate in a manner that is transparent, well-managed, and aligned with government mandates and financial policies. Central Finance provides shared financial services and budget oversight for various departments and also provides centralized administrative functions government-wide related to accounts payable, bank reconciliation and payroll services.

1 (c) Central Finance

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,018	65.00	5,095	(1,077)	1
Other Expenditures	2,039	-	1,490	549	
Less: Recoverable from Other Appropriations	(451)	-	(560)	109	
Total Sub-Appropriation	5,606	65.00	6,025	(419)	

Explanation(s):

1. Variance is due to vacancies and related staffing costs.

Key Results Achieved

Supported Manitoba's economy and businesses by releasing 275,000 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, 175,500 were direct deposit payments to vendors.

Providing financial and administrative strategic advice and analysis to all partner departments to support balanced budgets and detailed forecasts to promote fiscal accountability, comptrollership, and effective use of public funds.

Performing payroll transactions that included 375,616 direct deposits, 66 cheques, 138 new garnishment orders and 70 amendments to garnishment orders, while adhering to policies and legislation, and meeting all deadlines.

Ensuring prompt and accurate payment of 40,318 accounts payable transactions adhering to policies, regulations, and acts, ensuring the safeguarding of public funds.

Ensuring timely and accurate reporting of departmental management reports, annual estimates information, detailed budget forecasts and related reports, the Supplement to the Estimates of Expenditure, as well as the Annual Report to the Legislature.

Active fraud detection and mitigation ensured that public funds were accounted for and utilized for the intended purpose of bettering the lives of Manitobans through services and programs. This work will serve as the foundation of increased and targeted fraud prevention and mitigation efforts undertaken in the division.

Public Utilities Board (7-1d)

An independent, quasi-judicial administrative tribunal that has oversight and supervisory powers over public utilities and designated organizations as set out in the statute. Considers both the impact to customers and financial requirements of the utility in approving rates.

Key Results Achieved

For the 2023/2024 reporting period, the Public Utilities Board held three public hearings over 36 days. As a result of those public hearings, issued a total of 142 Board Orders and eight gas marketing licenses.

Utility	Pre-Hearing Conferences	Hearing Days	Orders Issued
Manitoba Hydro	1	21	62
Centra Gas	0	0	9
Manitoba Public Insurance	1	12	10
Efficiency Manitoba	N/A	N/A	0
W & W Utilities	N/A	1	56
Stittco Utilities (Manitoba) Inc.	N/A	0	5
TOTALS	2	34	142

1 (d) Public Utilities Board

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance	Expl.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	No.
Salaries and Employee Benefits	1,336	10.00	1,077	259	
Other Expenditures	584	-	705	(121)	
Total Sub-Appropriation	1,920	10.00	1,782	138	

Manitoba Financial Services Agency (7-1e)

Protects Manitoba investors and facilitates dynamic and competitive capital and real estate markets to promote economic development while fostering public confidence in those markets. Provides a regulatory framework for the insurance sector, trust and loan companies, credit unions and caisses populaires, and cooperatives operating in Manitoba.

Key Results Achieved

In 2023/2024, the Manitoba Financial Services Agency undertook a number of significant projects, particularly working in conjunction with other securities regulators as part of the Canadian Securities Administrators, including:

- publishing proposed rules granting the Ombudsman for Banking Services and Investments (OBSI) the authority to issue binding decisions where an investor is unable to resolve a dispute with their investment firm
- publishing proposed rule changes regarding the disclosure public issuers must provide regarding their director nomination process, board renewal, and diversity in the make up of their directors and senior management
- launching SEDAR+, a replacement for three existing systems for securities filings and public disclosures, which offers a user-friendly interface for both firms and the public, updating decades-old platforms
- continuing the implementation of the enhanced supervision model for Manitoba's credit union and caisse populaire system

Publishing updated forms for real estate transactions for comment, namely the mandatory offer to purchase that must be used for single family residences and condominium units and the property disclosure forms that may be used in these transactions.

Crown Services (Res. No. 7.2)

Crown Services

Provides governance and accountability management functions to realize Crown Corporation value to Manitobans. The department works with defined Crown Corporations to enable alignment with government objectives and results.

Key Results Achieved

Continued work on the Integrated Resource Plan Review Framework to establish the conditions and requirements for a transparent, objective and comprehensive planning framework for the provision of electricity and natural gas resources in the province of Manitoba. The review framework once complete will evaluate Manitoba Hydro's Integrated Resource Planning process.

Repealed the former Directive to the Manitoba Hydro-Electric Board respecting Agreements with Indigenous communities. This action signaled a reset of the relationship between Manitoba Hydro and Indigenous communities.

Liaised with and advised Crown Corporations in the development of the various public records, plans and reports required through The Crown Corporations Governance and Accountability Act.

Assisted in developing and supporting provincial Energy Plan overseeing the implementation within Manitoba Hydro.

The Energy Plan is expected to be released in September 2024.

2 (a) Crown Services

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	598	8.00	656	(58)	
Other Expenditures	152	-	152	-	
Total Sub-Appropriation	750	8.00	808	(58)	

Fiscal Policy and Corporate Services (Res. No. 7.3)

Fiscal Policy and Corporate Services

Provides research, analysis, and support on local, national, and international economic, fiscal, and tax policies, including fiscal implications and projections. Supports the department with achieving government-wide and other initiatives assigned to Finance.

Key Results Achieved

Introduced several important innovative initiatives, including real time collaborative project trackers and interactive forms for determining completion of mandatory staff training.

Coordinated resources, learning and information to build staff capacity in advancing truth and reconciliation, diversity, inclusion and accessibility.

Hosted various internal department learning events throughout the year with an average attendance of 150. Participation peaked to 213, at the department's annual Learn@Work Week event; a 25 percent increase over last year.

Increased departmental employee engagement through centralizing information on the Employee Development and Inclusion Committee SharePoint site where staff can easily access training sessions, resources and tools that have shown to increase communications and team discussions.

Collaborated with post-secondary institutions to identify and mentor qualified graduates and participated in the government's 'Talent Acquisition' pilot project (Government of Manitoba's Career Fair) to support the expansion of our technical, analytical and resource capacity. 1,400 people attended the event.

Supported the development, introduction and passage of the Budget Implementation and Tax Statutes Amendment Act (BITSA) 2023, as well as regulations under the Property Tax and Insulation Assistance Act

and The Public Schools Act to facilitate providing School Tax Rebates directly on property tax statements in 2024. Developed the tax measures included in Budget 2024.

The Manitoba Bureau of Statistics collaborated with government departments to enhance data literacy, fostered an efficient, informed, and data-driven government to benefit Manitoba businesses.

3 (a) Fiscal Policy and Corporate Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	3,427	37.00	3,427	-	
Other Expenditures	386	-	387	(1)	
Total Sub-Appropriation	3,813	37.00	3,814	(1)	

Communications and Engagement (Res. No. 7.4)

Communications and Engagement

Leads high-quality communications and engagement policy and practice across government and provides communications and engagement services to government departments and Crown agencies, including strategic communications planning, public information and consultation, employee communications and engagement, media engagement and support, media planning and purchasing, administering access to information and privacy protection, central contact centre operations and web management and support for Manitoba.ca.

Key Results Achieved

Advanced the public engagement framework, making public engagements more visible and accessible to support Manitobans' involvement in decision-making. Research shows that multi-channel engagement (using Manitoba.ca, social media, traditional media, mail, EngageMB, town halls, etc.) reached 196,548 Manitobans through 14 engagements by seven departments. This initiative enhanced the capabilities of public servants through three training sessions that grew this community of practice, by 83 percent, to 560 public servants.

Coordinated responses to 1,653 media inquiries, with an average monthly media inquiry response rate of 138 responses. The division also responded to 84,110 public inquiries through the Manitoba Government Inquiry Contact Centre. Users of the service reported being satisfied with the service that they received 91.85 percent of the time, demonstrating a commitment to delivering client-centred service and enhancing the government's transparency and engagement.

Eliminated the access to information backlog of 726 files in January 2024, which contributed to only 53 percent of FIPPA requests being completed within the legislated time requirement. The centralization of the FIPPA office helped improve this response time to 65.71 percent for fiscal 2023/24 even after identifying and processing a number of outstanding requests not included in the original backlog. Technology was introduced ensuring FIPPA requests were acknowledged, logged, actioned and tracked for timeliness.

Began foundational work for a government-wide framework to manage privacy issues, focusing on Risk Assessment and Breach Management. A privacy unit will strengthen privacy practice and extend user support

to departments through standardized checklists, templates and assessment tools. It will also develop a breach reporting and management protocol strengthening privacy practice within the Manitoba government.

Engaged a vendor to establish a framework and begin the digital transformation of Manitoba.ca to a user-centred platform that is easy to search and provides the information Manitobans need from the government.

Improved workflows by reviewing opportunities for enhancement of a customized workflow platform and began working with a vendor to update a social media workflow to increase efficiencies in client services.

Led the creation of and currently operating three communities of practice to build knowledge and leverage best practice across the government. The combined membership of these communities of practice is 759 public servants.

4 (a) Communications and Engagement

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)				
Salaries and Employee Benefits	5,495	61.00	5,081	414	
Other Expenditures	1,757	-	2,129	(372)	
Less: Recoverable from Other Appropriations	(803)	-	(761)	(42)	
Total Sub-Appropriation	6,449	61.00	6,449	-	

Treasury (Res. No. 7.5)

Treasury

Manages the borrowing programs, cash resources, and investment and debt activities of government and government agencies.

Key Results Achieved

Executed the Manitoba government's long-term borrowing program, raising \$5.7 billion during the 2023/24 fiscal year.

76 percent of funding was completed in the Canadian capital markets with the remainder 24 percent raised in international markets through the issuance of a \$ 1 billion USD Global Debenture and €30 million note.

Maintained Manitoba's reputation in the global financial markets through regular contact with financial institutions, investors, regulatory and rating agencies.

Managed the cash resources of the government ensuring adequate liquidity is available to meet financial obligations while optimizing investment returns and have the flexibility to address unforeseen expenses and market disruptions and maintain Manitoba's credit worthiness.

Managed public debt costs effectively within approved risk parameters and invested Manitoba's sinking fund, fiscal stabilization fund and investment funds of the crown organizations of the government.

Acquired and implemented Bloomberg Multi-Asset Risk System (MARS) derivative functionality to assist with the reporting of financial derivative valuations and to provide the Office of the Provincial Comptroller with robust, accurate and timely financial derivative valuations, that comply with the new public sector accounting standards.

- Developed new derivative valuation and cash flow calculation processes using MARS.
- Used MARS to assist with the transition to a new industry standard, two-day interest calculation, confirmation and settlement timeline for over 2,000 derivative payments, annually. This comes into effect following the migration of the benchmark reference interest rate used for derivative payment calculations from the Canadian Dollar Offered Rate (CDOR) to the Canadian Overnight Repo Rate Average (CORRA) in July 2024.

Managed the banking services for all government departments, through a coordinated and centralized approach, to ensure efficiency, security and alignment with the government financial objectives.

Supported the government's continued awareness and compliance with internal anti-fraud policies by arranging seminars on the topic of fraud for department staff.

5 (a) Treasury

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	No.
Salaries and Employee Benefits	2,447	24.00	2,413	34	
Other Expenditures	74	-	146	(72)	
Total Sub-Appropriation	2,521	24.00	2,559	(38)	

Compliance and Enforcement (Res. No. 7.6)

Compliance and Enforcement

Ensures the effective administration and collection of provincial tax revenues. Informs, educates, audits and investigates to promote and ensure compliance by taxpayers with tax legislation.

Compliance and Enforcement

Sub-Appropriations	2023-24 Actual \$(000s)	2023-24 Authority	
		FTEs	\$(000s)
Taxation Administration	7,220	41.30	6,248
Tax Information	2,473	28.00	2,389
Audit	8,565	106.00	10,086
Tax Appeals Commission	57	-	16
TOTAL	18,315	175.30	18,739

Taxation Administration (7-6a)

Responsible for efficiently and effectively administering provincial taxes and programs, minimizing tax compliance costs for businesses and government. It also provides administrative support to Audit and the Tax Information Branch.

Key Results Achieved

Collected 98.5 percent of all taxes reported under provincially administered tax acts.

Accurately processed 11,750 refunds within, on average, seven weeks of receiving the claim.

Maintained an effective and efficient tax administration system supporting the creation and closure of 5,780 accounts - an increase in net new tax registrations totalling 1,700 accounts.

Advanced public tax information technology systems by successfully implementing International Fuel Tax Agreement credential renewals online through TAXcess.

Strengthened administrative processes by signing new information sharing agreement, giving tax administrators access to key data.

Modernized over 50 policies and procedures, ensuring a continued efficient and effective tax administration system.

6 (a) Taxation Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	2,370	41.30	2,471	(101)	
Other Expenditures	4,850	-	3,777	1,073	1
Total Sub-Appropriation	7,220	41.30	6,248	972	

Explanation(s):

1. Variance is due to the year end Allowance for Doubtful Accounts required for Retail Sales Tax, Health and Education Tax and Tobacco Tax.

Tax Information (7-6b)

The primary point of contact for provincially administered taxes and is responsible for developing and distributing public tax information to protect revenue by promoting voluntary compliance.

Key Results

Supported the effective and efficient administration and implementation of the fuel tax holiday. Together with the Tax Administration Branch, the fuel tax holiday was successfully launched in January 2024.

Advanced public tax information technology by successfully implementing the Primary Caregiver Tax Credit online application portal in November 2023. This new online application portal streamlines the process and enables taxpayers to be approved quicker and more easily for the \$1,400 Primary Caregiver Tax Credit that is claimed when filing their personal income tax return.

Maintained an effective and efficient tax administration system by providing taxpayers with updated information bulletins that meet accessibility requirements and access to tax information presentations. A total of 11 information bulletins were updated in 2023/2024. Tax Information Branch staff conducted eight tax information presentations to various groups and businesses throughout the year.

Maintained an effective and efficient tax administration system by continually monitoring public inquiry call wait times. The average call wait time was 3.26 minutes.

6 (b) Tax Information

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	2,124	28.00	2,187	(63)	
Other Expenditures	349	-	202	147	1
Total Sub-Appropriation	2,473	28.00	2,389	84	

Explanation(s):

1. Variance is due to consultation fees regarding First National Band Assessment Agreements.

Audit (7-6c)

Responsible for ensuring compliance with provincial tax legislation through audit programs as well as investigations and taking applicable enforcement action where necessary.

Special Investigations Unit's Mandate is related to: "Revenue protection and compliance, with the rule of law under all Taxation statutes, primarily the Tobacco Tax Act; the Retail Sales Tax Act (RST); International Fuel Tax Agreement (IFTA); and the Tax Administration and Miscellaneous Taxes Act (TAMTA)."

Key Results Achieved

Increased compliance by:

- conducting 729 audits, resulting in tax recoveries of \$58,153,227.93. This includes 51 voluntary disclosures with tax recoveries of \$5,625,915.30
- working closely with police services across the province to investigate the illicit tobacco trade, which resulted in the execution of several search warrants and subsequent seizures of unmarked tobacco products
- conducting RST refund / fraud investigations over the last year resulting in many successful outcomes

Released a new Policies and Procedures Manual in September 2023, which is an effective tool for all staff and ensures consistent tax application and collection imposed under the acts of Audit Branch.

Began the process of updating audit documents, assembled a working group and testers to assist with this project. Group will begin testing version two in August 2024.

Launched a modernization project aimed at revitalizing existing policies and procedures as well as the introduction of new policies that were required to ensure compliance with current law enforcement practices and to support the recovery of unpaid taxes and decrease tax evasion through investigations.

Forged new partnerships with other law enforcement and intelligence agencies through the modernization project.

Conducted presentations on the unit to key stakeholders as part of the rebranding process.

6 (c) Audit

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	7,875	106.00	9,142	(1,267)	1
Other Expenditures	690	-	944	(254)	
Total Sub-Appropriation	8,565	106.00	10,086	(1,521)	

Explanation(s):

1. Variance is due to vacancies and related staffing costs.

Tax Appeals Commission (7-6d)

Provides taxpayers with an objective review of a taxpayer's appeal, independent of the taxation officials who issued the assessment.

Key Results Achieved

Upheld public confidence in a fair, objective and efficient tax appeals process.

- Received four new appeals in 2024, in addition to the four outstanding appeals in progress at the beginning of the year.
- Two tax assessments were upheld, one adjusted and none rescinded. One appeal was withdrawn. Four tax assessments remain open at the end of 2023/2024.

6 (d) Tax Appeals Commission

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Other Expenditures	57	-	16	41	1
Total Sub-Appropriation	57	-	16	41	

Explanation(s):

1. Variance is primarily due to an increase in legal and professional services resulting from an increase in number and complexity of appeals.

Treasury Board Secretariat (Res. No. 7.7)

Treasury Board Secretariat

Provides analytical support to the Treasury Board in fulfilling its responsibilities for fiscal management, program and organizational reviews as established under The Financial Administration Act (FAA), including: the integration of policy decisions with the longer term fiscal plans of government; the analysis and monitoring of program performance measures and the fiscal position of the Government of Manitoba; the planning and co-ordination of the budgetary process; undertaking strategic initiatives and targeted program reviews and co-ordination of the use of balanced scorecards across government; establishing and overseeing corporate comptrollership and financial management policies for government; provision of internal audit and advisory services to government departments and agencies regarding internal controls; the preparation of the Summary Public Accounts for government in accordance with Public Sector Accounting Standards and; evaluating and overseeing accounting and financial management policies and systems across government to effectively deliver summary financial statements that reflect the actual financial position of the Government of Manitoba.

Treasury Board is a sub-committee of Cabinet responsible for the overall fiscal management and reporting of the Manitoba government and the establishment of policies required for the effective management of public funds.

Treasury Board is established under the FAA, which also defines its authorities over all of summary government, which include:

- a) preparing the estimates
- b) management practices and systems for the government reporting entity
- c) fiscal management and control of the government reporting entity, including the management and control of expenditures and revenues
- d) evaluating programs of the government reporting entity
- e) approving the internal structure of a government department and the staffing complement and spending levels required for the delivery of government programs
- f) ensuring accountability of the government to the Legislative Assembly for the delivery of programs by the government reporting entity
- g) establishing an audit committee to oversee the internal audit system for the government reporting entity
- h) other matters assigned to it by the Lieutenant Governor in Council

Treasury Board Secretariat (TBS) is headed by a Deputy Minister who also is the Secretary to Treasury Board. The organization has been an independent secretariat since 1987/88.

The major functions fulfilled by Treasury Board include:

- central fiscal oversight to all government departments and reporting entities
- strategic and executive leadership of the annual estimates of expenditure, annual budget, quarterly forecast, summary accounting and financial reporting functions of the government as a whole
- leadership for the appropriation act, supplementary appropriations, special warrants and changes to financial legislation

- maintaining current and accurate understanding of the financial condition of the province. Planning and co-ordinating the summary budget process
- analytical support and recommendations to Treasury Board in fulfilling its responsibilities for fiscal management, program, and organizational reviews
- advice to the Cabinet, Treasury Board, Minister of Finance and the Clerk of Executive Council
- development and implementation of a fiscal policy framework for the government that include the medium-term fiscal strategy and capital plan
- support to Treasury Board and the Minister of Finance through agenda management, financial and policy analysis and strategic management advice, and communication of decisions to departments
- preparation of the Annual Report and Public Accounts of the Government of Manitoba
- leading the quarterly fiscal and economic updates for the province
- implementation of strategic initiatives and targeted program reviews, and co-ordinated the use of performance measurement systems across the government
- accounting, financial and administrative policy frameworks through the Financial Administration Manual and the General Manual of Administration
- independent and objective assurance to strengthen internal control and oversight of expenditures to medical practitioners, including physicians, oral surgeons, chiropractors and optometrists in accordance with The Health Services Insurance Act delegated by the Minister of Health to the Office of the Provincial Comptroller
- independent and objective analysis of governance, risk management and internal controls, including through the internal audit and compliance function

TBS consists of the following Divisions:

- Office of the Secretary to Treasury Board
- Analysis and Strategy
- Fiscal Management and Capital Planning
- Office of the Provincial Comptroller
- Performance Measurement
- Strategic Initiatives

TBS also includes administrative support services for TBS staff, Treasury Board and the Treasury Board Audit Committee, including agenda and minute preparation and distribution of agenda material.

Key Results Achieved

Led the annual budget and estimates process for the summary government that was launched on April 2, 2024.

Supported the effective functioning of the Treasury Board through analysis and recommendations on fiscal management, program and organizational performance and financial policy. Worked with the departments throughout the year to ensure program outcomes aligned with government priorities and expenditures were maintained within the approved Budget. Departments' submissions have increasingly received a high approval rate due to the work that goes into analysis.

Building from the three-year capital plan in Budget 2022, the 2023/24 budget expanded the multi-year capital plan to five years and maintained this five-year planning cycle in Budget 2024.

Provided continued flexibility to capital project management through the Appropriation Act and the enabling appropriation for Capital.

Led the preparation of the government's public facing fiscal reporting, including the quarterly reports and presentations to credit rating agencies.

Continued work on the modernization of the FAA, a multi-year initiative to further improve the financial management and accountability of government departments and reporting entities. The legislative improvements to the FAA clarified that supplemental loans or guarantees must be recommended by Treasury Board to the Lieutenant Governor and updated the legislative framework for departments sharing services including information management, technology, communications or policy development.

Implemented the Public Sector Accounting Standard on Revenue for the summary government.

Addressed previous year's scope limitation related to the implementation of the Public Sector Accounting Standard on Asset Retirement Obligation.

Led the preparation of Annual Report and Public Accounts for the summary government.

Improved policies and procedures for various subjects as part of the review of Financial Administration Manual and Comptrollership Framework.

Continued accountability to the Treasury Board Audit Committee that provide oversight over the summary government's governance, risk management and internal controls.

Continued to strengthen the Comptrollership framework addressing the recommendations of the Office of the Auditor General.

Continued risk-based auditing of fee-for-service physicians' billings to the province.

Co-sponsored and provided strategic direction to government-wide Enterprise Resource Planning (ERP) modernization project.

Updated the government performance measurement framework and provided direct support to all departments in aligning their strategic objectives and performance measures to government priorities.

Delivered performance measurement training to over 200 government employees.

Negotiated the interim fixed-wing air ambulance contract with a long-term contract, leading to improved performance and enhanced quality of care.

Worked with multiple departments throughout the year to conduct short-term focused analysis for strategic decisions such as analysis of the government's pension liability and investment in Manitoba's undergraduate medical education.

7 (a) Treasury Board Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	10,062	98.00	10,062	-	
Other Expenditures	1,492	-	1,492	-	
Total Sub-Appropriation	11,554	98.00	11,554	-	

Policy and Planning Secretariat (Res. No. 7.8)

Policy and Planning Secretariat

Provides advice and support to Cabinet in advancing major government initiatives.

8 (a) Policy and Planning Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl.
	2023-24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	No.
Salaries and Employee Benefits	1,791	14.00	1,746	45	
Other Expenditures	123	-	195	(72)	
Total Sub-Appropriation	1,914	14.00	1,941	(27)	

Intergovernmental Affairs (Res. No. 7.9)

Intergovernmental Affairs

Federal-Provincial Relations: Provides advice, analysis, and support in managing Manitoba's relations with the federal government and other provincial/territorial governments.

International Relations: Provides advice, analysis, and support for Manitoba's international activities and manages Manitoba's relationships with foreign governments.

Intergovernmental Affairs

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Federal-Provincial Relations	1,693	11.00	1,304
International Affairs	881	10.00	1,270
TOTAL	2,574	21.00	2,574

Key Results Achieved

Provided advice, analysis, and supported managing Manitoba's relations with the federal government, other provincial/territorial governments, and foreign governments.

Represented Manitoba in domestic and international fora to advance Manitoba interests.

Supported Premier and ministers for federal-provincial-territorial meetings including the Council of the Federation and Western Premiers' Conference.

Coordinated a government-wide approach to intergovernmental affairs, and worked closely with all departments on issues involving other governments to provide advice and support to advance Manitoba's domestic and international priorities

Managed internal and international trade agreements and negotiations. Represented, advanced and defended Manitoba's interests and market access for Manitoba with the federal government to negotiate international trade agreements.

Built strategic relationships with federal, provincial, and territorial governments, with national and subnational governments outside of Canada, and representatives of foreign governments in Canada.

9 (a) Federal-Provincial Relations

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,112	11.00	1,004	108	
Other Expenditures	581	-	300	281	1
Total Sub-Appropriation	1,693	11.00	1,304	389	

Explanation(s):

1. Variance is primarily due to hosting the 2023/24 meeting of Premiers in Manitoba.

9 (b) International Relations

Expenditures by Sub-Appropriation	Actual 2023-24	Authority 2023-24		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	816	10.00	1,026	(210)	
Other Expenditures	65	-	244	(179)	
Total Sub-Appropriation	881	10.00	1,270	(389)	

Manitoba Indigenous Reconciliation Secretariat (Res. No. 7.10)

Manitoba Indigenous Reconciliation Secretariat

Leads Manitoba's response to Truth and Reconciliation. Develops policy and research, co-ordinates intergovernmental initiatives, and undertakes strategic initiatives to support Indigenous nationhood. Oversees the implementation of the Path to Reconciliation Act and leads engagement planning for multi-departmental complex engagements with Indigenous peoples. Provides expert and strategic advice to Premier and Executive Council and all departments on building strong government-to-government relationships to advance the work of truth and reconciliation.

Manitoba Indigenous Reconciliation Secretariat

Sub-Appropriations	2023-24	2023-24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
Executive Administration	891	10.00	976
Administration	267	3.00	319
Policy and Coordination	16,304	14.00	13,892
Interdepartmental Projects	1,342	10.00	2,473
Indigenous Reconciliation Initiatives Fund	171	-	2,179
TOTAL	18,975	37.00	19,839

Key Results Achieved

Oversaw the development of mechanisms to work collaboratively with First Nations, Métis and Inuit leadership and communities in providing quality advice and expertise to Premier and Executive Council in support of an aligned approach to putting into action Truth and Reconciliation for all Manitobans.

Re-established the Deputy Ministers' Committee on Truth and Reconciliation and provided secretariat support on a monthly basis.

Executive Administration (7-10a)

Provides executive planning, management and control of secretariat policies and programs.

Key Results Achieved

Led the development of Manitoba Indigenous Reconciliation Secretariat's service model to support a whole-of-government approach to advancing Truth and Reconciliation.

10 (a) Executive Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)				
Salaries and Employee Benefits	817	10.00	891	(74)	
Other Expenditures	74	-	85	(11)	
Total Sub-Appropriation	891	10.00	976	(85)	

Administration (7-10b)

Delivers the comptrollership function and central management services, including financial and administrative services and budget review.

10 (b) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)				
Salaries and Employee Benefits	267	3.00	309	(42)	
Other Expenditures	-	-	10	(10)	1
Total Sub-Appropriation	267	3.00	319	(52)	

Explanation(s):

1. Variance is due to the 2023/24 reorganization into Finance.

Indigenous Health, Justice and Social Services (7-10c)

Provides strategic advice to Premier and Executive Council related to complex, high-impact and high-profile matters related to Health, Justice and Social Services with respect to Indigenous peoples in Manitoba. Coordinates Manitoba's response to Indian Residential Schools (IRS).

Key Results Achieved

Provided strategic advice and support to departments responsible for advancing reconciliation and fulfilling the priorities of the government as related to Indigenous peoples, primarily in the following departments: Justice; Families; Advanced Education and Training; Health, Seniors and Long-term Care; Housing, Addictions and Homelessness; and Education and Early Childhood Learning.

Provided financial support to community-driven projects through the Indigenous and Northern Initiatives Fund.

Maintained annual funding commitments, totalling \$2.7 million, for core operating grants to Indigenous/northern organizations in Manitoba.

Provided funding to Manitoba Keewatinowi Okimakanak (MKO) and Sioux Valley Dakota Nation to support the 'Protecting our Ancestors' national conference. The conference was hosted in collaboration with the Office of the Independent Special Interlocutor (OSI) for Missing Children and Unmarked Graves and Burial Sites associated with Indian Residential Schools as well as the National Centre for Truth and Reconciliation. The purpose of the conference was to discuss the development of a Native American Graves Protection and Repatriation Act (NAGPRA) law in Canada.

Provided financial resources to the Manito Ahbee Festival to organize and plan educational content relating to positive imaging and Indigenous identity through related braiding events for boys/men's hair.

Continued to work collaboratively with community, and support community-based efforts to address the ongoing crisis of Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ Peoples.

Continued the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province.

10 (c) Policy and Coordination

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	888	14.00	1,245	(357)	
Other Expenditures	125	-	195	(70)	
Grant Assistance	15,291	-	12,452	2,839	1
Total Sub-Appropriation	16,304	14.00	13,892	2,412	

Explanation(s):

1. Variance is primarily due to additional support provided for initiatives in support of a reset of relationships with Indigenous governments, regional leadership organizations and institutions.

Lands and Resources (7-10d)

Provides strategic advice to the Premier and Executive Council related to complex, high-impact and high-profile matters impacting lands and economic resources with respect to Indigenous peoples in Manitoba.

Key Results Achieved

Provided analysis from a relationship and reconciliation perspective to enhance government departments' initiatives, policies and strategies in their efforts pertaining to lands and natural resources.

Provided Strategic advice and support to departments responsible for advancing reconciliation and fulfilling the priorities of government as related to Indigenous peoples primarily in the following departments: Municipal and Northern Relations; Indigenous Economic Development; Finance; Environment and Climate Change; Agriculture; Economic Development; Investment, Trade and Natural Resources; Manitoba Transportation and Infrastructure; Consumer Protection and Government Services; and Sport, Culture, Heritage and Tourism.

Provided support and guidance on Indigenous economic reconciliation efforts across the government.

10 (d) Interdepartmental Projects

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)				
Salaries and Employee Benefits	611	10.00	988	(377)	1
Other Expenditures	8	-	85	(77)	2
Grant Assistance	723	-	1,400	(677)	3
Total Sub-Appropriation	1,342	10.00	2,473	(1,131)	

Explanation(s):

1. Variance is due vacancies and related staffing costs.
2. Variance is due to the 2023/24 reorganization into Finance.
3. Variance is primarily due to additional support provided for initiatives in support of a reset of relationships with Indigenous governments, regional leadership organizations and institutions being funded under Policy and Coordination.

Engagement and Co-Development (7-10e)

Provides strategic advice in support of government's commitment to ongoing partnership and collaboration with Indigenous leadership and communities. Leads development and implementation of Manitoba's Reconciliation Strategy and Engagement Framework, including development of tools and resources to facilitate knowledge transfer to departments.

Key Results Achieved

Provided analysis from a relationship and reconciliation perspective to enhance government departments' initiatives, policies and strategies in their efforts pertaining to engagement and co-development.

Provided strategic advice and support to departments responsible for advancing reconciliation and fulfilling the priorities of the government as related to Indigenous peoples, primarily in the following departments: Public Service Commission, Intergovernmental Affairs and International Relations, and Labour and Immigration.

Continued to track and publicly report on government-wide activities undertaken to advance reconciliation in Manitoba, consistent with the requirements of The Path to Reconciliation Act.

Indigenous Reconciliation Initiatives Fund (7-10f)

Supports relationship-building projects that align with the principles of reconciliation as outlined in The Path to Reconciliation Act (respect, engagement, understanding and action).

Key Results Achieved

Continued to work with all departments to assist with the development and prioritization of proposals to advance reconciliation.

10 (e) Indigenous Reconciliation Initiatives Fund

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	171	-	2,179	(2,008)	1
Total Sub-Appropriation	171	-	2,179	(2,008)	

Explanation(s):

1. Variance is primarily due to additional support provided for initiatives in support of a reset of relationships with Indigenous governments, regional leadership organizations and institutions being funded under Policy and Coordination.

Costs Related to Capital Assets (Non-Voted)

Description

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

11 Costs Related to Capital Assets

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
Amortization Expense	337	-	337	-	
Total Sub-Appropriation	337	-	337	-	

Other Key Reporting

Departmental Risk

Manitoba Finance provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regard to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities, as follows:

- Active fraud detection and mitigation ensured that public funds were accounted for and utilized for the intended purpose of bettering the lives of Manitobans through services and programs.
- Worked on updating delegated financial signing authority charts to reflect the new departmental structure based on the October 18, 2023, government reorganization.
- Implemented an enhanced review process on bank reconciliations to improve communication to departments to address/resolve any outstanding issues on a more timely basis.

Through fiscal year 2023-24, the department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Human Resources	The department branches in consultation with Public Service Commission uses various recruitment strategies to attract and retain highly qualified employees.
Financial (Reporting)	The Central Finance Division expanded its analytical staffing complement to assist departmental informed decision making, financial reporting and oversight.
Operational	Management updated its business continuity plans during the year to ensure that measures were in place for essential services to continue in the event of a disruption.
Fraud	The department follows the Risk Management Policy Manual and comptrollership plan to monitor, assess, detect and prevent fraud. The department had no fraud incidents in 2023-24 under investigation.

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2023	March 31, 2024
Total number of regulatory requirements	76,780	76,780
	46,352*	46,352*
	235**	235**
Net change		N/A

* regulatory requirements of the former Department of Economic Development, Investment and Trade [see Order in Council 351/2023]

** regulatory requirements of the Public Service Commission [see Order in Council 351/2023]

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

The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Finance and the Manitoba Financial Services Agency for fiscal year 2023-24.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2023-24
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	1
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	0
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2024
Women	50%	59.3%
Indigenous Peoples	16%	8.1%
Visible Minorities	13%	35.4%
Persons with Disabilities	9%	8.4%

Appendices

Appendix A - Special Operating Agencies (SOAs)

Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of the government.

The following SOAs are accountable to the minister:

Manitoba Financial Services Agency

Expense by Type	Actual	Authority 2023-24		Variance	Expl. No.
	2023-24	FTEs	\$(000s)	Over/(Under) \$(000s)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	4,364	46.60	5,080	(716)	
Other Expenditures	1,775	-	2,120	(345)	
Total Sub-Appropriation	6,139	46.60	7,200	(1,061)	

For more information please visit: www.moneysmartmanitoba.ca

Appendix B – Other Reporting Entities

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

The following Other Reporting Entities (OREs) form part of the department's consolidated results:

Manitoba Hydro-Electric Board

Manitoba Hydro-Electric Board provides support for Manitobans to leverage their clean energy advantage, efficiently navigate the energy transition, and ensure they have safe, clean, reliable, and affordable energy options.

Manitoba Hydro-Electric Board provides and markets products, services and expertise related to the development, generation, transmission, distribution, supply and end-use of electricity, within and outside the province. In addition, Manitoba Hydro markets and supplies electricity to entities outside the province. In addition, Manitoba Hydro is responsible for the distribution of natural gas within the province.

For more information please visit: www.hydro.mb.ca

Deposit Guarantee Corporation of Manitoba (DGCM)

DGCM contributes to the strength, stability and success of the credit union and caisse populaire system as a proactive regulator that provides protection for Manitoba credit unions and caisse populaire deposits.

DGCM guarantees member deposits and maintains confidence in the Manitoba credit union and caisse populaire system, by focusing on sound business practices, governance, performance and risk management.

For more information please visit: www.dgcm.ca

Insurance Council of Manitoba (ICM)

ICM was created under the provisions of the Insurance Act (Manitoba). The purpose of the Council is to act in the public interest to protect Manitoba consumers of insurance products, and to regulate all licensees, agents, brokers, sellers of incidental insurance (ISI) and adjusters to ensure standards are maintained for public protection.

The ICM is composed of two industry councils (Life Insurance Council and General Insurance Council) who act as quasi-administrative tribunals to review disciplinary matters for licenced agents (and former agents) and licence suitability for applicants for a licence, and the Manitoba Council, which sits as an oversight and governance body for ICM's administration.

For more information please visit: www.icm.mb.ca

Special Operating Agencies Financing Authority

The Special Operating Agencies Financing Authority (SOAFA) was a body corporate established under The Special Operating Agencies Financing Authority Act. The SOAFA Act was repealed in November 2022 and the associated ORE was eliminated.

Appendix C - Statutory Responsibilities

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

- The Auditor General ActC39
- The Chartered Professional Accountants Act..... C 71
- The Commodity Futures Act C 152
- The Cooperatives Act [section 7.1]..... C 223
- The Corporations Act [Part XXIV]..... C 225
- The Corporation Capital Tax Act..... C 226
- The Credit Unions and Caisses Populaires Act C 301
- The Crocus Investment Fund Act [section 11]..... C 308
- The Crown Corporations Governance and Accountability Act C 336
- The Emissions Tax on Coal and Petroleum Coke Act E 90
- The Financial Administration Act..... F 55
- The Fire Insurance Reserve Fund Act F 70
- The Fiscal Responsibility and Taxpayer Protection Act F 84
- The Freedom of Information and Protection of Privacy Act F 175
- The Fuel Tax Act..... F 192
- The Health and Post Secondary Education Tax Levy Act..... H 24
- The Income Tax Act
 - [except sections 7.13 to 7.16, 10.4, 10.5, 10.6 and 11.8 to 11.21]..... I 10
- The Insurance Act I 40
- The Insurance Corporations Tax Act..... I 50
- The Manitoba Investment Pool Authority Act..... I 100
- The King's Printer Act..... K 15
- The Labour-Sponsored Venture Capital Corporations Act
 - [except Part 2 and sections 16 to 18 as they relate to Part 2] L 12
- The Mining Claim Tax Act M 165
- The Mining Tax Act M 195
- The Mortgage Brokers Act..... M 210
- The Municipal Taxation and Funding Act [except Part 2] M 265
- The Pari-Mutuel Levy Act..... P 12
- The Personal Information Protection and Identity Theft Prevention Act P 33.7
- The Property Tax and Insulation Assistance Act
 - [Parts I, I.1, II.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, II.1, III, III.3, IV, V.1 and V.2] P 143
- The Public Officers Act..... P 230
- The Public Sector Executive Compensation Act P 264
- The Public Sector Compensation Disclosure Act P 265
- The Public Utilities Board Act P 280

The Real Estate Services Act	R 21
The Retail Sales Tax Act	R 130
The Securities Act	S 50
The Securities Transfer Act.....	S 60
The Special Operating Agencies Act	S 185
The Statistics Act.....	S 205
The Succession Duty Act (S.M. 1988-89, c. 42)	–
The Suitors' Moneys Act.....	S 220
The Tax Administration and Miscellaneous Taxes Act	T 2
The Tobacco Tax Act.....	T 80

Other Assignments:

The Manitoba Hydro Act	H 190
------------------------------	-------

Manitoba Indigenous Reconciliation Secretariat

The Secretariat operates under the authority of the following act of the Consolidated Statutes of Manitoba:

The Path to Reconciliation Act	R 30.5
--------------------------------------	--------

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

Glossary

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

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

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

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

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

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

Baseline – The starting data point for the performance measure.

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

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

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

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

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

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

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

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

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, foster, reduce and improve.

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

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

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

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

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

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

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

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