

# **Jobs and the Economy**

## **Emploi et Économie**

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**Annual Report  
2013-2014**

**Rapport annuel  
2013-2014**

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His Honour the Honourable Philip S. Lee, C.M., O.M.  
Lieutenant Governor of Manitoba  
Room 235, Legislative Building  
Winnipeg, Manitoba  
R3C 0V8

Your Honour:

I am pleased to present the Annual Report for the Department of Jobs and the Economy for the fiscal year ending March 31, 2014.

Respectfully submitted,

*Original Signed by*

Theresa Oswald  
Minister



Son Honneur l'honorable Philip S. Lee, C.M., O.M.  
Lieutenant-gouverneur du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Lieutenant gouverneur,

J'ai le plaisir de présenter à Votre Honneur le rapport annuel du ministère de l'Emploi et l'Économie pour l'exercice se terminant le 31 mars 2014.

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

Le ministre,

*Document original signé par :*

Theresa Oswald





**Deputy Minister of Jobs and the Economy**

Room 311  
Legislative Building,  
Winnipeg, MB, R3C 0V8

Honourable Theresa Oswald  
Minister of Jobs and the Economy  
Room 333, Legislative Building  
Winnipeg, Manitoba

Dear Minister:

We have the honour of presenting the Annual Report for the Department of Jobs and the Economy for the period April 1, 2013 to March 31, 2014. The activities and efforts undertaken by the Department with our industry partners are intended to support the growth and prosperity of the Manitoba economy and the influence of our province within a united Canada and a changing world. Working towards these goals, we are pleased to profile a few outcomes achieved in 2013-2014.

The Department provided assistance to businesses and entrepreneurs who bring new ideas, processes and products to be commercialized through the Commercialization Support for Business Program. The Program offers financial assistance to support entrepreneurs and businesses as they move through the process of conceiving, developing and commercializing products and processes and expanding into new markets. In 2013/14, the Department confirmed cost-sharing assistance for 73 new business development projects totaling \$2.6 million, providing valuable support in the areas of life-sciences, information and communications technology, agri-products and manufacturing. This year the Program has been redesigned to both improve administrative efficiencies and provide stronger alignment with the Manitoba Innovation Strategy. In addition, the Department has established a \$4.5 million “Manitoba Innovation Growth Sidecar Fund” as a three year pilot project to co-invest along with private investors from Manitoba in high growth ventures based in the province.

The Manitoba Interactive Digital Media Tax Credit was enhanced to better assist local companies in developing innovative and new technologies and products, attract investment, grow new and existing businesses, and create opportunities to retain and attract top talent in high-skill occupations across the province.

In May 2013, after a significant community effort, Canadian Tire announced the establishment of an “Advanced Cloud Computing Centre and Digital App Factory” in Winnipeg. One of the most advanced centres of its kind in North America, the 28,000 square foot centre is home to a digital content warehouse, application lab, testing lab and high performance data centre.

The Department initiated work on a renewed strategy for innovation and commercialization based on consultation and dialogue with key stakeholders from Manitoba’s innovation community. The end goal of these efforts will be a more coordinated and effective network of research and innovation programs, services and organizations that support innovation so as to better meet the needs of Manitoba’s entrepreneurial and business communities.

To continue to build on the successes realized under the Economic Partnership Agreement, the Department delivered sole provincial funding agreements supporting Economic Development Initiatives. Through organizations such as the Composite Innovation Centre, Vehicle Technology Centre and Canadian Manufacturers and Exporters, this funding helped to improve competitiveness and productivity, increase trade capacity, development and promotion for Manitoban companies. These and other projects also supported the development of a skilled workforce, strengthened Manitoba's economy through innovation, built on existing advantages, created new employment opportunities, and enhanced overall economic growth.

The Workforce Development and Income Support Division implemented a number of activities to support Manitoba's Strategy for Sustainable Employment and a Stronger Labour Market. This included amending the Employment and Income Assistance (EIA) Regulation to introduce employment planning expectations for parents with young children (two to five years old), releasing the EIA Rate Review, and introducing the Rent Assist and Manitoba Works! programs to help transition individuals to employment and financial independence.

Apprenticeship Manitoba has been successful in progressing innovative pathways to the skilled trades. In December 2013, a new initiative was announced in partnership with the Civil Service Commission to develop and increase work experience opportunities for apprentices in the public sector through the Public Sector Apprenticeship Training Strategy.

Investments towards Manitoba's commitment to increase training opportunities for northern and rural communities have also been implemented for 2013-2014. This has been demonstrated through Community Delivered Training (CDT) for northern and rural communities in Manitoba and the Northern Apprenticeship Training Co-op in partnership with the Northern Manitoba Sector Council. Progress is also being made to encourage youth to consider the skilled trades as a valuable career path. Partnerships with educators through the High School Apprenticeship Program Professional Learning Group provides support for and the promotion of high school apprenticeship opportunities.

Canada-US and International Relations (CUSIR) planned and supported outgoing, Premier-led missions to Utah and Georgia to further relations with government and business leaders, and led preparations for Manitoba's hosting of the 2013 Legislators' Forum. The Branch also provided support for the Premier's and Minister's meetings with diplomats and international delegations.

The Branch coordinated Manitoba's ongoing advocacy in the US on hydroelectric power, transboundary water issues, Canada-US work on border issues and regulatory cooperation, and US Country of Origin Labeling. The Branch supported Manitoba's participation at several ongoing international fora, including the Western Governors' Association, the Midwestern Governors' Association, the Southeastern United States – Canadian Provinces Alliance, North American Strategy for Competitiveness (NASCO), the regional International Legislators' Forum, and the Midwestern Legislative Conference. CUSIR also coordinated work on Manitoba's ongoing international development partnerships in Philippines and Ukraine and Manitoba's participation in the World Bank's Private Sector Liaison Officer Network.

In addition to facilitating 17 individual diplomatic visits, coordinating and organizing The Order of Manitoba and several presentations for the Order of the Buffalo Hunt, the Protocol Office also maintained responsibility for the office of the Military Envoy and its related functions and responsibilities – notably in the area of commemorating the 100<sup>th</sup> anniversary of the start of the First World War and the 75<sup>th</sup> anniversary of the start of WWII.

The office also played an important role in the federal government's Northern Ambassador's Tour in Churchill and played a lead role in organizing a Premier-led trade mission to New York City – complemented by a performance of the Winnipeg Symphony Orchestra. The Protocol Office also played a major role in organizing a Francophonie Ambassadors Summit as well as a lead role in preparations for an upcoming 2014 Royal Visit by the Prince of Wales and the Duchess of Cornwall.

Manitoba Trade and Investment (MTI) works with Manitoba firms to become export ready, to enter new markets outside of Manitoba and to diversify in existing markets. To assist Manitoba companies in their diversification, MTI has expanded its foreign trade representative network in recent years to include India and Brazil. Manitoba also has representation in China, Europe and Mexico.

Manitoba's domestic exports in 2013 were \$12.5 billion. This is the second highest in the last 10 years. This represents an increase of \$1.1 billion over 2012 exports. 2013 represented the first time that Manitoba's domestic exports to a non-US destination exceeded \$1.0 billion (China \$1.0 billion).

To best serve clients, Manitoba Trade and Investment works in partnership with organizations both domestically and internationally. In 2013, the Department of Foreign Affairs, Trade and Development (DFATD) and MTI established a collaboration arrangement through the placement of a full-time DFATD Trade Commissioner in the office of Manitoba Trade and Investment. This co-location enables MTI and DFATD to collaborate in areas such as strategic planning, conducting joint client outcalls and information sharing if/as appropriate. On March 17, 2014, The Government of Mexico announced the opening a consular agency in Winnipeg to help foster more trade with Manitoba. MTI will assist Mexican officials, where needed, in the establishment of this new office.

Business Transformation and Technology (BTT) focussed on modernizing government's Information Technology infrastructure including a strategy to rationalize, standardize, and integrate the government's diverse application portfolio of 470 applications through the Application Portfolio Management Initiative.

The Branch has taken the lead with government departments to help coordinate a continuous effort to further advance the online services that government offers to the residents of Manitoba. This included a new online web store for Entrepreneurship Manitoba, the development of a forms and publications website portal which provides a central location for citizens to locate any form or publication in government, and an online service for the public to apply for Adult and/or Child Abuse registry checks.

BTT has implemented numerous technology projects with government departments including improvements to reporting for the Clinicians Outcome application, Child Maintenance billing which provides a secure file transfer of financial information from the Aboriginal Agencies, and an enhancement to the Road Info application to access highway still images on mobile devices.

The Department played a leading role in the development of Entrepreneurship Manitoba, a new Special Operating Agency that was established as of April 2013 to provide a suite of integrated services to support and enhance the growth and development of Manitoba's entrepreneurial and business community.

The Department will continue to undertake initiatives and strategic planning that will contribute to furthering the economic, labour market and social inclusion of all Manitobans.

Respectfully submitted,

*Original Signed by*

Hugh Eliasson

Deputy Minister of  
Jobs and the Economy

*Original Signed by*

Jim Eldridge

Interim Deputy Minister of  
Federal/Provincial and International Relations





**Sous-ministre de l'Emploi et de l'Économie**

Bureau 311

Palais législatif

Winnipeg (Manitoba) R3C 0V8

Madame Theresa Oswald

Ministre de l'Emploi et de l'Économie

Palais législatif, bureau 333

Winnipeg (Manitoba)

Madame la Ministre,

Nous avons l'honneur de vous présenter le rapport annuel du ministère de l'Emploi et de l'Économie pour la période du 1<sup>er</sup> avril 2013 au 31 mars 2014. Les activités et les efforts entrepris par le ministère avec nos partenaires de l'industrie ont pour but d'appuyer la croissance et la prospérité de l'économie manitobaine, ainsi que l'influence de notre province au sein d'un Canada uni et d'un monde en évolution. Permettez-nous de vous présenter un bref aperçu de quelques-unes des réalisations du ministère qui, au cours de l'exercice 2013-2014, nous rapprochent de ces buts.

Dans le cadre du Programme d'aide à la commercialisation destinée aux entreprises, le ministère a fourni une aide aux entreprises et aux entrepreneurs qui apportent des idées, des processus et des produits nouveaux sur le marché. Ce programme offre une aide financière pour appuyer les entrepreneurs et les entreprises pendant le processus de conception, de mise au point et de commercialisation de leurs produits et de leurs protocoles, et d'expansion vers de nouveaux marchés. En 2013-2014, le ministère a confirmé une aide à frais partagés pour 73 nouveaux projets de développement d'entreprise dont les coûts s'élèvent à 2,6 millions de dollars, afin de fournir un soutien précieux dans les domaines des sciences de la vie, des technologies de l'information et des communications, des produits agricoles et de la fabrication. Cette année, le Programme a été revu pour améliorer l'efficacité de l'administration et pour être mieux aligné avec la Stratégie d'innovation du Manitoba. De plus, le ministère a établi un fonds de co-investissement pour la croissance de l'innovation au Manitoba (Manitoba Innovation Growth Sidecar Fund), d'un montant de 4,5 millions de dollars, à titre de projet pilote de trois ans visant à investir dans des initiatives à forte croissance basées au Manitoba conjointement avec des investisseurs privés de la province.

Le crédit d'impôt pour les médias numériques interactifs a été amélioré pour mieux aider les entreprises locales à créer de nouvelles technologies et de nouveaux produits innovateurs, à attirer des investisseurs, à créer des entreprises et à faire croître les entreprises existantes, et à attirer de grands talents vers des métiers hautement spécialisés dans la province.

En mai 2013, après un effort communautaire conséquent, Canadian Tire a annoncé l'établissement d'un centre moderne de gestion informatique de nuage et d'une usine à applications numériques à Winnipeg. Ce centre, qui est l'un des plus modernes de son genre en Amérique du Nord, est d'une superficie de 28 000 pieds carrés et abrite un entrepôt de données numériques, un laboratoire d'application, un laboratoire d'essais et un centre de données de haute performance.

Le ministère a commencé à travailler sur une stratégie renouvelée en matière d'innovation et de commercialisation, basée sur la consultation et le dialogue avec des intervenants clés de la communauté de l'innovation du Manitoba. Le but de ces efforts est d'établir un réseau mieux coordonné et plus efficace de programmes, de services et d'organismes de recherche et d'innovation qui appuient l'innovation afin de mieux répondre aux besoins des communautés entrepreneuriales et commerciales du Manitoba.

Pour poursuivre sur la lancée des succès réalisés dans le cadre de l'Entente de partenariat économique, le ministère a fourni des ententes de financement provinciales exclusives pour appuyer les initiatives de développement économique. Par le biais d'organismes comme le Composites Innovation Centre, le Vehicle Technology Centre et Manufacturiers et Exportateurs Canada, ce financement a contribué à l'amélioration de la compétitivité et de la productivité, et à l'augmentation de la capacité, du développement et de la promotion du commerce pour les entreprises manitobaines. Ces projets, ainsi que d'autres, ont aussi appuyé la formation d'une main-d'œuvre spécialisée, renforcé l'économie de la province au moyen de l'innovation, mis à profit les avantages existants, créé de nouvelles perspectives d'emploi, et amélioré la croissance économique globale.

La Division du perfectionnement de la main-d'œuvre et du soutien du revenu a mis en place plusieurs activités visant à appuyer la Stratégie manitobaine de création d'emplois durables et de renforcement du marché du travail. Cela comprend la modification du *Règlement sur l'aide à l'emploi et au revenu* afin d'introduire des attentes en matière de planification professionnelle pour les parents d'enfants en bas âge (deux à cinq ans), la diffusion de la révision du taux de l'Aide à l'emploi et au revenu, et la mise en œuvre des programmes de l'allocation manitobaine pour le loyer et Manitoba au travail! pour aider les personnes à trouver un emploi et à devenir financièrement indépendantes.

Apprentissage Manitoba a réussi à faire avancer des moyens innovateurs menant à des professions spécialisées. En décembre 2013, une nouvelle initiative a été annoncée, en partenariat avec la Commission de la fonction publique, pour mettre au point et multiplier les occasions d'acquisition d'expérience professionnelle pour les apprentis dans le cadre de la stratégie de formation en apprentissage du secteur public.

Les investissements relatifs à l'engagement du Manitoba visant à multiplier les occasions de formation pour les collectivités rurales et du Nord ont aussi été mis en place pour 2013-2014. Cela a été démontré grâce à la Formation en milieu communautaire pour les communautés rurales et du Nord du Manitoba et au programme de formation en apprentissage en coopération dans les régions du Nord en partenariat avec le Northern Manitoba Sector Council. Nous avons aussi fait des progrès en vue d'encourager les jeunes à se diriger vers les métiers spécialisés en tant que choix de carrière valables. Des partenariats avec les éducateurs, dans le cadre du groupe d'apprentissage professionnel du Programme d'apprentissage au secondaire, appuie les occasions d'apprentissage scolaire et la promotion de celles-ci.

La Direction des Relations canado-américaines et internationales a planifié et appuyé des missions menées par le premier ministre en Utah et en Géorgie pour développer les relations existantes avec des leaders gouvernementaux et commerciaux. Elle a aussi dirigé les préparatifs d'accueil du Legislators' Forum de 2013, qui a eu lieu au Manitoba. Elle a également fourni du soutien pour les rencontres du premier ministre et des ministres avec des diplomates et des délégations de l'étranger.

La Direction a coordonné les campagnes du Manitoba en cours aux États-Unis sur l'énergie hydroélectrique, les questions transfrontalières liées à l'eau, le travail du Canada et des États-Unis sur les questions frontalières et la coopération réglementaire, et l'étiquetage du pays d'origine aux États-Unis. Elle a aussi appuyé la participation de la Province à plusieurs forums internationaux en cours, y compris la Western Governors' Association, la Midwestern Governors' Association, la Southeastern United States – Canadian Provinces Alliance, la North American Strategy for Competitiveness, le volet régional de l'International Legislators' Forum et les Représentants des corps législatifs du Midwest. La Direction des Relations canado-américaines et internationales a également organisé le travail relatif aux partenariats de développement internationaux du Manitoba en cours aux Philippines et en Ukraine, ainsi que la participation de la Province au Réseau des officiers de liaison du secteur privé de la Banque mondiale.

En plus de faciliter 17 visites diplomatiques différentes, et de coordonner et d'organiser l'Ordre du Manitoba et plusieurs présentations pour l'Ordre de la chasse au bison, le Bureau du protocole a assumé la responsabilité du bureau de l'envoyé militaire ainsi que ses fonctions et ses responsabilités connexes, notamment pour ce qui est de la commémoration du 100<sup>e</sup> anniversaire du début de la Première Guerre mondiale et du 75<sup>e</sup> anniversaire du début de la Deuxième Guerre mondiale.

Le bureau a également joué un rôle important dans la tournée de l'ambassadeur du Nord à Churchill, ainsi que dans l'organisation d'une mission commerciale à New York, menée par le premier ministre, qui comprenait une représentation du Winnipeg Symphony Orchestra. Le Bureau du protocole a également joué un rôle important dans l'organisation d'un sommet des ambassadeurs de la francophonie, ainsi qu'un rôle directeur dans la préparation d'une visite royale du Prince de Galles et de la Duchesse de Cornouailles, ayant lieu en 2014.

La Direction du commerce et de l'investissement du Manitoba travaille avec des firmes manitobaines pour se préparer à l'exportation, pour pénétrer de nouveaux marchés à l'extérieur de la province, et pour se diversifier au sein des marchés existants. Pour aider les entreprises manitobaines à se diversifier, ces dernières années, la Direction a agrandi son réseau de représentants commerciaux à l'étranger pour y inclure l'Inde et le Brésil. Le Manitoba est aussi représenté en Chine, en Europe et au Mexique.

En 2013, les exportations de produits manitobains ont totalisé 12,5 milliards de dollars. Ce montant est le deuxième plus important de ces dix dernières années. Il représente une augmentation de 1,1 milliard de dollars par rapport aux exportations de 2012. L'année 2013 était la première où les exportations de produits du Manitoba vers une destination autre que les États-Unis a dépassé le milliard de dollars (un milliard vers la Chine).

Pour bien servir ses clients, Commerce et investissement Manitoba travaille en partenariat avec des organismes au Canada et dans le monde entier. En 2013, le ministère des Affaires étrangères, du Commerce et du Développement et la Direction ont établi une entente de collaboration par la nomination d'un délégué commercial du ministère à plein temps qui travaille dans les bureaux de la Direction. Ce regroupement de services sous un même toit permet au ministère et à la Direction de collaborer dans des domaines comme la planification stratégique, l'organisation de réunions conjointes avec des clients, ainsi que le partage de renseignements, au besoin. Le 17 mars 2014, le gouvernement du Mexique a annoncé l'ouverture d'un organe consulaire à Winnipeg pour générer plus d'échanges commerciaux avec la Province. La Direction aidera les dignitaires mexicains, au besoin, pour l'établissement de ce nouveau bureau.

La Direction de la technologie et de la transformation opérationnelle a travaillé à moderniser l'infrastructure des technologies de l'information du gouvernement, ce qui comprend l'élaboration d'une stratégie visant à rationaliser, à normaliser et à intégrer le portefeuille d'applications varié du gouvernement, comptant 470 applications, dans le cadre de l'initiative de gestion du portefeuille d'applications.

La Direction a joué un rôle moteur auprès des ministères en contribuant à la coordination des efforts continus déployés pour accroître les services en ligne que le gouvernement offre aux résidents du Manitoba. Cela a compris la création d'une boutique en ligne pour l'Entrepreneuriat Manitoba, l'élaboration d'un portail Web où les résidents pourront trouver tous les formulaires et toutes les publications du gouvernement en un seul lieu, ainsi qu'un service en ligne pour soumettre des demandes de relevés de mauvais traitements infligés à des adultes ou à des enfants.

La Direction de la technologie et de la transformation opérationnelle a mis en œuvre de nombreux projets technologiques auprès des ministères, notamment une amélioration de la soumission de rapports pour l'application *Clinicians Outcome*, la facturation des pensions alimentaires pour enfants qui offre un transfert sécurisé de dossiers ou de renseignements financiers des offices autochtones, et une amélioration de l'application de renseignements sur les routes pour obtenir des photos des routes sur les appareils mobiles.

Le ministère a joué un rôle de premier plan dans le développement d'Entrepreneuriat Manitoba, un nouvel organisme de service spécial qui a été établi en avril 2013 en vue de fournir un ensemble de services intégrés pour appuyer et améliorer la croissance et le développement du secteur des entrepreneurs et des entreprises du Manitoba.

Le ministère continuera à entreprendre des initiatives et des activités de planification stratégique qui contribueront à favoriser l'intégration sociale, économique et professionnelle de tous les Manitobains.

Le tout respectueusement soumis,

*Document original signé par :*

Hugh Eliasson

Sous-ministre  
Emploi et Économie

Jim Eldridge

Sous-ministre par intérim  
Relations fédérales-provinciales et internationales

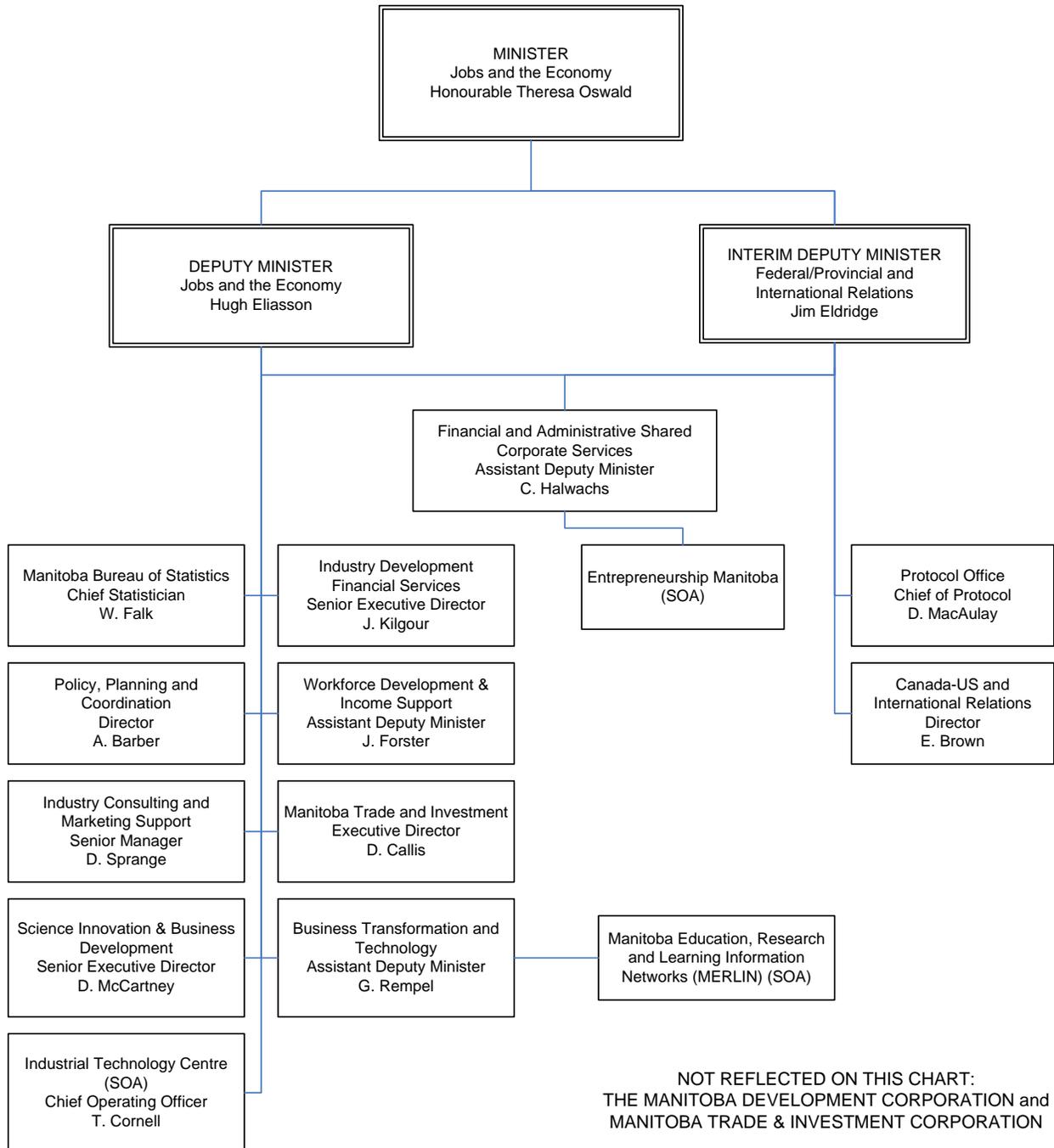
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# JOBS AND THE ECONOMY ORGANIZATION CHART As at March 31, 2014





# PREFACE

## REPORT STRUCTURE

The Annual Report is organized in accordance with the department's appropriation structure and the Main Estimates of Expenditure for the Province. The Report includes financial performance and variance information at the main and sub-appropriation levels and information relating to the department's objectives and results at the sub-appropriation level. The Report also includes information about associated agencies, business assistance, revenue and expenditures, a five-year comparison of expenditures and a staffing analysis.

## STATUTORY RESPONSIBILITIES

The Advisory Council on Workforce Development Act .....	A 6.5
The Apprenticeship and Certification Act.....	A 110
The Business Names Registration Act .....	B 110
The Convention Centre Corporation Act (S.M. 1988-89, c. 39) .....	-
The Corporations Act [except Part XXIV] .....	C 225
The Crocus Investment Fund Act (except section 11) .....	C 308
The Design Institute Act.....	D 40
The Development Corporation Act.....	D 60
The Economic Innovation and Technology Act .....	E 7
The Education Administration Act (clause 3(1)(h), as it relates to training) .....	E 10
The Electronic Commerce and Information Act .....	E 55
The Employment and Income Assistance Act .....	E 98
The Manitoba Evidence Act [Parts II and III] .....	E 150
The Franchises Act.....	F 156
The Manitoba Health Research Council Act .....	H 28
The Income Tax Act [section 10.5] .....	I 10
The Innovation Funding Act .....	I 37
The Labour Mobility Act .....	L 5
The Labour-Sponsored Venture Capital Corporations Act (Part 2, and sections 16 to 18 as they relate to Part 2) .....	L 12
The Labour Administrative Act (as it relates to certain training programs) .....	L 20
The Partnership Act .....	L 30
The Personal Information Protection and Identity Theft Prevention Act .....	P 33.7
The Religious Societies' Lands Act .....	R 70
*The Social Services Administration Act (as it relates to employment and income support) .....	S165
The Statistics Act .....	S 205
The Manitoba Trade and Investment Corporation Act .....	T 125

and

The Rent Aid Regulation, M.R. 148/2006, made under The Housing and Renewal Corporation Act

\*Under the Social Services Administration Act, responsibility for

- Income Supplement for Persons Eligible for Old Age Security Benefits, (55 PLUS) Regulation, M.R. 65/90
- Income Supplement for Persons Not Eligible for Old Age Security Benefits, (55 PLUS) Regulation, M.R. 64/90
- Manitoba Child Benefit Regulation, M.R. 85/2008
- Vocational Rehabilitation of Disabled Persons Regulation, M.R. 1/90

As per Schedule "H" & "T", Order-In-Council 388/2013

## **SUSTAINABLE DEVELOPMENT**

The department is committed to the Principles and Guidelines set out in The Sustainable Development Act and works to have them incorporated into departmental activities, programs and business practices. Sustainable development initiatives undertaken within the operation of the department's programs are: minimizing waste through the efficient use of office supplies and recycling; increased utilization of the internet to communicate and disseminate information to our internal and external clients; delivery of a variety of workshops, seminars, business counselling sessions and research assistance suitable for use by businesses involved with the production/delivery of environmental products and services; and participation on various sustainable development committees and working groups such as the Code of Practice; Financial Management and Sustainability Reporting teams.

The Principles and Guidelines of Sustainable Development are:

1. Integration of Environmental and Economic Decisions
2. Stewardship
3. Shared Responsibility and Understanding
4. Prevention
5. Conservation and Enhancement
6. Global Responsibility
7. Efficient uses of Resources
8. Public Participation
9. Access to Information
10. Integrated Decision Making and Planning
11. Waste Minimization and Substitution
12. Research and Innovation.

The Sustainable Development Procurement Goals:

1. Education, Training and Awareness
2. Pollution Prevention and Human Health Protection
3. Reduction of Fossil Fuel Emissions
4. Resource Conservation
5. Community Economic Development

## **ORGANIZATION**

The department's 2013/14 organization structure is illustrated in the Organization Chart, page i. The Vision, Mission, Critical Priorities, roles, responsibilities and staffing are outlined in the following information.

### **VISION**

The Department of Manitoba Jobs and the Economy is committed to improving quality of life through furthering the economic, labour market and social inclusion of all Manitobans and growing an innovative economy that benefits all Manitobans by advancing the Province as a thriving place to live, learn, work and invest.

### **MISSION STATEMENT**

Manitoba Jobs and the Economy provides programs and services by:

- Fostering trade, innovation, investment and entrepreneurship in partnership with stakeholders to maximize opportunities for prosperity for all Manitobans;
- Supporting the development of a skilled and sustainable workforce;
- Supporting training and employment opportunities to allow citizens to achieve fuller participation in society and greater self sufficiency and independence;
- Providing financial and other supports to citizens who need help meeting their basic needs so that they may achieve fuller participation in society.
- Continuously transforming service delivery in government to provide better and more accessible services to citizens.

The department is organized in five divisions:

**THE ADMINISTRATION AND FINANCE DIVISION** provides central financial, administrative and computer support services to the Departments of Jobs and the Economy, Labour and Immigration and Mineral Resources; provides analytical, advisory and coordination support services to the department and related agencies in the areas of trade, economic development issues and departmental planning; monitors and reports on the activities and policies of the federal government; provides statistical and labour force information to the department and other agencies of government.

**THE BUSINESS SERVICES DIVISION** provides or facilitates businesses' access to capital; promotes investment; coordinates and delivers a range of services for the enhancement and growth of Manitoba's entrepreneurial and small business community and promotes economic development through the Economic Partnership Agreement. Supports the co-ordinated development and growth of knowledge-based industries and leading-edge research activities in Manitoba.

**WORKFORCE DEVELOPMENT AND INCOME SUPPORT DIVISION** provides labour market programming for Manitobans, as well as financial supports to low income eligible individuals. The Division designs and implements a broad range of programs and services by working with individuals, employers and communities to connect Manitobans to independence and sustainable employment. Programs and services are delivered through Employment Manitoba, Apprenticeship Manitoba, Industry Workforce Development, and Employment, Income and Rental Assistance Programs.

**INTERNATIONAL RELATIONS AND TRADE DIVISION** supports businesses and organizations in marketing Manitoba to become export capable while supporting and promoting investment opportunities domestically and abroad. The division also supports Manitoba's relationships with international governments, their representatives and diplomats and advances Manitoba's interests internationally, including involvement in international development.

**BUSINESS TRANSFORMATION AND TECHNOLOGY** provides leadership for service delivery activities, operational transformation activities and the SAP implementation across the Government of Manitoba ensuring the best possible use of the province's existing information and communications technology resources, systems, platforms, applications and skills, while finding new ways to meet service challenges, plan for future needs, and respond to economic opportunities. Provides a secure technological environment with highly responsive support services and reliable systems that address business requirements of diverse users in the Legislative Building.

# ADMINISTRATION AND FINANCE

## MINISTER'S SALARY AND EXECUTIVE SUPPORT

The Administration and Finance Division comprises the Executive Support Offices, Financial and Administrative Services, Policy, Planning and Coordination, and Manitoba Bureau of Statistics.

### EXECUTIVE SUPPORT

Executive Support includes the Offices of the Minister and Deputy Minister. The Minister provides leadership and direction to ensure the goals and objectives of the department are accomplished. The Office of the Deputy Minister provides the Minister with advice and information regarding issues and matters of concern to the department. Executive Support is responsible for providing the department with policy direction and the overall planning and co-ordination of departmental activities.

#### 10-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Minister's Salary	37	1.00	37	-	
<b>Total Expenditures</b>	<b>37</b>	<b>1.00</b>	<b>37</b>	<b>-</b>	

#### 10-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	752	10.00	708	44	
Total Other Expenditures	70		73	(3)	
<b>Total Expenditures</b>	<b>822</b>	<b>10.00</b>	<b>781</b>	<b>41</b>	

## FINANCIAL AND ADMINISTRATIVE SERVICES

Financial and Administrative Services is comprised of two primary components; Finance and Administration and Computer Services. The branch provides shared Financial and Administrative and Computer Services to the departments of Jobs and the Economy, Mineral Resources and Labour and Immigration.

### OBJECTIVES

The objectives of Financial and Administrative Services are as follows: to provide leadership, program direction and operational coordination to support department activities; to provide high quality, timely and customer responsive administration, financial management, and information technology; develop and administer appropriate administrative and financial standards, policies and procedures; and to develop and maintain appropriate reporting systems to provide timely and accurate decision-making information to senior management in the departments and in central agencies through a centralized support service.

### ACTIVITIES/RESULTS

**Finance and Administration** supports the mission and goals of the Department by:

- Processing payments and receipts;
- Providing computer business application development and support services;
- Administering and coordinating the Department's parking and pool vehicle programs;
- Providing for physical accommodations;
- Providing advisory and specialized accounting and financial management services to departmental personnel and related entities;
- Coordinating the departmental administration of the *Freedom of Information and Protection of Privacy Act* and *The Public Sector Disclosure (Whistleblower) Protections Act*;
- Managing the department's records management program and
- Providing timely, accurate and relevant information to departmental and central agency decision-makers including budgetary, cash flow and year end reporting.

**Computer Services** provides the department with information technology coordination and support services including: Strategy Planning, IT Planning, Value Management, IT Governance, Project Portfolio and Business Analysis, Alignment of Business & Technology Services, Business Process Improvement, Innovation and Change Management; user education and assistance (outside the standard suite); and implementation of government wide initiatives, and adherence to guidelines and standards.

#### 10-1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	2,299	31.00	2,081	218	
Total Other Expenditures	407		422	(15)	
Less: Recoverable from Mineral Resources	(150)		(150)	-	
<b>Total Expenditures</b>	<b>2,556</b>	<b>31.00</b>	<b>2,353</b>	<b>203</b>	

## **POLICY, PLANNING AND COORDINATION**

### **OBJECTIVES**

Policy, Planning and Coordination provides analytical, advisory and research support services to the Minister, Cabinet and other provincial departments and agencies. This includes undertaking analysis of trade, labour market and economic policy issues, providing critical information and working closely with other partners to promote economic development in Manitoba. The Branch's Labour Market Information Unit provides labour market analysis to support program and policy development in government departments involved in education, training and immigration, and co-ordinates, develops and disseminates labour market information directly to the public to support service delivery within the Department.

### **ACTIVITIES/RESULTS**

The Branch manages the ongoing implementation of the Agreement on Internal Trade (AIT) in Manitoba. Efforts in this area include: supporting the Minister's participation as a member of the Ministerial Committee on Internal Trade; serving as Manitoba's Internal Trade Representative; co-ordinating the government-wide participation in the Agreement; direct responsibility for negotiations pursuant to the Agreement on Internal Trade, including the negotiation and ongoing implementation and monitoring of the Labour Mobility Chapter and monitoring and participating in disputes arising under the Dispute Resolution Chapter, including as an Intervenor in a 2013 dispute between Saskatchewan and Quebec concerning dairy blends, dairy analogues and dairy alternatives.

Policy, Planning and Coordination supports the Premiers of Manitoba and New Brunswick in their role as co-leaders on internal trade under the Council of the Federation, which includes coordinating and reporting on progress on internal trade initiatives under the Council of the Federation Workplan. In December of 2013, Manitoba assumed the role as Chair of the Agreement on Internal Trade's ministerial Committee on Internal Trade. The Branch supported the Minister's activities in the role of Chair, leading national efforts to continue negotiations to reduce and eliminate internal barriers to trade.

As lead provincial agent for international trade policy, the Branch develops provincial policy for implementation of international trade agreements such as the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO). The Branch also works to ensure that Manitoba's priorities and concerns are reflected in new trade negotiations through consultations with key stakeholders. In 2013/2014, the Branch served as Manitoba's Chief Negotiator in a wide range of international trade negotiations in which Canada is currently engaged, leading to the successful conclusion of an Agreement in Principle with the European Union on a Comprehensive Economic and Trade Agreement and the Canada/South Korea Free Trade Agreement. Consultations and updates on the status of these negotiations were provided to government, industry and civil society stakeholders.

The Branch provides support for ministerial meetings and conferences, including meetings of Ministers and Deputy Ministers responsible for International Trade, Industry and Labour Markets. The Branch also provides support to the Premier including briefings on trade, labour market and competitiveness issues for the Western Premiers' Conference, Western Governors' Meetings, the Annual Meetings of the Council of the Federation, and First Ministers' Meetings.

Activities of the Labour Market Information Unit include: production of electronic and printed career and labour market information products; active participation in the Forum of Labour Market Minister's Working Groups on Labour Market Information; maintenance of an internal labour market information working group; internal labour market analysis and briefings; and, increased access to labour market information through partnerships, websites, presentations to job seekers, students, regulators, sector organizations, employment practitioners, employment counsellors and career symposia.

The Branch provides policy advice and support to economic development initiatives including: Provincial small business policy service improvements, and support to the development and transition of

Entrepreneurship Manitoba as a new Special Operating Agency in the Department.

Planning support is provided to the Department of Jobs and the Economy including: coordination and production of the department's annual plan, leading the development of a departmental human resource and renewal plan, as well as provision of ministerial advisory and speaking notes on trade, labour market and economic policy issues.

The Branch represents the Government of Manitoba on the Provincial-Territorial Advisory Committee and the Trade Advisory Committee of the Standards Council of Canada. This function involves interdepartmental co-ordination to represent Manitoba's views on standards-related issues before the Council.

**10-1(d) Policy, Planning and Coordination**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	829	10.00	841	(12)	
Total Other Expenditures	187		237	(50)	
<b>Total Expenditures</b>	<b>1,016</b>	<b>10.00</b>	<b>1,078</b>	<b>(62)</b>	

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# MANITOBA BUREAU OF STATISTICS

## OBJECTIVES

The primary role of the Manitoba Bureau of Statistics (MBS) is to serve the informational requirements of the Manitoba Government, its departments and crown agencies. Specific objectives are:

- to actively participate in and coordinate the development of the Manitoba statistical system in terms of information needs, collection, dissemination, analysis and presentation;
- to adapt the Manitoba statistical system to address changing policy and program requirements and emerging issues.

In order to further its objective, MBS functions as the designated focal point for interface between the Province and Statistics Canada.

As the provincial central statistical agency, MBS has the following characteristics:

\*Impartiality   \*Selective Specialization   \*Surveys   \*Coordination   \*Legislative Mandate

## ACTIVITIES/RESULTS

The MBS strategic thrust is the provision of comprehensive information services to the Manitoba government, its agencies, the business community, and the general public. This strategy is carried out through four major areas of activity:

- responding to requests for MBS developed information; and liaison/coordination with Statistics Canada, provincial user departments/crown agencies, and with other provincial statistical agencies;
- providing common information services in order to avoid duplication of effort and costs in the areas of information collection, analysis and dissemination; and provision of relevant information to senior and executive levels of government;
- undertaking information development, surveys (consulting, design, implementation, analysis), statistical consulting, economic and tax revenue impact assessments, information processing, web-based information dissemination systems, and adequacy of surveys;
- Administrating the Bureau of Statistics and The Statistics Act (Chapter S205).

MBS is a service-driven agency. Selected activities and achievements are as follows:

**Economic Accounts** – MBS has redeveloped its economic accounts framework for the Manitoba economy, based on the new national and international economic accounting standards. MBS' annual accounts measured the overall performance of the provincial economy, with additional detail about principal industries and sectors. Information from the Economic Accounts is used throughout the public and private sectors in Manitoba, including the Manitoba Budget. In February 2014, MBS released its 2013 preliminary *Manitoba Economic Performance* report, in textual, graphical and table form. The report covered the years 2007 through to 2013.

**Manitoba Population Estimates** – Continued in-depth liaison with Statistics Canada and other provincial and territorial statistical agencies regarding the determination of the appropriate statistical methodology to be used to determine provincial and territorial population estimates. These population estimates are of critical importance as they are used to determine Manitoba transfer payments.

MBS strongly disputes Statistics Canada's estimates of Manitoba's population, from July 1, 2011 through to July 1, 2013. Due to methodological issues inherent in the new Manitoba estimates, MBS estimated our population underestimate was in excess of 16,000 persons. Statistics Canada has rejected MBS'

position, even though they cannot explain why the Manitoba estimates are so statistically unusual.

**Manitoba Population and Demographic Projections** – Updating of MBS' March 2013 set of Manitoba and Regional population/demographic projections. These twenty-five year population projections will incorporate MBS' estimate of Age and Gender population undercount into the Manitoba Base population.

**Economic and Tax Revenue Impact Assessments** – MBS' developed Manitoba economic and tax revenue impact assessments to help inform government decision making on infrastructure and other building projects and to estimate provincial employment impacts and net cost to government of selected government programs/initiatives. The MBS Economic and Tax Revenue Impact Assessment Models were often engaged for projects requested by departments, crown agencies and the private sector to determine the total provincial impacts to GDP, employment and tax revenue resulting from a wide range of projects or activities in the province.

**Statistical Information Product Subscriptions** – Departmental subscriptions to the full MBS subscription 7 (3 Manitoba government and 4 business). In addition, the Legislative Library received three complete sets of MBS information products free of charge.

**Reports on Key Economic Indicators and Trends** – These reports encompass indicators such as the Labour Force, Consumer Price Index, Population, Foreign Trade, Retail Trade, Manufacturing Shipments and Investment. Relevant information, presented in both table and chart formats, is distributed on the day of release to selected Ministers and senior government officials. In addition, the “Quarterly Economic Summary”, highlighting recent provincial economic developments, continues to be produced.

In February 2014, the fourth annual edition of the *Manitoba Year-In-Review* publication was released. This featured MBS publication combines text, charts and tables into an easy to read compendium of Manitoba's economic, demographic, and labour market trends.

**Statistical, Economic and Computer Consulting** – Statistical, economic, computer and survey consulting services were provided to departments and crown agencies on both a “public good” basis and a cost-recovery basis (larger consulting projects).

**Contract Surveys and Information Development** – MBS designed and implemented surveys/information development projects for individual departments and crown agencies on a cost-recovery basis. Projects included Jobs and the Economy - Trade Statistics Database; International Education Branch of Federal-Provincial and International Relations - Survey of International Students, Workforce Skills.. The major Non-Profit Business and Labour Market Conditions Survey was completed on behalf of the Manitoba Federation of Non-Profit Organizations.

**Information Dissemination System** - MBS has continued to enhance its desktop accessible information systems (e.g. InfoNet, Infoline, Trade). MBS is developing a new *StatsBase* information system to enable more rapid response to client requests involving time-series related economic or demographic information.

**Interdepartmental Liaison** – MBS assisted individual provincial departments and crown agencies with their statistical activities and problems with the objective of avoiding duplication of effort and costs.

**Federal-Provincial Liaison** - Represented Manitoba's views on statistical matters to Statistics Canada including possible new methodologies to determine Manitoba's population. As part of the national statistical system, MBS represents Manitoba on the Consultative Council on Statistical Policy as well as a number of other subject matter statistical committees.

**Information Requests** – MBS responded to inquiries for information from MBS developed databases (Economic Accounts, Investment Statistics, Trade Statistics, Business Register, Vital Statistics, Postal Code Translator File). As well, MBS responded to requests for non-MBS developed data. These information requests ranged from those requiring a single quick response to those that required the development of custom computer-generated reports.

**10-1(e) Manitoba Bureau of Statistics**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	685	13.00	1,007	(322)	1
Total Other Expenditures	442		391	51	
Less: Recoverable from Other Appropriations	(39)		(60)	21	
<b>Total Expenditures</b>	<b>1,088</b>	<b>13.00</b>	<b>1,338</b>	<b>(250)</b>	

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1. Underexpended due to delay in filling vacancies.

# **BUSINESS SERVICES**

## **INDUSTRY DEVELOPMENT**

### **OBJECTIVES**

The objective of the Financial Services Branch is to facilitate the creation, growth and expansion of businesses in Manitoba in support of the government's economic development strategies. In providing this support the Branch performs the following functions:

- administer several of the programs that provide financing assistance to businesses;
- provide expertise on business case development and business financing to other departments and cross-departmental project teams;
- administer the affairs of the Manitoba Development Corporation and the Manitoba Opportunities Fund;
- provide accounting and financial management services to other units in the government.

### **ACTIVITIES/RESULTS**

#### **PROGRAMS UNDER ADMINISTRATION**

**Manitoba Industrial Opportunities Program (the MIOP Program)** provides financial support to assist businesses expanding their operations in Manitoba. The financing is in the form of repayable, secured loans and the terms of the loan can be somewhat flexible. Favorable interest rates are available to businesses that undertake significant investment in fixed assets and/or create new jobs. The loans are usually in excess of \$500,000. From March 31, 2000 to March 31, 2014 the MIOP Program has approved loans totaling \$250 million for 51 business expansion projects, program financing has levered \$813 million worth of private sector investment and approximately 9,043 jobs. In 2013/14, the Branch had \$6.5 million of new loans approved, which levered \$3.5 million of new private sector investments. As at March 31, 2014, the program has 16 active loans totaling \$74.8 million under management, with 2,071 Manitoba full time equivalent jobs required and 2,490 Manitoba full time equivalent jobs were maintained.

**Commercialization Support For Business Program (the CSB Program)** provides financial support to assist with business development activities in Manitoba. The program targets Manitoba entrepreneurs and small to medium sized enterprises that are seeking to start-up, expand or modernize their business through innovation and commercialization. The CSB Program offers financial assistance to support entrepreneurs and businesses as they move through the process of conceiving, developing and commercializing products and processes and expanding into new markets. The financing is in the form of cost-sharing assistance and is usually non-repayable. The cost-sharing assistance is usually in the range of up to \$200,000 and may fund up to 50% of the cost of the business development activity. In 2013/14 the Branch confirmed cost-sharing assistance for 73 new business development projects totaling \$2.6 million.

**Third-Party Investment Funds Program (the Investment Program)** provides investment capital to venture capital limited partnerships that are managed by the private sector, who in turn invest this capital in small to medium sized businesses. From its inception in 1996 to March 31, 2014, the Investment Program has invested \$23.5 million in six limited partnerships. The six limited partnerships include: Manitoba Capital Fund (a multi-sector subordinated debt fund); Manitoba Science and Technology Fund (a science and technology equity fund); Renaissance Capital Fund (a multi-sector equity fund); Western Life Sciences Venture Fund LLP (a life sciences equity fund); CentreStone Ventures Limited Partnership (a life sciences equity fund); and Canterbury Park Capital Fund LP (a multi-sector equity fund). As of March 31, 2014, in aggregate the six limited partnerships have invested approximately \$174.3 million into 78 business entities. These are mature funds that are in divestiture mode and are no longer making investments.

**Small Business Venture Capital Tax Credit** provides a mechanism to improve the access to equity capital for small businesses within Manitoba. Investors supplying cash equity to small businesses will be entitled to apply a 30% Provincial tax credit against their Manitoba taxes payable. In 2009 the Province approved an allocation of \$10.0 million in tax credits, which will facilitate \$33.0 million in new equity to be raised. During 2013, eight companies were approved to issue equity of which six, in aggregate, raised \$2,755,842 from 41 Manitoba investors.

**Labour-Sponsored Investment Funds Program (the LSIF Program)** provides Manitoba investors with a 15% Provincial tax credit plus access to a 15% Federal tax credit on annual purchases up to \$5,000 in qualifying Funds. Financial Service's role is to administer the registration, and de-registration, of corporations wishing to qualify to be a Labour-Sponsored Investment Fund.

### **SPECIAL PROJECTS**

**Capital Markets Initiative** The Branch is a leader in collaborative, multi-party efforts to strengthen the depth and breadth of the province's capital markets infrastructure. The leadership role arises from the Branch's expertise and contacts in the finance industry and mandate for facilitating business investment.

### **OTHER RESPONSIBILITIES**

**Manitoba Development Corporation (MDC)** is the Province's agent for administering repayable financial assistance and providing administration for the Provincial Nominee Program for Business. The Branch administers MDC's portfolio of loans and investments. As at March 31, 2014, MDC had a net value of \$183.8 million in financial assets under management.

**Manitoba Opportunities Fund (MOF)** is the Province's agent for holding and investing the Provincial allocation of immigrant's investments made through the Federal Department of Citizenship and Immigration Canada's (CIC) Immigrant Investor Program. As at March 31, 2014, MOF had a net value of \$278.8 million in financial assets under management.

### **10-2(a)-1 Industry Development - Financial Services**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	926	12.00	1,053	(127)	
Total Other Expenditures	346		333	13	
Program Delivery:					
- Community Operations	9,756		13,197	(3,441)	1
- Less: Interest Recovery	(4,121)		(8,810)	4,689	1
<b>Total Expenditures</b>	<b>6,907</b>	<b>12.00</b>	<b>5,773</b>	<b>1,134</b>	

1. Lower than projected loan portfolio.

**10-2(a)-2 Industry Development – Commercialization Support for Business**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Commercialization Support for Business	2,615	4,175	(1,560)	1
<b>Total Expenditures</b>	<b>2,615</b>	<b>4,175</b>	<b>(1,560)</b>	

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1. *Timing of disbursements.*

# **INDUSTRY CONSULTING AND MARKETING SUPPORT**

## **OBJECTIVES**

Industry Consulting and Marketing Support works with Manitoba companies and industry associations to support industry development and business growth in Manitoba. Project development activities within the branch are wide-ranging and include projects that respond to company-specific opportunities, projects for industry-wide strategic development and projects stemming from government initiatives and identified priority sectors. The Branch also analyses economic and industry trends and events to understand and anticipate their potential impact on Manitoba companies.

## **ACTIVITIES/RESULTS**

### **Industry Consulting Group**

The Group undertakes economic development activities in partnership with other government departments, municipal economic development agencies and the federal government, to support expansion by Manitoba companies and attraction of investment by non-Manitoba firms. The Branch also works to support technology development/adoption by Manitoba companies for improved productivity and competitiveness.

### ***Highlights of 2013/14***

Industry Consulting Group continued to work with Manitoba's industrial sectors to improve competitiveness through the adoption of new technologies and to encourage expansion through the identification of new opportunities. Although Manitoba manufacturers face ongoing competition from offshore, Manitoba's manufacturing shipments stayed constant with slight growth of 0.2% in 2013, contributing to an overall 5.2% growth since 2009. Manufacturing capital investment also grew in 2013, increasing by 32.3%, leading to a historical high, as manufacturers continue to position themselves for improving market conditions. Assisting the sectors throughout this period have been a number of initiatives begun several years ago, which the branch has participated in or supported, and which were aimed at developing new capabilities and improving productivity within Manitoba. Industry Consulting continues to monitor Manitoba's industrial sectors for their ability to cope within the current economic climate.

The Composites Innovation Centre Manitoba Inc. (CIC), incorporated in 2003, is a not-for-profit corporation with the goal of stimulating economic growth by facilitating innovative technology and product development involving advanced lightweight, high-strength composite materials. The organization provides technology-solutions for companies producing or repairing composite products with a focus on aerospace, bio-composites, ground transportation and civil infrastructure. To achieve its development mandate, the CIC uses key core technical capabilities and knowledge gained from a large national/international network of research and commercialization organizations. The organization also supports education and training initiatives aimed at ensuring the availability of people with critical skills for industry.

The Canada-Manitoba Economic Partnership Agreement (EPA) provided support of \$20.6 million for the CIC from 2009 to 2013. The EPA was terminated in September 2013 and the province provided funding to the CIC for October 2013 to March 2014. The provincial government funding of \$536,000 for the October to March period leveraged \$2.7 million from industry and other entities.

The CIC identified a number of strategic projects for 2013/14 provincial funding and their activities included the establishment of FibreCITY - the world's first comprehensive bio-fibre grading and testing facility, delivery of 6 special interest group events and preparation for a series of 18 industrial training programs, the transfer of 6 new technologies to industry for commercial use, the development of 2 new significant composite capabilities for industry and the support of the Manitoba Aerospace Association's technology roadmap. A total of 17 new projects were launched, of which 7 were with new clients and 21 projects were completed during the 6 month timeframe. As at March 31, 2014, 50 projects were still in progress and 24 projects were in the planning phase.

Industry Consulting Group provides staff and infrastructure support to the Vehicle Technology Centre (VTC), a non-profit organization whose mission is to foster the competitiveness of Manitoba's heavy vehicle manufacturing sector by promoting technology development and adoption in the sector. The VTC's *OEM-Supplier Development Program* (OSDP) encourages original equipment manufacturers (OEM) to partner with their suppliers in the development of new technologies embodied in improved products and processes. This program has assisted local manufacturers to remain competitive in the North American market through a wide range of projects.

During the 2013-2014 funding agreement, the OSDP supported 8 projects involving 7 OEM leads and some 20 supplier partners. OSDP support of \$0.48 million levered an additional \$2.3 million of industry funds (a ratio of 4.8 to 1), resulting in company projects totaling \$2.8 million. A small portion of OSDP funding was used to undertake targeted collaborations with other organizations to promote and disseminate technologies to manufacturers.

Industry Consulting continued to work with the Canadian Manufacturers and Exporters – Manitoba (CME) and its stakeholders in the manufacturing industry in the implementation of the CME's Manufacturing Centre of Excellence (COE) initiative. This initiative built upon the success of its predecessor, the Advanced Manufacturing Initiative, which delivered programming that resulted in observable productivity improvements for participating companies. The Manufacturing Centre of Excellence supported manufacturers wishing to become globally competitive using improved productivity, technology, trade and human resource development. The COE initiative was supported under the EPA from 2009 to 2013. As a result of this funding support, CME leveraged \$5.5 million of in-kind support and \$1.18 million in cash support from Manitoba's manufacturers, 700 people participated in trade programs and 600 in technology programs, 268 companies participated in the COE program and more than 55 companies participated in the consortia since it began. Following the termination of the EPA, funding was provided to CME by the Province (October 1, 2013 to March 31, 2014 - \$353,200).

A core element of the Branch's work continues to be its individual project development activities with its project managers often taking a lead role in coordinating the activities and actions of other government departments and agencies to work with business to create new jobs and investment in Manitoba. In this regard, the group also works closely with economic development colleagues at Western Economic Diversification Canada, the City of Winnipeg and other Manitoba municipalities, Economic Development Winnipeg, Yes! Winnipeg, Manitoba Hydro, Thompson Unlimited, Economic Development Brandon, Parkland Agricultural Resource Co-Op Ltd., Community Futures organizations and others.

Support of joint agency initiatives have helped make Manitoba a global centre for aerospace engine testing, with three of the world's largest engine Original Engine Manufacturer's situated in the province. This translates to over 80% of the world's new gas turbine engines having certification testing performed in Manitoba. Continued enhancements to the Global Aerospace Centre for Icing and Environmental Research (GLACIER), established in 2010 in Thompson, will not only enable the facility to perform year-round aerospace engine testing and certification specializing in engine icing, but will also allow for a variety of performance, endurance and specialty testing, outside of the ice-testing season. GLACIER is a limited joint venture between Rolls-Royce Canada Limited and Pratt & Whitney Canada.

The more recently established GE Aviation Engine Testing Research and Development Centre, at the Richardson International Airport, has seen additional investments to make it not only functional year round, but to make it Manitoba's first aerospace facility capable of both engine testing and post-testing and re-design. This will greatly expand the research and development capabilities of Manitoba's aerospace industry.

### **Marketing Support Group**

The Branch provides marketing-related support activities to Manitoba Jobs and the Economy and Manitoba Trade and Investment. These activities include:

- Coordination of marketing activities
- Development and production of consistent and competitive marketing materials
- Development of market intelligence and other information
- Investment promotion support services

Marketing Support produces print and digital promotional products used to promote Manitoba as a trade partner and an investment location, and these are used by the department as collateral marketing materials to support trade missions, trade visits and by non-governmental organizations pursuing trade and investment related promotions. Information on Manitoba capabilities for potential clients in overseas markets is also developed. Promotional products are produced in multiple languages.

Marketing Support manages and maintains the departmental website ([www.gov.mb.ca/jec](http://www.gov.mb.ca/jec)) and maintains the Manitoba Investment Portal ([www.investinmanitoba.ca](http://www.investinmanitoba.ca)). The group also provides web support service to Manitoba Trade and Investment ([www.manitoba-canada.com](http://www.manitoba-canada.com)).

### **10-2(b) Industry Consulting and Marketing Support**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	770	8.00	845	(75)	
Total Other Expenditures	242		316	(74)	
<b>Total Expenditures</b>	<b>1,012</b>	<b>8.00</b>	<b>1,161</b>	<b>(149)</b>	

## **ENTREPRENEURSHIP MANITOBA**

Effective April 1, 2013, Small Business Development, Competitive Initiatives, Companies Office and Business Settlement Office were transferred to the new Special Operating Agency, Entrepreneurship. Entrepreneurship Manitoba tables its own Annual Report under separate cover with the Manitoba Legislature.

# **SCIENCE, INNOVATION AND BUSINESS DEVELOPMENT**

## **OBJECTIVES**

SIBD aims to create high-value jobs and economic success for Manitoba through strong support of local innovation. This is achieved by:

- building our province's capacity in leading-edge research;
- spurring the commercialization of those discoveries into innovative new products, processes or services; and
- driving the ongoing growth and development of Manitoba's knowledge-based industries and companies.

SIBD works to achieve these goals by:

- making investments, developing policies, and creating linkages that support research and knowledge based industries in Manitoba; and
- working strategically to enhance collaboration and coordination among stakeholders across Manitoba's innovation community.
- 

## **PROGRAM AREAS**

### **Research and Innovation Policy**

SIBD's Research and Innovation Policy team is responsible for the development, analysis and communication of policies related to research, innovation, science and technology. The Branch also provides a key coordinating function across government for research, innovation, science and technology initiatives. SIBD's Research and Policy team manages the Province's support to Manitoba's leading academic institutions and research-based organizations, and works to support opportunities for the commercialization of new discoveries that will enhance economic growth and job creation by local industries.

### **Business Development**

The Business Development Branch of SIBD works with three of Manitoba's most important knowledge-based industries, namely: life sciences, information and communications technologies (ICT), and interactive digital media (IDM). The Business Development Branch assists these knowledge-based industries in a number of key ways:

- by supporting and engaging in priority industry development projects in each sector;
- by working directly with life science, ICT and IDM companies to assist them in their business development needs; and
- by working to coordinate relevant activities across these industries and with Manitoba's research and knowledge commercialization communities.

## **ACTIVITIES/RESULTS**

### **RESEARCH AND INNOVATION POLICY**

#### **Manitoba Research and Innovation Fund (MRIF)**

With a core allocation of \$11.3 million in 2013/14, the Manitoba Research and Innovation Fund (MRIF) is the primary vehicle for funding provincial research initiatives in the Department of Jobs and the Economy (JEC). Established in 2003/04, the MRIF has two primary support elements: the Research Fund and the Health Research Initiative (HRI).

The objectives of the MRIF are:

- to increase the capacity of Manitoba's universities, colleges, hospitals and other not-for-profit institutions to carry out important world-class scientific research and technology development through the funding of research projects identified as a priority by the Province;
- to increase Manitoba's capacity for innovation through the support of science and technology awareness, technology commercialization and other strategic initiatives;
- to enhance job creation, economic growth, productivity and competitiveness;
- to encourage collaboration between and within the private sector and research institutions;
- to enhance Manitoba research institutions' abilities to attract and keep world-class researchers and skilled technicians, and to conduct state-of-the-art research; and
- to develop improvements for Manitobans' health, environment, and quality of life.

## **Research Fund**

This program element had a \$9.3 million allocation for 2013/14. Its focus is on expanding Manitoba's research capacity, enhancing research infrastructure, enabling research programs, and providing key support to emerging programs in such areas as genomics, proteomics and bioinformatics research.

### Projects Funded

In 2013/14, projects approved for funding included the following: Canada-Israel International Fetal Alcohol Consortium, Biocomposite Design Theory Development project; Canadian Centre for Agri-Food Research in Health and Medicine (CCARM) "Food for Health" project; Manitoba Facility for Composite and Materials Characterization; In Vivo Experimental Animal Magnetic Resonance Microscopy (MRM) Centre; and matching funds for various Manitoba-based Canada Foundation for Innovation projects.

## **Health Research Initiative (HRI)**

Health Research Initiative funding, totalling \$2.0 million was provided to five Manitoba health research centres in 2013/14 to assist in supporting research overhead costs. The program funds were apportioned to each centre according to a formula that has been used consistently since the program's inception in 1996/97. Payments to each HRI participant in 2013/14 were as follows:

CancerCare Manitoba	\$ 188,500
Manitoba Institute of Child Health	\$ -105,500
Health Sciences Centre	\$ 312,000
St. Boniface Hospital Research Centre	\$ 294,500
University of Manitoba	<u>\$ 1,099,500</u>
Total	\$ 2,000,000

## **Manitoba Centres of Excellence Fund (MCEF)**

The Manitoba Centres of Excellence Fund (MCEF) is the Manitoba Government's research and development support mechanism for Manitoba based researchers who have been successful under the Federal Government's Networks of Centres of Excellence (NCE) initiative. One of the highlights under this initiative is the knowledge mobilization network called "Translating Emergency Knowledge for Kids (TREKK)". It's based in Manitoba, and led by Dr. Terry Klassen, Director of Research, Manitoba Institute for Child Health. The mission of TREKK is to create a national network that is a trusted source for easy access to the latest evidence, best practices, user-friendly resources and discussions in pediatric emergency care. The network will be created and used by health professionals and the families they care for and its work will drive the highest quality of health care for children and families seeking emergency care in Canada. The MCEF supports Manitoba researchers' leadership and participation in this network, alongside other NCE initiatives.

During 2013/14, MCEF support of \$644,434 leveraged a total of \$1,817,173 in federal funds from the NCE program. The following University of Manitoba projects were supported:

- Allergy, Genes and Environment Network (AllerGen);
- ArcticNet;
- BioFuel Net;
- Canadian Water Network (CWN);
- Graphics, Animation and New Media Canada (GRAND);
- The Automobile of the 21st Century (Auto21);
- TRanslating Emergency Knowledge for Kids (TREKK); and
- Intelligent Sensing for Innovative Structures (ISIS) – ISIS Canada Resource Centre.

### **Manitoba Health Research Council (MHRC)**

In 2013/14, the Department transferred \$6,002,600 in funding to the Manitoba Health Research Council to support research grants and personnel awards, which MHRC in turn provided to the research community and for the administration of the Council. This funding also helped in the implementation of the *Envisioning the Future* strategic plan developed by the Council. In 2013, the Council began a stakeholder-engaged re-examination of this plan.

The MHRC's new strategic direction is based upon four action areas which will increase the strength and capacity of the health research community in Manitoba:

- Establish MHRC as the coordinating body for health research in Manitoba;
- Develop, recruit and retain the best research faculty;
- Facilitate research networks, linkages and communication; and
- Move research evidence into practice.

In 2013/14, the Council approved funding of two Manitoba Research Chairs (5 years), ten Establishment Grants (3 years), five Operating Grants, two PhD Dissertation Awards, six Postdoctoral Fellowships, and 43 Graduate Studentships. Fellowships and Studentships provide funding for two years. Four Bridge Funding Awards and many second and third year awards from previous competitions were also approved.

MHRC funding provided by Manitoba Jobs and the Economy was supplemented with support from the MHRC's 2013/14 Coordinated Studentship Funding Partners. These funders enabled MHRC funds to be supplemented, increasing the number of MHRC funded (and partially funded) awards. In addition the MHRC's Coordinated Trainee Competition facilitated an additional three Fellowships and 13 Studentships which were fully funded by our partners (not included in the numbers listed above). These partners included: CancerCare Manitoba Foundation; Health Sciences Centre Foundation; Manitoba Institute of Child Health; The St. Boniface Hospital and Research Foundation; The Terry Fox Research Institute; University of Manitoba - Faculty of Graduate Studies; University of Manitoba - Faculty of Pharmacy and University of Manitoba - Faculty of Dentistry. MHRC also partnered with the Canadian Institutes of Health Research on the Regional Partnership Program. MHRC's partnership programs leveraged in excess of \$1.81 million in external funding.

The following individuals were members of the MHRC Board of Directors in 2013/14:

**Dr. Brian Postl**, Professor and Dean, Faculty of Medicine, University of Manitoba (Chair)

**Dr. Digvir Jayas**, Vice-President, Research and International, University of Manitoba

**Mr. Bob Brennan**, Former President and CEO, Manitoba Hydro

**Ms Jan Currie**, Former Vice-President and Chief Nursing Officer, Winnipeg Regional Health Authority, (retired)

**Mr. Grant Doak**, Deputy Minister to October 2013, Innovation, Energy & Mines, Province of Manitoba, (non- voting member)

**Mr. Hugh Eliasson**, Deputy Minister from October 2013, Jobs and the Economy, Province of Manitoba, (non- voting member)

**Ms Karen Herd**, Deputy Minister from October 2013, Manitoba Health, Province of Manitoba, (non- voting member)

**Mr. Kevin Kavanagh**, Past President, Great-West Life Co.

**Dr. John Langstaff**

**Dr. Susan McClement**, Associate Professor, Faculty of Nursing, University of Manitoba, Manitoba Palliative Care Research Unit, CancerCare Manitoba

**Dr. Peter Nickerson**, Associate Dean (Research), Faculty of Medicine, University of Manitoba

**Ms Cathy Nieroda**, Client Executive, Solvera Solutions

**Mr. Milton Sussman**, Deputy Minister to October 2013, Manitoba Health, Province of Manitoba, (non-voting member)

**Dr. Barbara L. Triggs-Raine**, Professor, Biochemistry and Medical Genetics, Faculty of Medicine, University of Manitoba

**Ms Arlene Wilgosh**, President and CEO, Winnipeg Regional Health Authority

Additional information is available in the MHRC Annual Report.

### **Policy Development**

In 2013/14, SIBD initiated work on a renewed strategy for innovation and commercialization based on consultation and dialogue with key stakeholders from Manitoba's innovation community. The end goal of these efforts will be a more coordinated and effective network of research and innovation programs, services and organizations that support innovation so as to better meet the needs of Manitoba's entrepreneurial and business communities.

## **BUSINESS DEVELOPMENT**

### **Information and Communications Technologies (ICT) and Interactive Digital Media**

Business Development activities for the ICT and Interactive Digital Media sectors for 2013/14 were focused in the following areas:

1. Creating an Environment Fostering ICT and Digital Media Business Development
2. Increasing ICT and Interactive Digital Media Research and Technology Commercialization
3. Raising the Profile of Manitoba's ICT and Interactive Digital Media Sectors Locally and Internationally

#### **1. Creating an Environment Fostering ICT and Interactive Digital Media Business Development**

In 2013/14, SIBD worked closely with the Information and Communication Technologies Association of Manitoba (ICTAM) and New Media Manitoba (NMM), in order to promote and grow our local ICT/Interactive Digital Media industries and companies:

#### **Information and Communication Technologies Association of Manitoba (ICTAM)**

Manitoba is home to a thriving ICT sector that serves the world. With more than 1,815 companies, the sector employs approximately 18,275 professionals and contributes more than \$1.31 billion annually to the provincial GDP. ICT professionals are employed across all sectors and, as such, have a positive impact on productivity and innovation across all Manitoba industries.

ICTAM is an industry-focused association whose goal is to accelerate the growth, prosperity and sustainability of the ICT industry through relevant programming, advocacy and collaboration. As a not-for-profit, membership based association; ICTAM's constituency is broadly based, encompassing vendors, consumers, government, education, chambers of commerce and sector councils. As information and communication technologies are enabling every facet and type of business, ICTAM assists member companies in achieving greater success through human capital development programs, networking events, conferences, cost-saving benefits and promotional marketing opportunities.

SIBD provided \$73,750 in 2013/14 to support numerous projects geared to building strategic planning,

sales, and marketing capacity among firms, increasing international market access as well as enhancing digital technology adoption across all industry sectors.

### **New Media Manitoba (NMM)**

Manitoba's interactive digital media (IDM) industry is made up of over 120 local firms and employs roughly 2,200 local professionals. Annual revenues generated by the local IDM industry continue to show strong growth and currently exceed \$36 million.

New Media Manitoba (NMM) is a non-profit association that was formed to assist the IDM industry increase economic growth through the adoption and sharing of new technologies and improved business processes. Through the implementation of NMM business development and training initiatives, the industry has continued to develop a highly skilled workforce that has increased the awareness and exposure of Manitoba IDM companies locally nationally and internationally. Ongoing NMM programming has ensured that IDM companies have the ability to implement effective business strategies and become leaders in innovative product design to increase access to other strategic and emerging vertical markets.

In fiscal 2013/14 SIBD provided NMM with \$73,750 for the implementation of several initiatives aimed at enhancing the awareness of the Manitoba IDM industry; increasing connections to new vertical markets, financing sources and industry/academia; and improving market access opportunities for the industry.

### **Financial Assistance Programs Supporting Commercialization**

SIBD continues to work with technology-based companies to provide support for commercialization and business development. In 2013/14, 17 ICT/Interactive Digital Media companies received support through the Commercialization Support for Business Program (CSB) totalling \$189,307.

## **2. Increasing ICT and Digital Media Research and Technology Commercialization**

### **Business Incubation**

SIBD continued to be actively involved with two technology business incubation programs - The Eureka Project at Smartpark and The Manitoba Technology Accelerator (formerly Biomedical Commercialization Canada (BCC)).

- **The Eureka Project** is a technology incubator focused primarily in the areas of ICT, life sciences, ag tech and food sciences, and clean tech. Located at the University of Manitoba's Smartpark, the Eureka Project provides space, management expertise and resources for the successful development of high technology start-up companies in Manitoba. The program also provides entrepreneurs with hands-on support and/or services in areas such as: business strategy, financial services, corporate finance, sales, marketing, channel management, executive resourcing and more. SIBD continues to work with Eureka in an advisory capacity and contributed \$200,000 in 2013/14 under the Commercialization Support for Business Program to support the continued operation of the incubator.
- **The Manitoba Technology Accelerator (MTA)** is a private sector, not-for-profit organization located in Innovation Alley in the heart of Winnipeg's Exchange District. The program provides a host of resources and people to help early-stage science and technology companies enter the market, secure investment and/or pursue their acquisition strategy. MTA assists its clients in the areas of: facilities and infrastructure, mentoring, coaching and participation, and finance and investment. SIBD continues to work closely with the program and ~~provided~~ contributed \$200,000 in 2013/14 under the Commercialization Support for Business Program to support the continued operation of the incubator

## **TRTech**

TRTech is Canada's largest ICT research and innovation consortium, with an important node of activity based in Winnipeg. The mission of TRTech is "Growing Industry through ICT Innovation" with a vision that TRTech be recognized as Canada's leading ICT innovator for emerging opportunities". The main focus of TRTech is solving Information and Communications Technologies' (ICTs) related challenges by bringing academics and students from Canada's universities together with their industry members to collaborate on projects. TRTech's engagement is in all aspects of the innovation process, from developing and testing pre-commercial technology to providing highly tailored training of highly qualified personnel (HQP). The Government of Manitoba announced a five-year funding agreement worth \$2.6 million with TRTech in April 2011, and provided \$480,000 against this commitment in 2013/14.

SIBD continued to work actively with TRTech in Manitoba to explore ways of increasing the number of applied research and commercialization projects undertaken with local Manitoba companies. During 2013/14, TRTech's Winnipeg office attracted \$600,000 from industry members and non-members in support of their activities. In addition to membership revenues, members contribute in-kind by way of assigning staff to work jointly on projects, and on some occasions supply hardware and software for the projects. In terms of technology output activities in 2013/14, TRTech performed 61 opportunity assessments, ten technology assessments, eight prototypes, and supported two commercialized products for release in Canadian and international markets.

Manitoba Jobs and the Economy provided support for the annual Community Dinner on November 7, 2013. The event was co-hosted with ICTAM and was a success, with 150 representatives present from the ICT community in Manitoba.

### **3. Raising the Profile of Manitoba's ICT and Interactive Digital Media Sectors locally and internationally**

#### **Mobile World Congress 2014**

The Mobile World Congress (MWC) 2014 (in Barcelona, Spain) brought together more than 85,000 attendees from 201 countries for a vast array of learning, networking and showcase opportunities focused on all aspects of the mobile market. Manitoba participants at MWC received valuable business development support and exposure through business-to-business (B2B) matching activities, and participation in the Canadian Pavilion on the exhibition floor. Two Manitoba companies reported that they have secured and closed new business as a result of their participation in MWC.

#### **2014 Game Developers Conference**

The Game Developers Conference (GDC) is the world's largest professionals-only gaming industry event. Held in San Francisco each year, it attracts roughly \$24,000 attendees and is the primary forum where Interactive Digital Media entrepreneurs, investors, and other industry development stakeholders gather to do business and exchange ideas.

Manitoba's GDC 2014 delegation comprised 19 participants, representing 10 companies. As part of Manitoba's attendance at GDC 2014, companies participated in high-level business-to-business (B2B) matching meetings, pre-conference training, and were profiled at Canada reception and Manitoba dinner. The Manitoba delegates indicate that their participation in GDC 2014 is expected to generate \$13.7 million in new investment to Manitoba's Interactive Digital Media sector.

#### **Investment Attraction**

In September 2012, the Department assembled a team of Manitoba partners to encourage Canadian Tire Corporation to locate a major ICT/IDM project in the province. In May 2013, after a significant community effort, Canadian Tire announced the establishment of an "Advanced Cloud Computing Centre and Digital App Factory" in Winnipeg. One of the most advanced centres of its kind in North America, the 28,000 square foot centre is home to a digital content warehouse, application lab, testing lab and high performance

data centre. The operation now serves as the core digital hub for the Canadian Tire Family of Companies and will create a significant number of new high-tech positions in Winnipeg.

## **Life Sciences**

SIBD works with key stakeholders in Manitoba's life sciences sector on initiatives in the medical device and diagnostic, pharmaceutical, biologic, nutraceutical, industrial biotech, and agricultural biotech sectors. Activities in 2013/2014 were primarily focused on three priorities:

1. Creating an Environment Fostering Life Science Industry and Business Development
2. Increasing Life Science Research and Technology Commercialization
3. Raising the Profile of Manitoba's Life Science Sector Locally and Internationally

### **1. Creating an Environment Fostering Life Science Industry and Business Development**

In 2013/14, SIBD worked closely with the Life Science Association of Manitoba (LSAM) in order to promote and grow our local life science industry and companies:

#### **Life Science Association of Manitoba (LSAM)**

LSAM represents Manitoba's growing life sciences sector. The Association's objectives are to coordinate activities to address member needs and concerns and to inform members of changes in the global biotech industry. The current LSAM mandate focuses on four pillars, namely to:

1. Facilitate synergies in the life science industry through connecting people, information and ideas;
2. Support the development of Manitoba's human resource capacity;
3. Strengthen the business environment for members; and
4. Provide a voice for the life science industry in Manitoba.

SIBD provided \$73,750 in 2013/14 to support numerous strategic sector development projects. These included:

- The coordination of a series of industry development events in conjunction with National Biotechnology Week 2013 including sector tours for over 200 Manitoba students from both urban and rural schools. Twelve new schools in the province participated in 2013.
- The organization of Funders Day, in which a variety of government funding organizations presented their programs to local SMEs. This day provided an overview of the services available to Manitoba entrepreneurs.
- The organization of the BIOFIBE 2013 Conference, which focused on creating strategic partnerships to accelerate technology development and commercialization in the bioproducts industry.
- The development of a two-day meeting program for the research-based pharmaceutical company, Merck, focused on licensing and partnership opportunities in Manitoba. The program included one-to-one and one-to-many meetings with researchers, entrepreneurs and representatives from Manitoba's key research institutions and accelerators.
- In collaboration with New Media Manitoba (NMM) and the Information and Communication Technologies Association of Manitoba (ICTAM), LSAM worked with the Manitoba Patient Access Network (MPAN) to develop the first Technology Showcase at the bi-annual Health Innovation Conference (HIC). The technology showcase provided an opportunity for Manitoba companies in the life science, digital media and information and communication technologies space to connect with healthcare professions and other companies exploring health innovation. Company participation at the HIC helped to familiarize healthcare professionals with the products and tools available to improve healthcare delivery, and may assist with future technology integration in the

marketplace. SIBD assisted the three industry associations in the delivery of the technology showcase.

## **Financial Assistance Programs Supporting Commercialization**

In concert with the Financial Services branch of Manitoba Jobs and the Economy, SIBD worked with technology-based companies to provide support for commercialization and business development. In 2013/14, the Commercialization Support for Business Program (CSB) supported ten Life Science applications totalling \$446,608.

## **2. Increasing Life Science Research and Technology Commercialization**

### **Composites Innovation Centre (CIC)**

The Composites Innovation Centre Manitoba Inc. (CIC) was incorporated in October 2003 as a not-for-profit corporation with the goal of stimulating economic growth by facilitating innovative technology and product development involving advanced composite materials. The organization provides technology-solutions for companies producing or repairing composite products with a focus on aerospace, bio-composites, ground transportation and civil infrastructure. To achieve its development mandate, the CIC uses key core technical capabilities and knowledge gleaned from a large national /international network of research and commercialization organizations. The organization also supports education and training initiatives aimed at ensuring the availability of people with critical skills for industry.

SIBD committed \$157,312 over two years beginning in 2013/14 to support the “Biocomposite Design Theory Development” collaborative project with Cooperative Research Centre—Advanced Composite Structures (CRC-ACS) in Queensland. This research collaboration will accelerate the growth, prosperity and sustainability of the bio-product sector in Manitoba.

### **Manitoba Agri-Health Research Network (MAHRN)**

Since 2007 MAHRN has been a portal to the Province’s nationally and internationally recognized centres involved in the commercialization of agricultural products for improved health. Manitoba’s agri-health sector is home to three leading edge facilities that work closely with industry to research and develop functional foods and nutraceuticals: Canadian Centre for Agri-food Research in Health and Medicine, Richardson Centre for Functional Foods and Nutraceuticals, and the Food Development Centre. MAHRN has been integral in the development of key industry and research linkages with partners in the European Union, Chile, Australia and Minnesota. In 2013/14, JEC provided MAHRN with \$73,750 in support of international projects and priorities.

In 2013/14, funding of \$200,000 over two years was provided to support the Canadian Centre for Agri-food Research in Health and Medicine’s “Food for Health” collaborative project with Minnesota based Step One Foods and the Mayo Clinic. This research collaboration will serve to develop a “Foods for Health” portfolio of functional food products that improve blood glucose and lipid management in individuals with pre-type 2 diabetes mellitus. The activities will take place between April 2014 and October 2016.

## **3. Raising the Profile of Manitoba’s Life Science Sector locally and internationally**

### **2013 International Biotechnology Convention and Exhibition**

Each year, the Biotechnology Industry Organization (BIO) hosts the world’s premier biotechnology conference, bringing together scientists, entrepreneurs and innovators from around the world. Held in Chicago, IL, BIO 2013 brought together over 13,000 industry leaders from 47 states and 62 countries to discuss and share the latest developments and most pressing issues facing the biotech industry.

In 2013/14, approximately 30 Manitoba delegates attended BIO and showcased the province's life science industry capabilities at a number of key events—including a joint Manitoba–Saskatchewan business partnering reception and the Manitoba BIO Breakfast. Manitoba's presence at the 2013 International BIO Convention enhanced the profile of our local life sciences sector both nationally and internationally.

### Research Investment Tours

Over the past year, SIBD and LSAM have been actively engaged in bringing industry to Manitoba—with the intent of attracting research and development (R&D) investment to the province. In 2013/14, SIBD hosted one delegations, which brought representatives from across Canada to Manitoba in search of opportunities for investment. This has created new opportunities for our local life science companies and research institutions.

### 10-2(c) Science, Innovation and Business Development

Expenditures by Sub-Appropriation	Actual	Estimate		Variance Over (Under)	Expl. No.
	2013/14 \$	FTE	2013/14 \$		
Total Salaries & Employee Benefits	1,535	19.00	1,541	(6)	
Total Other Expenditures	499		557	(58)	
Total Manitoba Research and Innovation Fund	12,750		12,750	-	
Total Manitoba Centres of Excellence Fund	720		720	-	
Less: Recoverable from Urban Development Initiatives	(750)		(750)		
<b>Total Expenditures</b>	<b>14,754</b>	<b>19.00</b>	<b>14,818</b>	<b>(64)</b>	

## **MANITOBA HEALTH RESEARCH COUNCIL**

The Manitoba Health Research Council (MHRC) provides funding for health research initiatives. The Manitoba Health Research Council tables its annual report under separate cover with the Manitoba Legislature.

### **10-2(d) Manitoba Health Research Council**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
<b>Total Expenditures</b>	<b>6,003</b>	<b>6,003</b>	<b>-</b>	

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## **INTERACTIVE DIGITAL MEDIA TAX CREDIT**

The MIDMTC Program was introduced in 2008/09 to stimulate investment and job creation in Manitoba's interactive digital media industry. The MIDMTC Program is a fully refundable, 40% corporate income tax credit for companies that develop eligible interactive digital media products within the province

In Budget 2013, the MIDMTC was enhanced in accordance with industry recommendations and renewed to December 2016. The enhancements to the program have been designed to better assist local companies in developing innovative and new technologies and products, attract investment, grow new and existing businesses, and create opportunities to retain and attract top talent in high-skill occupations across the Province. Awareness and access to the MIDMTC Program continues to increase.

### **10-2(e) Interactive Digital Media Tax Credit**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
<b>Total Expenditures</b>	<b>900</b>	<b>1,200</b>	<b>(300)</b>	<b>1</b>

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1. *First year of the enhanced credit.*

## **INDUSTRIAL TECHNOLOGY CENTRE**

The Industrial Technology Centre (ITC) is a special operating agency of the Department of Jobs and the Economy. The Department supports ITC's contribution to economic development activities in Manitoba via an Economic Development Contribution Agreement (a performance contract). ITC provides a wide range of technical services in support of technology based economic development in Manitoba. ITC tables its annual report under separate cover with the Manitoba Legislature.

### **10-2(f) Industrial Technology Centre**

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<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
<b>Total Expenditures</b>	<b>850</b>	<b>850</b>	<b>-</b>	

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## **MANITOBA EDUCATION, RESEARCH AND LEARNING INFORMATION NETWORKS**

The Manitoba Education, Research and Learning Information Networks (MERLIN), is a special operating agency of the Department of Jobs and the Economy. MERLIN tables its annual report under separate cover with the Manitoba Legislature.

### **10-2(g) Manitoba Education, Research and Learning Information Networks (MERLIN)**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
<b>Total Expenditures</b>	<b>346</b>	<b>346</b>	<b>-</b>	

## **CANADA-MANITOBA ECONOMIC PARTNERSHIP AGREEMENT**

Projects supported under the five year \$50 million (\$25 million provincial contribution, \$25 million federal contribution) Canada Manitoba Economic Partnership Agreement (EPA) were completed by September 30, 2013. EPA projects have focused on five (5) strategic priorities: Support Knowledge Based Research and Development; Increase Value-Added Production; Support Trade and Investment Promotion; Enhance Productivity and Competitiveness; and Promote Economic Development through Tourism Opportunities.

To continue to build on the successes realized under EPA, in 2014/15 the Department of Jobs and the Economy will deliver sole provincial funding agreements supporting Economic Development Initiatives (EDI).

### **10-2(h) Canada-Manitoba Economic Partnership Agreement**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Other Expenditures	5,541	4,847	694	
<b>Total Expenditures</b>	<b>5,541</b>	<b>4,847</b>	<b>694</b>	

## RECOVERABLE FROM OTHER APPROPRIATIONS

Recovery of funding from the Departments of Mineral Resources and Manitoba Agriculture, Food and Rural Development who participating in the delivery of the Commercialization Support for Business Program.

### 10-2(i) Recoverable from Other Appropriations

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Recoverable from other appropriations	(2,530)	(2,632)	102	
<b>Total Expenditures</b>	<b>(2,530)</b>	<b>(2,632)</b>	<b>102</b>	

# Workforce Development and Income Support

## DIVISIONAL ADMINISTRATION

### OBJECTIVES

The Workforce Development and Income Support Division's goal is to connect Manitobans to independence and sustainable employment through linkages with labour market programming, and to provide coordination and financial support for those low-income individuals who have complex needs or challenges. To develop Manitoba's workforce, assist employers who need skilled workers, and to provide basic financial assistance to those who need it most, the Division links Employment and Income Assistance (EIA), Vocational Rehabilitation/ market *ABILITIES*, and labour market programs.

### ACTIVITIES/RESULTS

The Division is responsible for Manitoba's Strategy for Sustainable Employment and a Stronger Labour Market. This strategy builds on partnerships with employers, industry, education, and community stakeholders to provide more Manitobans with healthier, sustainable options to meet their personal and family needs while addressing a growing need to build the provincial workforce. A positive, enabling, supportive and respectful approach is assisting EIA recipients, persons with disabilities and others who are economically disadvantaged transition to the labour market.

The Division continued to support EIA recipients with Health Services, Income Assistance for Persons with Disabilities, market *ABILITIES*, Building Independence, and Job Connection programs, as well as the Manitoba Child Benefit, 55 PLUS and RentAid. The average monthly caseload is approximately 35,600.

The Division has lead responsibility for labour market programming in the provincial government. Integrated workforce development programming and services are provided through Industry Workforce Development, Apprenticeship Manitoba, and Employment Manitoba, as well as policy support to the Advisory Council on Workforce Development. Over the past year, working with a multitude of partners and stakeholders, career development and training opportunities were provided for approximately 61,500 unemployed and employed individuals in response to employer needs and economic goals. In addition, there were over 10,600 active apprentices in 55 designated trades.

Divisional Administration oversees strategic and operational planning, coordination of centralized policy, research and program development, evaluation, and support systems across the Division. This includes legislation regarding apprenticeship and EIA, the negotiation and maintenance of four Canada/Manitoba labour market agreements, and consultation with labour market stakeholders regarding workforce trends, initiatives, policies and strategies for reaching Manitoba's goal of adding 75,000 more skilled workers by 2020. In 2013/14, the EIA Regulation was amended and the Apprenticeship Employment Opportunities Act (Public Works Contracts) was introduced. In addition, November was proclaimed Career and Workforce Development Month for the first time.

### 10-3(a) Divisional Administration

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	Estimate 2013/14 \$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	789	9.00	697	92	
Total Other Expenditures	165		265	(100)	
<b>Total Expenditures</b>	<b>954</b>	<b>9.00</b>	<b>962</b>	<b>(8)</b>	

# **INDUSTRY WORKFORCE DEVELOPMENT**

## **OBJECTIVES**

Industry Workforce Development (IWD) promotes business and industry-related human resource development to create a highly skilled, knowledgeable and adaptable workforce in Manitoba. This focus recognizes that a high-performance workplace directly contributes to outstanding business results and advances Manitoba's competitive position in the global marketplace.

## **ACTIVITIES/RESULTS**

Changes in local and global economies, developments in technology, increased complexity of work procedures and processes and safe and healthy workplaces all demand a highly skilled and adaptable workforce. Skills development, training and education comprise the foundation for individuals to excel in their work, take on new roles and tasks and remain sustainably employed. Improved labour productivity is critical for Manitoba business to prosper and remain competitive. From training strategies and human resource needs assessment, to supporting corporate investment in skills training, IWD is committed to partnering with business, industry, labour, education and government to ensure Manitoba's workforce is equipped for success — now and in the future.

IWD has a mandate to promote private sector involvement and investment in human resource development and workplace training that is linked with provincial economic development priorities. IWD partners with business and industry to assess human resource and training needs and to implement short and long-term strategies to develop a skilled workforce for continued provincial economic growth. IWD's operations and services are aligned under the Workforce Development and Income Support Division and integrated with Employment Manitoba and Apprenticeship Manitoba, linking the funding and expertise of Divisional resources to ensure service delivery to industry.

IWD administers programs each designed to address specific employer and workforce needs. These include the Sector Council Program, Industry Expansion and Workforce Development. In addition, IWD administers the Industry and Labour Force Investment Fund. In 2013/14, combined program activities contributed to training and development of over 31,203 individuals.

As a part of the Province's commitment to sustainable development, IWD promotes a training culture that supports continuous learning in partnership with business and industry. Human resource plans, courses and workshops continue to incorporate economic, environmental, health and well-being and cost-effective measures. All programming encourages partnerships with industry, business, labour, education and government to avoid duplication of activity, reduce costs and foster joint planning, information sharing and decision making.

### **Sector Council Program**

The Sector Council Program supports industry-wide and sector-based human resource planning and workforce training and development initiatives. Through a network of 16 Sector Councils and Industry Associations representing 280,000 workers and over 9,000 employers, corporate executives, owner-operators of small firms, employees, labour, educators and government, representatives work together to address priority training needs and develop longer term plans to maintain a highly skilled workforce adaptable to changing environment and economic imperatives.

Through industry-driven multi-stakeholder partnerships, the Sector Council Program provides a practical perspective on change and creates human resource development solutions that are tailored to a sector's needs, provide employees with transferable skills, produce economies of scale and provides opportunities that may not otherwise be available to individual companies.

IWD also enters into agreements with the Alliance of Manitoba Sector Councils (AMSC) and the Manitoba Quality Network to support Sector Council activity, manage the 1000 Waverley Business and Training Centre and assist with cross-sectoral human resource development and training.

This past year, 13,684 new and existing employees participated in training through agreements with the provincial Sector Councils and Industry Associations involving provincial and Canada-Manitoba Labour Market Development Agreement funds administered by IWD. These agreements resulted in significant leveraged investment by industry and other partners, industry driven skills training programs, industry/education linkages and new course development with local institutions. Priority sectors included: aerospace, aviation, life sciences, manufacturing, tourism, food processing/agri-business, environment, information and communications technology, customer contact centres, film and music, new media, arts and culture, print, construction, non-profit and northern region (mining, forestry, and energy).

### **Industry Expansion**

The Industry Expansion Program supports companies that are locating new operations in Manitoba and Manitoba companies that are retooling or expanding their existing operations and creating new jobs. The program assists companies by contributing to their investments in skills training for employees. With funding from the Industry and Labour Force Investment Fund, the Canada-Manitoba Labour Market Development Agreement and the Canada-Manitoba Labour Market Agreement (now replaced by the Canada Job Fund), IWD contributes to training or up-skilling new and existing workers for jobs that will be sustainable over the long-term and will have significant impact on, and strengthen the economic base of the community.

In the past year, the Industry Expansion Program supported creation of over 1,137 new jobs and training of 3,877 individuals in twenty companies in the aerospace, tourism/hospitality/retail, food processing, manufacturing, film, information and communication technology, new media and transportation sectors, all of which expanded operations in the province. The program also contributed to an Engineer-in-Residence at the University of Manitoba with 140 students participating in applied instrumentation and project management courses, and three student internship placements with aerospace companies in Winnipeg and Thompson.

### **Workforce Development**

The Workforce Development program works with employers across Manitoba to assist them with their current and future human resource and workforce training requirements. The program offers customized services to companies and brokers internal and external resources as required to help employers address their human resource issues, such as recruitment and retention, and to undertake the workforce training and development required to meet business needs. The program also administers a wage subsidy for employers to assist them to hire individuals who require on-the-job training and/or work experience to fill existing job vacancies, to fill job vacancies created by promoting existing employees, and to fill new positions created to support expanded business operations. Employers are assessed on their ability to provide the training required, to support the employee through their transition to work, and to offer full-time sustainable employment.

In 2013/14, the Workforce Development program assisted 109 companies, most of which were small and medium-sized, and supported training of 126 new hires and 3,735 existing employees for a total of 3,861. A range of services was delivered directly to employers such as needs assessment, human resource management planning, job analysis, development of training plans, and other initiatives to ensure employees have the skills they require to sustain employment and employers have the workforce they require to achieve business targets. Companies served were from across the province and diverse sectors including tourism/hospitality/retail, manufacturing, information and communication technology,

construction, life sciences, non-profit, aerospace, print, arts and culture, food processing and transportation. Wage subsidies were provided to 21 companies and supported 22 new hires in the Winnipeg region in tourism/hospitality/retail, manufacturing, construction, life sciences, non-profit and arts and culture.

### **Workplace Essential Skills (ES) and Recognition of Prior Learning (RPL)**

Essential Skills (ES) are the reading, document use, writing, numeracy, communication, teamwork, thinking, learning and digital technology skills required to successfully perform in the workplace, including being successful at technical training in the trades. Recognition of Prior Learning (RPL) is a process that identifies, assesses, recognizes and documents skills and knowledge acquired by an employee through formal training, on-the-job or outside of work experience.

IWD, in partnership with the Workplace Education Manitoba Steering Committee (WEMSC) and the Workplace Prior Learning Assessment and Recognition (WPLAR) Committee, continues to be a nationally recognized leader in offering workplace-based ES and RPL solutions to business, labour and industry. IWD provides coordination and expertise with a focus on the development and delivery of workplace ES assessment and training, industry-based prior learning assessment projects and practitioner development, and specific training events for workplace ES co-ordinators and instructors.

This year, workplace ES and RPL programs were developed and delivered onsite at workplaces across Manitoba and through the Workplace Essential Skills Training (WEST) Centres located in Winnipeg, Winkler, Swan River, Flin Flon, The Pas and Thompson, for approximately 8,330 learners.

The Training to Employment Pathways Initiative (TEP) began in 2013 to continue the work begun under the Northern Essential Skills Initiative which ended in March, 2013. TEP is delivered in partnership with Aboriginal communities, Northern service providers, government agencies, school divisions and businesses and develops industry-based and demand-driven ES responses to meet Northern employers' needs. It supports Aboriginal and other Northern residents in gaining the skills required for success at work, including those transitioning into the workforce, into a workplace, into other jobs within a workplace and those entering or continuing in Apprenticeship training and preparing for trades qualifier exams. In 2013/14, TEP delivered 1,644 supports for 1,451 learners.

### **10-3(b) Industry and Workforce Development**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	655	9.00	714	(59)	
Total Other Expenditures	136		132	4	
Training Support	3,377		3,825	(448)	
<b>Total Expenditures</b>	<b>4,168</b>	<b>9.00</b>	<b>4,671</b>	<b>(503)</b>	

# **APPRENTICESHIP MANITOBA**

## **OBJECTIVES**

Apprenticeship Manitoba is responsible for the administration of *The Apprenticeship and Certification Act*, the *Apprenticeship and Certification - General Regulation*, the *Apprenticeship and Trades Qualifications Fees Regulation*, the *Appeals Procedure Regulation*, and apprenticeship programs for over 55 trades and their regulations under the Act. Apprenticeship Manitoba coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices leading to journeyman certification. Additionally, Apprenticeship Manitoba facilitates certification through trade qualification for experienced tradespeople who seek formal certification in their trade.

Apprenticeship Manitoba promotes trades training and certification to industry standards; co-ordinates information and planning for the designation of new trades; develops competency standards and curricula in co-operation with Manitoba industry and other provincial/territorial apprenticeship systems; processes requests for the accreditation of training programs to designated trade standards; assists under-represented groups to access apprenticeship training; counsels on trades careers and certification matters; and performs other essential support services to facilitate apprenticeship training and certification. Operations and services are combined to ensure integrated service delivery to the trades.

Apprenticeship Manitoba participates in the Interprovincial Standards “Red Seal” Program, which establishes common standards in over 50 skilled trades across Canada. Forty one of Manitoba’s designated trades participate in this Program. Certificates of Qualification, with a Red Seal endorsement affixed, are issued when a candidate attains a mark of 70% or higher on Red Seal examinations. The Red Seal endorsement is recognized by all Canadian jurisdictions.

## **ACTIVITIES/RESULTS**

### **The Apprenticeship and Certification Board**

The Apprenticeship and Certification Board (Board) is established by *The Apprenticeship and Certification Act* and is appointed by the Minister of Jobs and the Economy. It represents industry and public interest in the apprenticeship and certification system. The Board appoints Provincial Advisory Committees (PAC), and receives and reviews recommendations from the PAC respecting trade regulations, training standards, examinations and certification standards.

The Board consulted with stakeholders in its decision-making process and in setting the following priorities for 2013/14: Review of the Trades Qualification Program; Pilot Projects; Employer Engagement and Participation; Participation and Completion of Targeted Groups; Review of Regulations; Updating Program Standards; and Youth Involvement and Engagement.

Apprenticeship Manitoba supports the Board and PACs and their initiatives and priorities by providing technical, administrative and financial support, research, analysis for discussion items, as well as implementing the decisions made by the Board. The Minister, on recommendation of the Board, approves all new and amended trade regulations under *The Apprenticeship and Certification Act*. During 2013/14, updated regulatory provisions were introduced for the trades of Gas Turbine Repair and Overhaul Technician, Instrumentation and Control Technician, Lather, Esthetician, Transport Trailer Technician, and Sloped Roofer. The Apprenticeship and Certification – General Regulation 154/2001 was amended and program standards were updated in Insulator (Heat and Frost) Industrial Mechanic (Millwright), Mobile Crane Operator, Welder, Lather (Interior Systems Mechanic), Sprinkler System Installer, Heavy Duty Equipment Technician, and Truck and Transport Mechanic.

The Executive Director of Apprenticeship Manitoba is the Secretary to the Apprenticeship and Certification Board, is the main point of contact for inter-provincial and pan-Canadian apprenticeship initiatives, and represents Manitoba at the Canadian Council of Directors of Apprenticeship.

### **Apprenticeship Services**

Apprenticeship Manitoba receives applications for apprenticeship, registers apprenticeship agreements between apprentices and employers, monitors practical skills training at the job site and arranges for apprenticeship technical training delivery, examinations and certifications. It also assesses the qualifications of uncertified skilled workers in the trades, and approves them for the purpose of challenging the Trades Qualifications Examinations.

A total of 2,617 apprentices were newly registered during the 2013/14 fiscal year and as of March 31, 2014 there were 10,632 active apprentices registered in the apprenticeship system. This represents an increase of approximately 7.6% over 2012/13. In 2013/14, 1,149 people received Certificates of Qualification at the completion of their apprenticeship training and 226 experienced trades practitioners were certified through the Trades Qualifications process. A total of 439 Trades Qualifications examinations were administered to experienced trades practitioners in 2013/14.

The High School Apprenticeship Program (HSAP) provides opportunity for students in grades 10 to 12 and who are at least 16 years old to become registered apprentices and earn both practical experience credit for apprenticeship and academic credit. The HSAP is a school-to-work transition model that links education to employment. It provides an access route to continued apprenticeship training in many trades. As at March 31, 2014 a total of 1,402 HSAP apprentices were enrolled in the program with 494 new registrations. A financial incentive is available for students who complete their HSAP and transition into full time post-secondary apprenticeship training. This encourages youth to pursue careers in the skilled trades with early entry into the trades and the option of practical, paid and on-the-job training.

Apprenticeship Manitoba continued its efforts to respond to the training needs of the Aboriginal community. In 2013/14 fiscal year, there were 863 self-declared active apprentices of Aboriginal ancestry registered with 223 new registrations in Manitoba. Aboriginal apprentices comprise 8% of the total number of apprentices in Manitoba. Community-Delivered Training was delivered in Winkler and Portage la Prairie, Manitoba for an Introduction to Welding pre-employment program.

The Northern Apprenticeship Co-op Training Model was implemented in partnership with the Northern Manitoba Sector Council to provide an alternate model of apprenticeship training for northern residents. In 2013/14, 14 participants completed their level 1 and level 2 training for Heavy Duty Equipment Technician. This project will serve as an investment toward increasing training opportunities for residents in northern Manitoba and representation of Aboriginal people in the trades.

In 2013/14, there were 1,182 female apprentices, representing an increase of approximately 4% from 2012/13. Women constitute 9% of all active apprentices.

In 2013/14, the total regulated fee revenue generated approximately \$505,350 and \$1,079,725 was collected in tuition fees.<sup>1</sup> Out of this total, \$156,185 fees were collected for renewals of Hairstylist, Esthetician and Electrologist authorizations to practice and \$82,150 in fees was derived from Trades Qualifications examinations and re-examinations.

### **Policy and Program Standards**

Apprenticeship Manitoba develops, revises and secures industry approval for apprenticeship training standards, apprenticeship level tests, examinations and provincial occupational analyses. It oversees Manitoba's contributions to interprovincial examinations, Interprovincial Program Guides and the National Occupational Analyses (NOA) or Provincial Occupational Analysis (POA) series. In 2013/14, Manitoba participated in a total of three Industry Reviews, 11 Item Bank Development Workshops, 11 National

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<sup>1</sup> The standard tuition fee is set at \$200.00 to cover up to 8 weeks of training. Each additional week of class after the initial 8 weeks is assessed at an additional \$25.00 per week. Apprenticeship Manitoba collects tuition fees on behalf of the colleges and remits them annually.

Occupational Analyses, two Translation Workshops, two Interprovincial Program Guide Workshops, two Editing Workshops and two Red Seal Occupational Standards Workshops.

Coordinating the participation of PACs, program development involves defining the scope of a trade, reviewing/developing the occupational analysis for the trade, developing technical training standards and developing and validating unit tests, placement tests, provincial certification examinations and practical certification examinations. The Board reviews and approves each PAC's program development efforts.

Apprenticeship Manitoba accredits over 40 different training providers of trades-related programs of study where credits can be applied to the technical training of a post-secondary apprenticeship program. Apprenticeship Manitoba processes requests for the accreditation of training programs from public schools, community colleges, unions and associations and accredits those programs that meet designated trade program standards. It also makes course content comparisons for the recognition of trades training programs delivered by non-accredited providers and by other jurisdictions.

As part of the ongoing objective to increase efficiencies within the operating parameters of Apprenticeship Manitoba, a review of the accreditation process began in 2013-2014. The result has been a new accreditation agreement between Apprenticeship Manitoba, Manitoba Education and Advanced Learning, and high schools with accredited programs, called Provincial Accreditation Through High School (PATHS). The new process will be implemented in September 2014 and apply to new accreditation requests from high schools as well as for the trades of Automotive Service Technician and Carpenter, Additional trades will be subject to the new process in future.

Apprenticeship Manitoba is responsible for apprenticeship legislation and regulation research and analysis, and for general policy research and development. Research reports conducted include Designating Red Seal Trades and placing trades Under Review, Harmonization and Trades Qualifications Recognition in partnership with the Canadian Council of Directors of Apprenticeship (CCDA) and Employment and Skills Development Canada (ESDC). In 2013/14, seven industry wide consultations were completed for designated trades undergoing regulatory changes including Insulator (Heat and Frost) Industrial Mechanic (Millwright), Mobile Crane Operator, Welder, Lather (Interior Systems Mechanic), Sprinkler System Installer, Heavy Duty Equipment Technician, and Truck and Transport Mechanic.

Access to apprenticeship training has been increased through a number of programs, and initiatives, including the Rural and Northern Apprenticeship Training Strategy. This strategy includes a number of tax credits and incentives for hiring apprentices, and the expansion of the E-Apprenticeship program.

In March 2014, Apprenticeship Manitoba developed the Final Year Apprenticeship Bursary in which a \$1,000 bursary is awarded to selected eligible apprentices who are in their final year of technical training. This bursary is to assist with the challenges faced by apprentices who take time off from paid work to attend technical training. Fifty (50) awards were available in 2014.

Apprenticeship Manitoba recently developed the Gateway to Apprenticeship and Certification Initiative (Gateway Initiative) to assist Manitobans with the steps to start, complete, and be formally recognized as certified in a skilled trade. This initiative encompasses three pathway streams: 1) *Gateway to Apprenticeship* to provide access to trades training for youth and under-employed populations; 2) *Apprenticeship Connections* to connect people who are interested in becoming an apprentice with prospective employers; and 3) *Gateway to Certification* to support people to become certified journeypersons in a trade in which they have experience, yet require assistance to challenge the certification exam.

A key investment made with respect to the Gateway Initiative includes the Carpenter Co-op Pilot Project in which Apprenticeship Manitoba has partnered with the Prairie Arctic Regional Council (PARC) to deliver a carpentry pre-apprenticeship program for 15 participants. The pilot program provides an opportunity for under-represented groups to gain competitive skills and find employment with sponsoring employers. Apprenticeship Manitoba has engaged community organizations to select participants for the program.

E-Apprenticeship is an inter-provincial collaboration between Apprenticeship Manitoba and the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC). In 2013-2014, E-Apprenticeship was delivered for levels 1 and 2 for Common Core Electrical training. This module was proven successful specifically with Manitoba Hydro as computer labs and flexible time options were provided for apprentices to complete their training. The use of E-Apprenticeship is expanding and throughout 2013-2014, this training model has been designed for level 1 Pork Production Technician and will be delivered in 2014-2015.

Apprenticeship Manitoba continues to implement new components of its Essential Skills strategy to ensure that apprentices and trades qualifiers enjoy maximum success on the job and in school technical training. Workshops are delivered to educational partners to increase assessment capacity and to ensure the educational partners are made aware of the upgrading needs of apprentices and trades qualifiers. It also continued its partnership with aWEST (apprenticeship Workplace Essential Skills Training) for essential skills assessment and upgrading for culturally diverse apprentices and trades qualifiers.

Manitoba has also implemented apprenticeship training in all procurement processes for publicly funded capital projects. It is now required of all bidding contractors as well as subcontractors to be engaged in apprenticeship training as a prerequisite to bidding on public capital projects. This policy is currently in the process of becoming legislated under *The Apprenticeship Employment Opportunities Act (Public Works Contracts)*.

### Community Relations

Apprenticeship Manitoba participated in approximately 35 of the major tradeshow and career fairs, and held over 150 presentations to prospective apprentices and employers. The annual Educators Seminar was held at Apprenticeship's new location at 111 Lombard Avenue in Winnipeg, Manitoba. The smaller venue allowed for round table discussions where educators were able to meet with employers, journeypersons, apprentices and HSAP students to receive first-hand information from all participants.

The annual Apprenticeship Awards of Distinction gala formally recognizes outstanding contributions that employers, industry training leaders, Board and PAC members make to the success of the apprenticeship training system. The awards were held on November 15, 2013 with approximately 350 to 400 persons in attendance. The annual Apprenticeship Highest Achievement Awards recognized high achievers in the apprenticeship system for the 2013-2014 fiscal year on April 26, 2014. The 40 top new journeypersons and their employers were publicly recognized. Manitoba celebrated Apprenticeship Recognition week during the first week of November, 2013. This is an annual occurrence during the first week of every November.

### 10-3(c) Apprenticeship

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	Estimate 2013/14 \$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	4,305	64.00	4,601	(296)	
Total Other Expenditures	1,269		1,920	(651)	1
Total Training Support	15,776		16,332	(556)	
Recoverable from Canada – Manitoba Labour Market Development Agreement	(2,237)		(2,237)	-	
<b>Total Expenditures</b>	<b>19,113</b>	<b>64.00</b>	<b>20,616</b>	<b>(1,503)</b>	

1. Savings from the amalgamation of the integrated service delivery.

# **EMPLOYMENT MANITOBA**

## **OBJECTIVES**

Employment Manitoba's mandate is to assist Manitobans in finding, preparing for, and retaining employment, including support for skills development to meet labour market needs. Employment Manitoba develops, coordinates, and maintains a range of employment services through direct delivery and through partnerships with community-based organizations and employers.

## **ACTIVITIES/RESULTS**

Employment Manitoba works in a joint service delivery relationship with all areas of the Workforce Development and Income Support Division to ensure Manitobans have access to training and employment opportunities.

### **Direct Delivery Services:**

#### **Direct Employment Services**

Staff in 15 Manitoba Jobs and Skills Development Centres located throughout Manitoba are responsible for co-ordinating, developing, and maintaining a range of employment services, including support for skills training, to prepare Manitobans for employment. Employment Manitoba staff work with employers and community organizations to facilitate employment opportunities. Activities available to individuals in these Centres include employability and prior learning assessment, employment counselling and support for and referrals to: job readiness training; job placement; work placement with wage assistance; skills training; pre-employment skills training; and literacy upgrading.

#### **Skills Development**

This program provides eligible participants with the opportunity to obtain skills training in occupational areas experiencing skill shortages to obtain and maintain employment or advance in the labour market.

### **Partnership Services:**

#### **Employment Partnerships**

Funding is provided to Manitoba employers, non-profit community based organizations, local governments, and training partners to design, develop and support skills training projects, including job-specific and workplace-based training, and develop and deliver employability skills training and/or work experience placements that prepare individuals for employment.

#### **Labour Market Partnerships**

Labour Market Partnerships fund communities, sector associations, unions, and employers to address labour market development, labour force development and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment.

#### **Self Employment**

The Self Employment service assists eligible individuals to create jobs for themselves by starting a business. Self Employment is administered by local sponsors who will: evaluate the individual's business idea and suitability; provide coaching in business plan development and implementation; offer advice and support; and direct the participant to other supports as needed.

#### **Wage Subsidies**

This program provides a subsidy to Manitoba employers to assist in the cost of on-the-job training for eligible individuals. The wage subsidy provides the unemployed person with a means to market and demonstrate his or her skills and abilities in a new work environment.

#### **Job Referral Service**

Through this program, Employment Manitoba implements and oversees a job referral service that matches qualified job seekers with employment opportunities created by the construction of three hydro

generating plants in Northern Manitoba and the Manitoba Floodway Expansion.

**Employment Manitoba 10-3(d) and Canada - Manitoba Labour Market Agreement (LMA) 10-3(g) Results by Programs, 2013/14\***

PROGRAM	Clients Served* (New Services)	
	Projected	Actual
<b>DIRECT SERVICES:</b>	2,000	2,625
Direct Employment Services	-	1,582
Skills Development	-	1,043
<b>PARTNERSHIP SERVICES:</b>	500	869
Employment Partnerships	-	739
Labour Market Partnerships	-	32
Self Employment Assistance	-	2
Wage Subsidy	-	101
Job Referral Service (JRS) Registrations	3,900	3,270

Source: Employment Manitoba Reporting Snapshot July 6, 2014.

\* Employment Manitoba 10-3(d) and LMA 10-3(g) programs have been (re-) aligned to improve service integration and reduce duplication.

**10-3(d) Employment Manitoba**

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	5,296	81.00	5,557	(261)	
Total Other Expenditures	2,780		2,080	700	1
Total Training Support	9,957		12,999	(3,042)	2
<b>Total Expenditures</b>	<b>18,033</b>	<b>81.00</b>	<b>20,636</b>	<b>(2,603)</b>	

1. *Primarily reflects enhancements to the Integrated Case Management system.*
2. *Timing of disbursements.*

# **CANADA - MANITOBA LABOUR MARKET DEVELOPMENT AGREEMENT**

## **OBJECTIVES**

Under the Canada/Manitoba Labour Market Development Agreement (LMDA), the Workforce Development and Income Support Division develops, coordinates and maintains a range of employment services through direct delivery and through partnerships with community-based organizations and employers. Under the LMDA, programs are directed to: persons who are legally entitled to work in Canada and who are currently receiving Employment Insurance (EI), or who have had an EI claim within the past three years or a maternity or parental claim within the past five years; all Canadians including EI clients, Income Assistance recipients, and individuals threatened with job loss; organizations that create employment or assist the unemployed to find, prepare for and maintain employment; and employers/businesses.

## **ACTIVITIES/RESULTS**

**The following programs are available to all Canadians:**

### **Service Needs Determination/Employment Counseling and Career Development**

Service Needs Determination is used to assess an individual's requirement and readiness for employment and/or training services and programs and temporary income support, and refers individuals to other appropriate services. Employment Counseling and Career Development activities include in-depth assessment of employment barriers, skills and strengths including prior learning, and the development of a mutually agreed upon employment plan. These programs are provided at 15 employment centres located in various regions of the Province.

### **Employment Assistance Services**

These services assist unemployed individuals to prepare for, find, and retain employment. Funding is provided to community-based organizations who deliver a combination of the following services: employment plan development; case management; assessment and employment counseling; self-service labour market information; job search assistance; job finding clubs; job referral and placement; diagnostic and testing services; and brokered access to other measures.

### **Labour Exchange (Job Bank)**

This service provides available job and training opportunities to assist in linking unemployed individuals with work opportunities while assisting employers in recruiting qualified employees. Information is taken continuously, updated daily and is available in electronic and written formats.

### **Labour Market Information**

Labour market information is gathered, analyzed, produced and disseminated regarding local, provincial and national labour market trends and conditions in both written and electronic forms to help unemployed individuals in their job search, workers in their career development activities, employers, students, governments and various training providers.

**The following programs are only available to those persons eligible for Employment Insurance benefits under the Employment Insurance Act:**

### **Employment Partnerships**

This program provides funding to enable communities, sector associations and employers to address labour force development needs while assisting unemployed and "job threatened" individuals to gain sustainable employment.

### Skills Development

Skills Development is designed to assist eligible clients with grants and/or loans to obtain skills training/apprenticeship training and/or upgrading to facilitate sustainable employment.

### Self Employment

Self Employment is designed to assist eligible individuals to create jobs for themselves by starting a business. The Self Employment program is administered by local sponsors who will: evaluate the individual's business idea and suitability; provide coaching in business plan development and implementation; offer advice and support; and direct the participant to other supports as needed. Candidates must be prepared to contribute money, work or equipment toward the business.

### Wage Subsidies

Wage Subsidies provide wage subsidies to employers to assist unemployed individuals to gain sustainable employment through direct work experience.

### The following programs are provided to organizations:

#### Labour Market Partnerships

Labour Market Partnerships fund communities, sector associations, unions, and employers to address labour market development, labour force development, and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment.

#### Research and Innovation

Research and Innovation provides financial support to organizations to research, design and implement projects that identify innovative and/or effective ways to help individuals prepare for, find, return to, or maintain sustainable employment and/or strengthen and promote province-wide or regional labour force development.

### Projected and Actual Results by Program, 2013/14, 10-3(e)

PROGRAM	Clients Served (New Services)	
	Projected	Actual
Service Needs Determination / Employment Counselling	30,000	27,637
Employment Partnerships	275	172
Skills Development	6,000	5,588
-Apprenticeship	-	3,486
-other skills development	-	2,132
Self Employment	175	153
Wage Subsidies	100	60
Employment Assistance Services	14,000	14,484
Labour Market Partnerships	N/A	N/A
Research and Innovation	N/A	N/A
Labour Exchange – Job Bank Orders*	35,000	20,300
Labour Market Information	N/A	N/A

Source: Employment Manitoba Reporting Snapshot July 6, 2014.

N/A: Clients are not directly served by these programs.

\* Job Orders advertised in Manitoba from April 1, 2013 – March 31, 2014

<b>LMDA Results Measures, Targets and Actuals, 2013/14</b>		
<b>Employment Insurance (EI)</b>	<b>Targets 13/14</b>	<b>Actual 13/14</b>
NUMBER OF EI ACTIVE CLIENTS SERVED	10,500	10,988
NUMBER OF RETURNS TO WORK (EI Insured)	8,500	7,526
UNPAID BENEFITS TO THE EI ACCOUNT	\$40 Million	\$44 Million

Source: Final Period 14 Summary LMDA Data

\* Period 14: April 1, 2013 to March 31, 2014

### **10-3(e) Canada-Manitoba Labour Market Development Agreement**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	7,169	115.80	7,626	(457)	
Total Other Expenditures	919		989	(70)	
Total Training Support	43,786		43,452	334	
<b>Total Expenditures</b>	<b>51,874</b>	<b>115.80</b>	<b>52,067</b>	<b>(193)</b>	

## INDUSTRY AND LABOUR FORCE INVESTMENT FUND

### OBJECTIVES

The Industry and Labour Force Investment Fund (ILFIF) was created to ensure that Manitoba remains competitive in attracting, retaining and expanding business in the province by investing in workforce training. Administered by Industry Workforce Development (IWD), the ILFIF provides support to industry and provincial Sector Councils to assist business to meet operational goals by training and developing their employees to achieve high performance and productivity targets.

### ACTIVITIES/RESULTS

In the past year, the ILFIF was utilized in the Industry Expansion Program to assist in the creation of over 1,137 new jobs and training of 3,877 individuals in twenty companies in the aerospace, tourism/hospitality/retail, food processing, manufacturing, film, information and communication technology, new media and transportation sectors, all of which expanded or re-tooled operations in the province.

This fund also enabled the Workforce Development Program to provide value-added, customized human resource services and training funds for 109 companies, mostly small and medium-sized enterprises, and supported training of 126 new hires and 3,735 existing employees. The ILFIF allowed integrated service linking companies to resources to address recruitment, retention, productivity and other issues that affect a company's sustainability and competitiveness.

The ILFIF also contributed to the implementation of human resource development plans of 16 provincial Sector Councils and industry associations representing strategic economic development areas in Manitoba. In addition to the Sector Councils, the Alliance of Manitoba Sector Councils and Workplace Education Manitoba continue to provide innovative workplace-based program development, assessment, and training delivery for Manitoba businesses.

To aid in sector development, the fund also contributed to an Engineer-in-Residence at the University of Manitoba. This enables 140 students to participate in applied instrumentation and project management courses, and supports three student internship placements with aerospace companies in Winnipeg and Thompson. In addition, In partnership with the Department of Education and Advanced Learning and the Science, Innovation and Business Development division of Jobs and the Economy, the fund is supporting the Mitacs project. This national research network provides collaborative research projects between universities and industry, providing 112 internships and four fellowships in Manitoba over three years. This will place interns in the Life Sciences, Cultural and New Media, Information Communication Technologies, Mining, Environment, Aerospace, Agriculture, Advanced Manufacturing, Energy, and Social Sciences and Humanities sectors.

The ILFIF contributes to maintaining Manitoba's competitive position relative to other jurisdictions in creating new jobs, securing existing jobs and expanding investment by companies in the province.

### 10-3(f) Industry and Labour Force Investment Fund

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Total Expenditures	2,445	2,600		(155)	
<b>Total Expenditures</b>	<b>2,445</b>	<b>-</b>	<b>2,600</b>	<b>(155)</b>	

# **CANADA - MANITOBA LABOUR MARKET AGREEMENT**

## **OBJECTIVES**

Under the Labour Market Agreement (LMA), the Workforce Development and Income Support Division develops, coordinates and maintains a range of employment and labour market services through direct delivery and partnerships with employers and communities. Programming is directed to: unemployed Manitobans who are non-EI-eligible; individuals who are low skilled, in particular, employed individuals who do not have a high school diploma or a recognized certification or who have low levels of literacy and essential skills; organizations that create employment or assist the unemployed and low skilled employed to find, prepare for and maintain employment; employers/businesses; and communities/sectors.

## **ACTIVITIES/RESULTS**

### **Direct Delivery Services:**

#### **Direct Employment Services**

Staff in 15 Manitoba Jobs and Skills Development Centres located throughout Manitoba are responsible for co-ordinating, developing, and maintaining a range of employment services, including support for skills training, to prepare Manitobans for employment. Employment Manitoba staff work with employers and community organizations to facilitate employment opportunities. Activities available to individuals in employment centres include employability and prior learning assessment, employment counselling and support for and referrals to: job readiness training; job placement; work placement with wage assistance; skills training; pre-employment skills training; and literacy upgrading.

#### **Skills Development**

This program provides eligible participants with the opportunity to obtain skills training in occupational areas experiencing skill shortages to obtain and maintain employment or advance in the labour market.

### **Partnership Services:**

#### **Employment Partnerships**

Funding is provided to Manitoba employers, non-profit community based organizations, local governments, and training partners to design, develop and support skills training projects, including job-specific and workplace-based training, and develop and deliver employability skills training and/or work experience placements that prepare individuals for employment.

#### **Labour Market Partnerships**

Labour Market Partnerships funds communities, sector associations, unions, and employers to address labour market development, labour force development and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment.

#### **Self Employment**

The Self Employment service assists eligible individuals to create jobs for themselves by starting a business. Self Employment is administered by local sponsors who will: evaluate the individual's business idea and suitability; provide coaching in business plan development and implementation; offer advice and support; and direct the participant to other supports as needed.

#### **Wage Subsidies**

This service provides subsidies to Manitoba employers to assist in the cost of on-the-job training for eligible individuals. The wage subsidy provides the unemployed person with a means to market and demonstrate his or her skills and abilities in a new work environment.

**10-3(g) Canada-Manitoba Labour Market Agreement**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	2,517	8.00	893	1,624	1
Total Other Expenditures	508		543	(35)	
Total Training Support	20,854		21,674	(820)	
<b>Total Expenditures</b>	<b>23,879</b>	<b>8.00</b>	<b>23,110</b>	<b>769</b>	

1. Transfer of Salary costs to reflect the actual costs relating to the delivery of LMA activity in other branches of the Division.

## **EMPLOYMENT AND INCOME ASSISTANCE PROGRAMS**

### **Objectives**

- To provide effective leadership, direction, fiscal management and support to ensure the delivery of income assistance programs, Building Independence projects, income supplement, vocational rehabilitation and supported employment programs in accordance with relevant legislation and government policy.
- To develop initiatives that help Employment and Income Assistance (EIA) participants regain their financial independence from income assistance by making the transition to work.
- To develop initiatives that assist EIA participants in pursuing training and employment opportunities.
- To develop vocational rehabilitation support services for persons with disabilities.

The Branch consists of the following areas:

- *Policy and Program Development* – Responsible for the development, maintenance and interpretation of legislation for the EIA programs; policy and program development; new initiatives; and public communications, such as program brochures, fact sheets and the EIA policy manual.
- *Employment and Training Services* – Responsible for the development, maintenance and interpretation of legislation, regulation, and policies and initiatives as they pertain to employment and training supports for EIA recipients, including initiatives under the Building Independence strategy. Provides program and policy direction and funding for vocational rehabilitation services under the market *Abilities* Program for adults with a physical, intellectual, psychiatric or learning disability; and for Supported Employment programming.
- *Quality Assurance and Program Support* – Responsible for program standards and quality assurance; negotiation of contracts with associations providing health and other services to EIA participants; and information technology supports.

### **Responsibilities**

- The major objectives of the Employment and Income Assistance (EIA) program are:
  - to assist Manitobans in regaining their financial independence by helping them to make the transition from income assistance to work; and
  - to provide income assistance to Manitobans in need.
- Financial assistance is provided to persons in need who are eligible for assistance under *The Employment and Income Assistance Act* (the Act), including single parents, aged persons, single persons, couples without children, two-parent families, persons with disabilities, persons requiring the protection of a crisis intervention facility, and children whose parents are unable to support them. Eligibility may also be granted under special case consideration at the discretion of the Minister.
- Eligibility for assistance is also determined by a needs test, in which the amount of a household's financial resources is compared to the total costs of its basic necessities as defined in the Act and Regulations. Certain items and income are not included in the calculation of financial resources.
- EIA provides employability assessments, support in the development and implementation of a plan to achieve well-being or personal stability and readiness to participate in an employment or training plan, work incentives and other supports to assist Manitobans in entering, re-entering or remaining in the labour force.
- EIA provided assistance to an average monthly caseload of 35,611 in 2013/14, an increase of 0.2 per cent from the previous year.
- During 2013/14, 11.0 per cent of the income assistance caseload made use of the work incentive provisions of the program.

## Activities/Highlights in 2013/14

During 2013/14 the Department advanced the implementation of Manitoba's Strategy for Sustainable Employment and a Stronger Labour Market, which recognizes the need to assist Employment and Income Assistance (EIA) participants to connect to labour market opportunities, helping build their independence, reduce poverty and helping to alleviate the labour market shortage in Manitoba. In particular, the Department amended the EIA Regulation to introduce employment planning expectations for parents with young children (two to five years old) and the expectation that Department staff make an active offer to explore, develop and support an employment and training plan with parents, as well as the ability to reimburse participants for child care services provided by a relative. The Department also developed new communication materials and orientation sessions designed to engage parents with young children in planning for their independence.

In 2013/14, the marketAbilities Program provided vocational services for 3,885 people with disabilities with 1,288 receiving funded vocational supports and services to assist them in accessing education and training opportunities to improve employment outcomes.

In 2013/14, the Department continued to implement its response to the 68 recommendations of the Manitoba Ombudsman's Report on the EIA Program. Manitoba's Strategy for Sustainable Employment and a Stronger Labour Market addresses a number of the recommendations related to employability assessment and providing supports to assist EIA participants in preparing for and moving into sustainable employment opportunities. In the fall of 2013, the Department released the *EIA Rate Review, A Review of the total income available to EIA Participants in Manitoba* to inform policy development, program design and funding decisions around the Strategy as well as the long term plan to modernize and reform the income support system.

Budget 2014 announced Rent Assist, a new financial benefit available to both EIA participants and other low-income Manitobans that will replace the EIA shelter allowance and RentAid. In 2013/14, the Department undertook policy development and program design for Rent Assist, and began to prepare for its implementation in 2014/15.

### Employment and Income Assistance<sup>1</sup> Average Monthly Number of Cases and Participants by Category as at March 31

Category	2011/12		2012/13		2013/14	
	Cases	Participants	Cases	Participants	Cases	Participants
Children	41	59	35	50	29	40
Single Parents	8,214	25,411	8,133	25,209	7,899	24,678
Aged	108	167	114	165	121	171
Crisis Facility Cases	54	120	49	106	58	115
General Assistance	6,626	11,346	7,081	11,814	7,336	12,132
Special Cases	2	2	1	1	0	0
Disabled	20,382	25,227	20,110	24,683	20,168	24,783
<b>Total</b>	<b>35,427</b>	<b>62,332</b>	<b>35,523</b>	<b>62,028</b>	<b>35,611</b>	<b>61,919</b>

<sup>1</sup> EIA continues to implement a strategy targeted at increasing self-sufficiency by providing low-income Manitobans with increased opportunities to learn, earn and save. As a result of these initiatives many people are involved in money management programs, education or training, volunteer activity and employment. The program also has supportive policies for people with disabilities, such as physical, mental or intellectual disabilities. The program is actively working with Employment Manitoba and community organizations that are assisting people to get ready for work.

**Employment and Income Assistance  
Expenditures by Category (\$000)**  
as at March 31

<b>Category</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Children	\$ 171	\$ 151	\$ 234
Single Parents	96,612	95,964	93,556
Aged	976	989	1,114
Crisis Facility Cases	449	365	397
General Assistance	48,921	51,849	53,609
Special Cases	1,620	1,593	1,440
Other	2,024	(2,759)	(3,346)
Disabled	169,639	168,662	168,276
<b>Total</b>	<b>\$320,412</b>	<b>\$316,814</b>	<b>\$315,280</b>

**Employment and Income Assistance  
Employment Income**  
as at March 31

<b>Average Monthly Number of Participants Reporting Employment Income</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Single Parents	874	879	782
General Assistance	775	761	720
Persons with Disabilities	2,592	2,546	2,406
<b>Total</b>	<b>4,241</b>	<b>4,186</b>	<b>3,908</b>

**Employment and Income Assistance  
Percentage of Cases in Work Incentive Program**  
as at March 31

<b>Category</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Single Parents	10.6%	10.8%	9.9%
General Assistance	11.7%	10.7%	9.8%
Persons with Disabilities	12.7%	12.7%	11.9%
<b>Total Caseload</b>	<b>12.0%</b>	<b>11.9%</b>	<b>11.0%</b>

**Income Assistance for Persons with Disabilities**

The Income Assistance for Persons with Disabilities benefit provides additional financial assistance for adults with disabilities enrolled under Employment and Income Assistance, in recognition of the additional costs associated with living in the community. The benefit is \$105.00 per month.

**Income Assistance for Persons with Disabilities Caseload**  
as at March 31

	2011/12	2012/13	2013/14
Average Monthly Caseload	19,756	19,520	19,601

**Income Assistance for Persons with Disabilities Expenditures (\$000)**  
as at March 31

	2011/12	2012/13	2013/14
Total	\$25,385	\$25,056	\$25,161

**Health Services**

- The Health Services program includes the *Rewarding Work* Health Plan, and provides essential drug, dental and optical services and support to EIA participants and children in care.
- Supplies and services are generally provided in accordance with approved fee schedules negotiated with professional health organizations. These agreements specify the types of goods and services provided, eligibility criteria, level of payment and related billing procedures.
- Health Services provided benefits to an average monthly caseload of 39,058 in 2013/14. Of these cases, 10,148 (26.0 per cent) were children in care.

<b>Caseload and Expenditures</b>	2011/12	2012/13	2013/14
Average Monthly Number of Cases	38,226	38,597	39,058
Average Monthly Number of Participants	58,828	58,801	59,172
Dental	\$ 7,178	\$ 7,319	\$ 7,332
Drugs	\$59,921	\$58,848	\$58,468
Optical	\$ 729	\$ 893	\$ 708
<b>Total Expenditures (\$000)</b>	<b>\$67,828</b>	<b>\$67,060</b>	<b>\$66,508</b>

**Employment and Income Assistance**

**Average Monthly Number of Cases Receiving *Rewarding Work* Health Plan Benefits**  
As at March 31

Category	2011/12	2012/13	2013/14
Single Parents	560	629	769
Persons with Disabilities	325	399	471
<b>Total</b>	<b>885</b>	<b>1,028</b>	<b>1240</b>

**Income Supplement Programs**

The EIA Programs Branch administers three Income Supplement Programs for low-income Manitobans who are not in receipt of income assistance. 55 PLUS - A Manitoba Income Supplement provides quarterly supplements to low-income persons 55 years of age and over. The Manitoba Child Benefit provides monthly supplements to low-income families with children. RentAid, which will be replaced by Rent Assist in 2014/15 assists certain low-income groups in Manitoba with shelter-related costs in the private rental market.

**55 PLUS – A Manitoba Income Supplement**

The 55 PLUS program has two components. The Senior Component is for persons who are eligible to receive certain levels of benefits under the federal Old Age Security programs. The Junior Component is

for low-income persons 55 years of age and over who are not eligible for federal Old Age Security benefits. Eligibility for the Senior Component is determined from a person's application for the federal Guaranteed Income Supplement. An annual application is necessary for the Junior Component.

During 2013/14, the majority (approximately 64 per cent) of 55 PLUS benefits were provided to participants who were single.

### **55 PLUS – A Manitoba Income Supplement Caseload and Expenditures**

as at March 31

<b>Average Quarterly Number of Participants</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Senior Component</b>			
Single <sup>1</sup>	5,333	5,278	5,189
Married <sup>2</sup>	2,325	2,340	2,336
<b>Total</b>	<b>7,658</b>	<b>7,618</b>	<b>7,525</b>
<b>Junior Component</b>			
Single <sup>1</sup>	885	885	871
Married <sup>2</sup>	829	860	1,053
<b>Total</b>	<b>1,714</b>	<b>1,745</b>	<b>1,924</b>
<b>Program Total</b>	<b>9,372</b>	<b>9,363</b>	<b>9,449</b>
<b>Total Expenditures (\$000)</b>			
Senior Component	\$3,977	\$3,958	\$3,892
Junior Component	\$1,155	\$1,176	\$1,316
<b>Total</b>	<b>\$5,132</b>	<b>\$5,134</b>	<b>\$5,208</b>

<sup>1</sup> Single participants include those who have never been married, as well as those who are no longer married (i.e., widowed, divorced, or separated).

<sup>2</sup> For married participants, in some cases both members of a couple receive 55 PLUS and in other cases only one spouse is a participant.

### **Manitoba Child Benefit**

In January 2008, the Manitoba Child Benefit (MCB) replaced and enhanced the former Child Related Income Support Program (CRISP). The MCB provides monthly benefits to low-income Manitoba families to assist them with the cost of raising their children. A new application is required for each benefit year, which runs from July 1 to June 30.

During 2013/14, MCB benefits were provided to an average of 2,536 families per month, representing an estimated 6,235 children. Of these families, approximately 26 per cent were headed by single parents.

### **Manitoba Child Benefit (MCB) Caseload and Expenditures**

as at March 31

<b>Average Monthly Number of Cases</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Single-Parent Family	800	707	652
Two-Parent Family	2,358	2,152	1,884
<b>Total</b>	<b>3,158</b>	<b>2,859</b>	<b>2,536</b>

<b>Average Monthly Number of Children<sup>1</sup></b>	<b>7,895</b>	<b>6,710</b>	<b>6,235</b>
<b>Total Expenditures (\$000)</b>	<b>\$3,582</b>	<b>\$3,147</b>	<b>\$2,895</b>

<sup>1</sup> Prior to 2012/13 MCB database did not track the number of children in a family. The number of children was estimated (using historical ratios adjusted to account for the increase in the number of larger families now accessing the benefit). In 2012/13 an Information Technology enhancement was made to allow the program to accurately track the number of children.

### **RentAid**

RentAid (formerly the Manitoba Shelter Benefit) assists low-income families, seniors and persons with disabilities to meet shelter related costs in the private rental market. A flat rate monthly benefit also assisted persons with disabilities and adults without dependent children who receive Employment and Income Assistance (EIA), and live in the private rental market or in room and board accommodations. Rent Assist will replace this program in 2014/15.

<b>Fiscal Year</b>	<b>Average No. of Recipients Per Month (Non-EIA)</b>	<b>Average No. of Recipients Per Month (EIA)</b>	<b>No. of Active Recipients at Year End (Non-EIA)</b>	<b>No. of Active Recipients at Year End (EIA)</b>	<b>Total No. of Recipients (Non-EIA)</b>	<b>Total No. of Recipients (EIA)</b>
2011/12	2,043	13,009	1,961	13,190	3,110	20,350
2012/13	1,897	13,297	1,911	13,517	2,986	20,645 <sup>1</sup>
2013/14	2,062	13,515	2,287	13,891	3,233	20,790

<sup>1</sup> The total of 20,350 reported in 2012/13 was an error and has been corrected in this 2013/14 report.

<b>Fiscal Year</b>	<b>Average Monthly Benefit Paid (Seniors)</b>	<b>Average Monthly Benefit Paid (Families)</b>	<b>Average Monthly Benefit Paid (Disabled)</b>	<b>Average Monthly Benefit Paid (EIA)</b>	<b>Expenditures Total \$000</b>
2011/12	102	150	155	49	\$11,061
2012/13	101	151	153	55	\$11,802
2013/14	148	181	183	68	\$15,548

### **Building Independence**

- In keeping with the Strategy for Sustainable Employment and a Stronger Labour Market, Building Independence supports partnerships that promote job opportunities for EIA participants. It also supports projects that enhance the skills and employability, and access to employment for specific target groups.
- Building Independence initiatives are designed to:
  - reduce barriers to employment by providing tools, such as child care and voice mail services;
  - provide job readiness assessments;
  - provide links to training and employment;
  - provide advocacy; and
  - support Manitobans in identifying and meeting financial goals through matched savings programs.

### **Manitoba Works**

- In keeping with the Department's Pathway to Sustainable Employment which outlines the role of EIA, Essential Skills Manitoba and Employment Manitoba in supporting employment and training services for EIA recipients, Manitoba Works has shifted from a single wage subsidy program for EIA recipients to representing a spectrum of wage supported programs including: wage subsidies

for EIA participants; wage subsidies administered by Employment Manitoba for Manitobans not in receipt of income assistance; and demonstration project internships for EIA recipients.<sup>1</sup>

### **The Community Home Services Program**

- Community Home Services Program (CHSP) serves two purposes: the provision of paid work experience and training opportunities for EIA participants to enhance their ability to compete in the labour market and facilitate a transition to employment, and the delivery of no-cost housekeeping and yard maintenance services to low income seniors and citizens living in the community with a disability who require this support to remain in their homes.

### **Northern Affairs Project (Positions)**

- The Building Independence Northern Community Employment Initiative (formerly called Northern Affairs Project) is a partnership with the department of Aboriginal and Northern Affairs to create employment. Northern Community Councils administer short-term employment projects and hire participants for skill development in a paid work experience.
- In 2013/14, eight EIA participants were hired as part of this initiative.

### **The Job Centre**

- Provides job leads and support as well as temporary emergency assistance in Winnipeg to persons in financial need who are hoping to avoid applying for income assistance. The Job Centre may also provide job search support to individuals who are pending engagement with a Career Development Consultant or who have completed supported skills development. The Job Centre may also be accessed by individuals seeking to re-establish eligibility in demonstrating their compliance with work expectations.

### **Connect 2**

- The Connect 2 Voice Mail Project involves a partnership with government, business and community-based agencies to provide a free voice mail service to low-income individuals, in order to facilitate contact with employers and service providers.

### **Individual Development Accounts (IDAs)**

- IDAs are part of the Manitoba Saves! initiative administered by SEED Winnipeg that supports low-income Manitobans to save for the future. These initiatives include financial literacy and two types of matched savings programs, Saving Circle (with lower savings goals) and the regular IDA program.
- In 2013/14, SEED Winnipeg and partner community groups throughout the province provided support and services to 59 EIA participants and 90 non-EIA participants in the regular IDA. As well, 258 EIA participants and 155 non-EIA participants were active in Saving Circle programs.

### **Community Unemployed Help Centre (CUHC)**

- CUHC is a non-profit organization primarily dedicated to providing information, advice and representation to unemployed workers in Manitoba experiencing Employment Insurance problems, as well as Employment and Income Assistance (EIA) Advocacy Services.
- In 2013/14, CUHC assisted 1,246 clients, including 111 on Employment Insurance appeals. They also provided support to 302 EIA participants, including 66 who had been previously denied benefits.

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<sup>1</sup> Funding for the expanded Manitoba Works is not limited to the Building Independence funding in EIA Programs; rather it includes other funding available through federal labour market agreements administered Employment Manitoba.

## **marketAbilities Program**

The marketAbilities Program assists eligible adults with a disability to pursue and secure gainful employment by providing a spectrum of vocational training, education and support services. Individual vocational training plans are submitted to the marketAbilities Program by vocational rehabilitation counsellors who work out of the Community Service Delivery division or grant funded agencies. Based on these plans, funds are approved to assist individuals in accessing vocational training services.

The objectives of the marketAbilities Program are:

- To provide vocational rehabilitation services to adults with a disability, to enhance their independence and ability to contribute socially and economically through employment in the competitive labour force.
- To assist adults with an intellectual, physical, psychiatric or learning disability to prepare for, obtain and maintain employment through the provision of assessment, training, education and support services.

## **Supported Employment**

Supported employment programming provides people with disabilities the supports required to participate in paid employment. In 2013/14, 1,165 people with disabilities received services from fifteen supported employment agencies.

The objectives of the Supported Employment Program are:

- To enable workers with disabilities to pursue employment opportunities and to physically and socially integrate into competitive employment settings.
- To enable workers with disabilities to receive supports necessary to maintain employment.

## **Employment and Training Services – marketAbilities Program Total Active Caseload by Disability**

as at March 31

<b>Disability</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Physical Disability	713	664	650
Psychiatric Disability	945	936	953
Intellectual Disability	615	675	653
Learning Disability	417	415	414
Sight Disability	332	340	312
Hearing Disability	196	190	188
<b>Total</b>	<b>3,218</b>	<b>3,220</b>	<b>3,170</b>

**Employment and Training Services – marketAbilities Program**  
**Total Active Caseload by Region/Program/Agency**  
as at March 31

<b>Region/Program/Agency</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Winnipeg	1,072	1,076	1,005
Westman	290	279	256
Eastman	170	171	191
Central	119	109	110
Interlake	44	51	52
Parkland	42	53	46
Northern	25	33	33
Grant Funded Agencies	1,186	1,137	1,094
Self Directed	19	22	27
Reaching Equality Employment Services	36	44	50
Mental Health	215	245	306
<b>Total</b>	<b>3,218</b>	<b>3,220</b>	<b>3,170</b>

**Employment and Training Services – marketAbilities Program**  
**Individuals Funded by Disability**  
as at March 31

<b>Disability</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Physical Disability	262	243	263
Psychiatric Disability	486	528	479
Intellectual Disability	226	275	230
Learning Disability	191	219	181
Sight Disability	38	43	54
Hearing Disability	87	87	81
<b>Total</b>	<b>1,290</b>	<b>1,395</b>	<b>1,288</b>

**Employment and Training Services – marketAbilities Program**  
**Services Purchased by Type**  
as at March 31

<b>Disability</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Education – University	170	186	178
Education – Community College	200	176	182
Education – Special Colleges	50	47	51
Education – School	52	41	53
Education – Out of Province	4	4	6
Work Assessment/Training			
Vocational – Employment and Training Centre	953	993	1,072
Vocational – Training-in-Industry	33	30	45
Vocational – School-to-Work	71	112	52
Transportation	1,326	1,404	1,434
Special Services	2,031	2,120	2,089
Other	4	1	4
<b>Total<sup>1</sup></b>	<b>4,894</b>	<b>5,114</b>	<b>5,166</b>

<sup>1</sup> Individuals usually access more than one service. As a result, the total number of services provided is greater than the total number of individuals funded by disability.

**10-3(h) Employment and Income Assistance**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under) \$</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	2,921	34.00	2,677	244	
Total Other Expenditures	3,860		3,036	824	1
Employment and Income Assistance	315,280		305,330	9,950	2
Health Services	66,508		68,049	(1,541)	
Income Assistance for Persons with Disabilities	25,161		25,186	(25)	
marketAbilities	8,684		9,329	(645)	
55 PLUS	5,208		4,932	276	
Building Independence	3,035		3,870	(835)	3
Manitoba Child Benefit	2,895		4,154	(1,259)	4
Rent Aid	15,548		17,914	(2,366)	5
<b>Total Expenditures</b>	<b>449,100</b>	<b>34.00</b>	<b>444,477</b>	<b>4,623</b>	

1. *Primarily reflects Information Technology costs related to the IBM SAMIN Mainframe.*
2. *Increase in caseload and cost per case.*
3. *Eligible program costs recovered under the LMA.*
4. *Lower than anticipated program participation.*
5. *Lower than anticipated program participation.*

## EIA SERVICE DELIVERY

### Objectives

- To provide leadership and guidance to ensure that Employment and Income Assistance (EIA) policies are interpreted accurately and equitably across the service delivery system.
- To provide leadership in the resolution of complex issues related to benefit eligibility for EIA participants.
- To assist and support under-represented and marginalized individuals with their employment transition and retention goals.
- To assist service providers and employers with the opportunities and challenges of attracting and retaining this target group.

### Activities/Highlights in 2013/14

Specialized multi-dimensional supports are provided to support and respond to the employment transition and retention needs of participants of labour market programming, especially those on Employment and Income Assistance,

EIA Program Specialists provided policy interpretation to delivery staff, supported the Minister in responding to public inquiries about the EIA Program, and provided a service delivery perspective in the policy development process. They also made decisions regarding eligibility for benefits that can only be authorized by the Minister or a Minister's Designate.

Job Connections staff provided intensive supports to address the needs of Manitobans in Jobs and the Economy employment and training interventions, who have encountered a crisis or barrier that jeopardizes their success in preparing for, attaining and retaining sustainable employment.

The marketAbilities Program Specialist provided policy interpretation to delivery staff and is responsible for the provincial marketAbilities Individualized Training Fund budget. The specialist also played a key role in staff training to ensure that services are tailored to the unique challenges of under-represented and marginalized groups such as income assistance recipients, persons with disabilities, and other Manitobans with barriers to employment.

### 10-3(i) EIA Service Delivery

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	Estimate 2013/14 \$	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	979	16.00	1,254	(275)	1
Total Other Expenditures	51		44	7	
<b>Total Expenditures</b>	<b>1,030</b>	<b>16.00</b>	<b>1,298</b>	<b>(268)</b>	

1. *Underexpended due to delay in filling vacancies.*

## RECOVERABLE FROM OTHER APPROPRIATIONS

Recovery of funding from program areas participating in the delivery of labour market programming implemented under the Agreement.

### 10-3(j) Recoverable from Other Appropriations

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Recoverable from other appropriations	(10,257)	(10,257)	-	
<b>Total Expenditures</b>	<b>(10,257)</b>	<b>(10,257)</b>	<b>-</b>	

# **INTERNATIONAL RELATIONS AND TRADE**

## **INTERNATIONAL RELATIONS**

The Canada-US and International Relations (CUSIR) Branch provides strategic policy advice and support for the international activities of the Premier, the Minister of Jobs and the Economy, and other representatives of the Government of Manitoba. The Branch also helps coordinate the Government's involvement in international development projects and supports access by Manitoba firms to international development work.

### **Principal Activities in 2013/14**

In 2013/14, the main activities of Canada-US and International Relations continued to be:

- Providing a coordinating function with respect to Manitoba's international activities and promoting a strategic approach to Manitoba's international relations;
- Building strategic relationships with international government officials and those involved with international relations within Canada, such as the Department of Foreign Affairs, Trade and Development; and
- Providing strategic and operational advice to the government in support of its international interests including negotiation and advice on international agreements.

### **Highlights in 2013/14**

The Branch supported advocacy with various US Governors and Members of Congress, Ambassadors, and senior representatives from the US Administration and the Canadian Government. Advice and support were provided on a number of key policy initiatives such as trans-boundary water issues, Canada-US work on border issues and regulatory cooperation, US Country of Origin Labeling for pork and beef, and encouraging the recognition of Manitoba hydroelectric power as a renewable resource in US legislation (including Manitoba's contribution to the 2013 Western Governors' Association "Energy Perspectives" report).

The Branch forged or maintained relationships with officials in the US and abroad, including through organizations such as the Western Governors' Association, the Midwestern Governors' Association, the Midwestern Legislative Conference, the regional Legislators' Forum, the Southeastern United States-Canadian Provinces Alliance, North American Strategy for Competitiveness (NASCO), and the National Governors' Association.

The Branch provided support and coordination for missions the Premier participated in, including to the Western Governors' Association to meet with US Governors and Administration officials and to Atlanta to further relations with government and business leaders and promote Manitoba's companies and products. The Branch also provided support for the Premier's and Minister's meetings with incoming diplomats and the Manitoba consular corps, and led preparations for Manitoba's hosting of the 2013 International Legislators' Forum.

Additionally, the Branch provided ongoing cooperation and coordination between departments involved in international relations.

The Branch has also supported Manitoba's participation in international development projects and international aid, notably through the continuing partnership with the Philippines Department of the Interior and Local Government (Local Government Academy) and successful multi-year project with Lviv and Dnipropetrovsk Regional State Administrations in Ukraine that concluded in 2013. The Branch continues to support Manitoba companies' access to international development work by participating in the World Bank's Private Sector Liaison Officer Network and acting as the point of contact between the Manitoba Government, Manitoba businesses and the World Bank.

**10-4(a) International Relations**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under) \$</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	877	10.00	907	(30)	
Total Other Expenditures	637		606	31	
<b>Total Expenditures</b>	<b>1,514</b>	<b>10.00</b>	<b>1,513</b>	<b>1</b>	

## **MANITOBA TRADE AND INVESTMENT**

Manitoba Trade and Investment (MTI) is the official multilingual provincial agency for international business development; working with Manitoba firms to become export ready, to enter new markets outside of Manitoba and diversify in existing markets. MTI is also responsible for promoting Manitoba as a destination for inward investment.

Manitoba Trade and Investment supports Manitoba businesses to become export-capable and to diversify into domestic and international markets by delivering targeted programs and services. It also promotes the Province as a destination for investment to increase foreign direct investment and employment. Trade activities undertaken and supported include trade shows, incoming/outgoing business missions and match-making events, in addition to providing enhanced market intelligence and coordinating in-market support for Manitoba's business community.

Services provided by Manitoba Trade and Investment include:

Export counselling – MTI staff engage in consultations with Manitoba companies interested in developing their exports. Counselling focuses on the companies' markets of interest and their capabilities to meet potential demand.

In-market experience – MTI staff and foreign representatives have over 500 years of combined international business experience, and many of MTI's staff have lived/worked in the markets for which they are responsible. This experience enables the staff to provide first-hand knowledge of business practices, cultural considerations, consumer preferences and expectations.

Market intelligence – MTI staff combine their first hand knowledge of various markets with ongoing research and involvement with the markets to provide Manitoba companies with insight into their markets of responsibility; from shifting consumer demands to political changes, MTI staff help Manitoba companies to better understand the markets that they are pursuing.

Financial programs – MTI plays an active role in the delivery of the Commercialization Support for Business (CSB) Program. The CSB Program provides support to Manitoba companies to enter new export markets through participation in trade shows/events and the design of export focused marketing materials.

Languages – MTI and its foreign representatives can provide services in 17 languages; language capabilities include: English, French, Spanish, Mandarin, German, Portuguese, Hebrew, Russian, Hindi, Gujarati, Ukrainian, Dutch, Telugu, Malayalam, Bengali, Punjabi and Japanese.

Foreign representatives – MTI has augmented the expertise and experience of its staff with foreign trade representatives in five markets (Brazil, China, India, Mexico and Europe). MTI's foreign representatives support Manitoba companies' market entry with in-country assistance. MTI continues to evaluate new markets as possible locations for new representatives.

Promote Manitoba – MTI staff promote the full range of Manitoba's capabilities internationally, including tourism, education, investment, immigration and trade.

Missions and tradeshows – outbound missions include companies from multiple sectors targeting opportunities in another province or a foreign country and include a combination of joint networking opportunities and business-to-business meetings; incoming missions normally include a small number of companies from one market or one sector from a geographic region that have one-on-one meetings with Manitoba companies who are potential partners/suppliers; tradeshow are sector specific marketing events in external markets where Manitoba companies promote their products/services. Missions and tradeshow are integral components of MTI's delivery on its mandate. Each market is different and requires a unique approach – tradeshow work in some markets whereas missions are a better approach in others.

## **Highlights in 2013/14**

Manitoba Trade and Investment continues to promote the importance of exporting in order to assist Manitoba companies to sustain and grow their businesses. With both geographic and sector foci, Manitoba Trade and Investment is able to provide opportunity identification and market intelligence to companies identified as export interested/ready or active in export markets. In 2013/14, Manitoba Trade and Investment worked with over 410 Manitoba companies and organizations to explore and enter new markets and to expand within existing markets by providing consulting services, assistance to participate in trade shows, organized trade missions and tradeshow participation.

In fiscal year 2013/14 Manitoba Trade and Investment partnered with several industry organizations providing support for export development initiatives for their members. These partnerships enhanced the ability of Manitoba companies to successfully export. Manitoba Trade and Investment and its public/private sector partners, coordinate the delivery of trade services and programs to ensure they are effectively servicing the business communities in Winnipeg and rural Manitoba. Outreach activities outline the importance of exporting as well as facilitate access to the information/support needed to become export-ready or to enter and diversify markets. In addition, companies with an interest and the capability to consider exporting are identified and a process of company-specific consulting and export counseling is initiated.

Manitoba's domestic exports in 2013 were \$12.5 billion. This is the second highest in the last 10 years. This represents an increase of \$1.1 billion over 2012 exports. The United States of America continues to be Manitoba's largest market, in 2013 it accounted for 67.0% of Manitoba's total foreign merchandise exports, as compared to 73.8% in 2004. 2013 represented the 1<sup>st</sup> time that Manitoba's domestic exports to a non-US destination exceeded \$1.0 billion (China \$1.0 billion).

To best serve clients, Manitoba Trade and Investment works in partnership with organizations both domestically and internationally. In 2013, the Department of Foreign Affairs, Trade and Development (DFATD) and MTI established a collaboration arrangement which includes the placement of a full-time DFATD Trade Commissioner in the office of Manitoba Trade and Investment. This co-location enables MTI and DFATD to collaborate in areas such as strategic planning, conducting joint client outcalls and information sharing if/as appropriate. On March 17, 2014, The Government of Mexico announced the opening a consular agency in Winnipeg to help foster more trade with Manitoba. MTI will assist Mexican officials, where needed, in the establishment of this new office.

## **Agribusiness**

The agriculture and food sectors are key contributors to Manitoba's economy representing \$5.1 billion in provincial exports or 40.9% of Manitoba's total foreign exports in 2013. The Agribusiness branch delivers comprehensive export and market-development services to Manitoba agri-food exporters. The branch also promotes Manitoba's trade development interests as a participant on Federal-Provincial Market Development Council, The Federal-Provincial International Market Engagement Teams, North American Agricultural Marketing Officials and other organizations.

### **Highlights for 2013/14 included the following activities:**

Manitoba Trade and Investment undertook agri-food promotion activities in 11 countries, including: Canada, China, Colombia, France, Germany, Hong Kong, India, Mexico, Morocco, Singapore and the United States of America.

MTI organized and hosted incoming buyer missions and events with delegations from Brazil, China, India, Japan, Mexico, Nigeria, Panama, the Philippines, Russia, Taiwan, United Arab Emirates and the United States of America.

Detailed highlights of agribusiness missions can be found under the relevant geographic location.

## **Asia**

Manitoba's domestic exports to Asia totalled \$2.3 billion in 2013. This is an increase of 26.0% compared to 2009 exports. Leading exports were unwrought nickel, rape/colza seeds, pork (fresh/chilled/frozen), wheat and soya beans. China was Manitoba's largest export market, followed by Japan, Hong Kong, India and Indonesia within the region.

Manitoba's imports from Asia totalled \$1.5 billion in 2013. This is an increase of 53.0% compared to 2009 imports. Leading imports were temperature changing apparatus, magnetic/optical readers, motor vehicle parts, telephone equipment and organo-inorganic compounds. China was the top ranking source of Manitoba imports within Asia, followed by the Japan, Taiwan, India and South Korea.

### **Highlights for 2013/14 included the following activities:**

May 2013 – MTI participated in HOFEX 2013, the largest food and hospitality tradeshow in the Asia Pacific region, which was held in Hong Kong.

September 2013 – MTI in partnership with Manitoba Agriculture, Food & Rural Development hosted an incoming beekeeper mission from the Philippines.

September 2013 – MTI hosted a delegation from China interested in pursuing opportunities in the mining sector.

September 2013 – MTI hosted an incoming mission of the Japan Buckwheat Millers Association.

September 2013 – MTI hosted an incoming mission from India to study and learn about Manitoba's expertise in hydro projects.

October 2013 – MTI hosted an incoming mission of wheat millers from Taiwan.

October 2013 – MTI attended the India Mining International Conference in Gandhi Nagar, Gujarat, India.

October 2013 – MTI hosted an incoming delegation from China interested in the agri-food sector.

November 2013 – MTI in partnership with Saskatchewan Trade and Export Partnership, Province of British Columbia and the Province of Alberta led a business mission to China in November 2013. The mission included a Western Canada Showcase Conference and Food and Hotel China Tradeshow.

November 2013 – MTI attended the Global Innovation & Technology Alliance (GITA) Platform Conference in New Delhi, India.

December 2013 – MTI hosted an incoming mission from Indonesia who was in Manitoba to discuss potential business opportunities in the areas of grain handling, Canadian wheat and hydro electricity.

February 2014 – MTI attended the Singapore Airshow in Singapore to promote Manitoba's aerospace sector.

March 2014 – MTI hosted a group of canola oil buyers from India.

March 2014 – MTI in partnership with the Canada-India Business Council held a seminar entitled, "*Doing Business in India.*"

## **European Union**

Manitoba's domestic exports to the European Union totalled \$655.4 million in 2013. This is an increase of 112.3% compared to 2009 exports. Leading exports were soya beans, unwrought nickel, wheat, medicaments and glands/organs. Germany was Manitoba's largest export market in the region, followed

by the Belgium, United Kingdom, Italy and the Netherlands.

Manitoba's imports from the European Union totalled \$908.9 million in 2013. This is an increase of 31.6% compared to 2009 imports. Leading imports were gas turbines, harvesting/threshing machinery, pesticides, motor vehicle parts and transport trucks. Germany was the top ranking source for Manitoba imports within the European Union, followed by the United Kingdom, Italy, France and the Netherlands.

**Highlights for 2013/14 included the following activities:**

October 2013 – MTI participated in ANUGA in Germany. This food and beverage tradeshow sees over 6000 exhibitors and 150,000 visitors from over 180 countries.

November 2013 – MTI partnered with the Saskatchewan Trade and Export Partnership and Western Economic Diversification to exhibit at Agritechnica 2013 in Hanover, Germany. Through this collaborative effort Canada had the largest international presence of any country pavilion with the majority of the companies/manufacturers Manitoba-based. This mission also included the Minister of Agriculture, Food & Rural Development.

November 2013 – MTI participated in Food Ingredients Europe in Frankfurt, Germany, the largest food ingredient show in the world.

December 2013 – MTI hosted an incoming delegation from Kazakhstan who were visiting Manitoba to learn about Manitoba's unique grain-based capabilities.

January 2014 – MTI hosted a group of dairy and beef cattle buyers from Russia.

February 2014 – MTI attended the Mobile World Congress in Barcelona, Spain.

March 2014 – MTI led a delegation of Manitoba companies to attend AgriTek Astana 2014 in Astana, Kazakhstan.

March 2014 – MTI in partnership with the World Trade Centre Winnipeg and Canadian Manufacturers & Exporters Manitoba hosted an information session on the anticipated Canada-European Union Comprehensive Economic Trade Agreement.

**Latin America**

Manitoba's domestic exports to Latin America totalled \$324.4 million in 2013. This is an increase of 20.2% compared to 2009 exports. Leading exports were wheat, paperboard, harvesting/threshing machinery, leguminous vegetables, and film/plates/sheets/foil/strip of plastics. Colombia was Manitoba's largest export market in the region, followed by the Venezuela, Brazil, Peru and Ecuador.

Manitoba's imports from Latin America totalled \$140.9 million in 2013. This is an increase of 36.3% compared to 2009 imports. Leading imports were cut flowers, bananas, dates/figs/pineapple/avocado, grapes and grape wines. Brazil was the top ranking source of Manitoba imports within Latin America, followed by the Chile, Colombia, Guatemala and Argentina.

**Highlights for 2013/14 included the following activities:**

June 2013 – MTI attended EXPONOR 2013 in Chile. In addition, MTI arranged one-on-one business meetings in Santiago for Manitoba companies on this mission.

July 2013 – MTI attended AgroExpo in Bogota, Colombia. In addition, MTI arranged one-on-one business meetings in Bogota for Manitoba companies on this mission.

August 2013 – MTI organized a business mission to Brazil which included attending the Expointer 2013 agricultural show in Porto Alegre. This mission also included the Minister of Jobs and the Economy with

stops in Sao Paulo and Londrina.

September 2013 – MTI attended PERUMIN and EXTEMIN 2013 in Arequipa, Peru. In addition, MTI arranged one-on-one business meetings in Arequipa for Manitoba companies on this mission.

October 2013 – MTI in partnership with the Energy Services Alliance of Manitoba (ESAM) presented a two-day seminar in Chile on the “*Fundamentals of High Voltage Direct Current and Renewable Energy Projects.*” In addition, MTI organized business-to-business meetings in Chile for ESAM members.

October 2013 – MTI hosted special crops buyers from several Latin American countries as part of a partnership event with Canadian International Grains Institute.

November 2013 – MTI hosted an incoming delegation from Brazil interested in the grain handling and storage sector.

February 2014 – MTI hosted a “*Doing Business with Brazil*” seminar featuring MTI’s Foreign Trade Representative in Brazil.

March 2014 – MTI hosted an incoming investor from Brazil looking to invest in the Information Communication Technology (ICT) sector in Manitoba.

## **North America**

### **Canada**

#### **Highlights for 2013/14 included the following activities:**

May 2013 – MTI participated in SIAL Canada with Manitoba food companies new to exporting.

May 2013 – MTI partnered with Export Development Canada (EDC) to bring EDC’s annual cross Canada tour “*Let’s Talk Exports*” to Winnipeg.

June 2013 – MTI participated in the Western Canada Farm Progress Show in Regina, Saskatchewan. This show plays an important role in promoting and sourcing Manitoba’s agricultural-related capabilities.

October 2013 – MTI participated in SecureTech 2013 in Ottawa, Ontario.

November 2013 – MTI in partnership with Manitoba Music attended the “*M for Montreal*” event in Montreal, Quebec.

January 2014 – MTI organized the Agri-Marketing Centre at Manitoba Ag Days in Brandon, Manitoba.

### **Mexico**

Manitoba’s domestic exports to Mexico totalled \$295.1 million in 2013. This is an increase of 13.7% compared to 2009 exports. Leading exports were rape/colza seeds, wheat, pork (fresh/chilled/frozen), paperboard and malt.

Manitoba’s imports from Mexico totalled \$569.9 million in 2013. This is an increase of 57.9% compared to 2009 imports. Leading imports were telephone equipment, tractors, wheeled toys, tubes/pipes of iron/steel and seats.

#### **Highlights for 2013/14 included the following activities:**

July 2013 – MTI hosted an incoming Mexican oat and special crops buyer.

October 2013 – MTI attended the XXX International Mining Convention 2013 which was held in Acapulco,

Mexico.

November 2013 – MTI attended Expo Agroalimentaria in Irapuato, Mexico. Expo Agroalimentaria is an ideal show for manufacturers of agricultural equipment, livestock equipment, grain handling and the feed industry.

November 2013 – MTI organized a “*Business Opportunities in Mexico*” seminar featuring MTI’s Foreign Trade Representative in Mexico.

### **United States of America**

Manitoba’s domestic exports to the United States totalled \$8.4 billion in 2013. This is an increase of 17.6% compared to 2009 exports. Leading exports were crude petroleum oil, aircraft parts, rape/colza/mustard oils, frozen vegetables and electrical energy. Minnesota was Manitoba’s largest export destination state, followed by the Illinois, North Dakota, Washington and Texas.

Manitoba’s imports from the United States totalled \$15.4 billion in 2013. This is an increase of 45.8% compared to 2009 imports. Leading imports were harvesting/threshing machinery, tractors, passenger motor vehicles, pesticides and gas turbines. Illinois was the top ranking state source of Manitoba imports, followed by the Minnesota, Wisconsin, Texas and Iowa.

### **Highlights for 2013/14 included the following activities:**

June 2013 – MTI attended an exhibition supporting Manitoba companies at the Institute of Food Technologies in Chicago, Illinois.

August 2013 – MTI participated in the Bakken Oil Workers & Oil Service Expo in Minot, North Dakota.

August 2013 – MTI led a delegation of Manitoba companies to the Farm Progress Show in Decatur, Illinois. This agricultural exposition is the United State’s largest annual outdoor farm show held in either Decatur, Illinois or Boone, Iowa on a rotating basis.

September 2013 – MTI in conjunction with Manitoba Music led a mission to the Nashville, Tennessee to participate in business to business meetings at Americana.

October 2013 – MTI participated in the America’s Food and Beverage Show in Miami, Florida.

October 2013 – MTI participated in the 2013 Oilseed and Grain Summit held in Minneapolis, Minnesota.

October 2013 – MTI and the Minister of Jobs and the Economy participated in the Yes! Winnipeg outreach mission to Chicago, Illinois.

November 2013 – MTI attended the New York City Showcase event.

February 2014 – MTI supported the Taste of Canada event in Chicago, Illinois to showcase Manitoba product to key U.S. and Mexican buyers and distributors from the food service and retail sectors.

February 2014 – MTI attended the International Folk Alliance conference in Kansas City, Missouri.

March 2014 – MTI participated in Natural Products Expo West in Anaheim, California. This event is the largest natural products and organics show in North America.

March 2014 – MTI in partnership with New Media Manitoba led a delegation to South by Southwest (SXSW) Conference in Austin, Texas.

**10-4(b) Manitoba Trade**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>Estimate 2013/14 FTE</b>	<b>\$</b>	<b>Variance Over (Under) \$</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	1,865	22.00	1,868	(3)	
Total Other Expenditures	1,688		1,688	-	
Less: Recoverable from Urban Development Initiatives	(1,000)		(1,000)	-	
<b>Total Expenditures</b>	<b>2,553</b>	<b>22.00</b>	<b>2,556</b>	<b>(3)</b>	

# **BUSINESS TRANSFORMATION AND TECHNOLOGY**

## **OBJECTIVES**

Provides strategic leadership to continuously improve the Manitoba Government's Information, Communications, and Technology (ICT) environment through planning and implementing solutions to meet current and future needs.

## **ACTIVITIES/RESULTS**

- Improve service delivery by modernizing government through achieving simplicity, developing partnerships, engaging technology, organizational innovation, streamlining and improving business interactions, and performance reporting;
- Provide leadership for improvement of service quality, citizen-centered service delivery and on-line service initiatives:
- Maximize the potential of SAP;
- Facilitate operational transformation through operational reviews, business analysis, organizational change management, user transition, development of communication plans, training support and end-user role definition and readiness;
- Serve as a link to inter-jurisdictional committees and forums where information and knowledge on service delivery and operational transformation are exchanged;
- Provide support for Committees driving service delivery and operational transformation;
- Develop and continually improve ICT strategic plans, policies, and measurement protocols.
- Work with stakeholders to optimize and align the ICT investment portfolio;
- Research and design new ICT products and services to help build new effective solutions;
- Establish flexible and adaptable information, application and technology foundations;
- Establish and monitor security standards and architecture;
- Provide ICT Goods and Services procurement and contract negotiation services to government programs;
- Ensure an adequate level of ICT Governance is in place to manage ICT resources;
- Provide ICT Risk Management capabilities to ensure adequate mitigation strategies are in place, including appropriate levels of Business Continuity capabilities and Disaster Recovery strategies;
- Proactively participate in strategies to enhance the ICT Sector within Manitoba;
- Exercise comptrollership responsibilities and provide overall financial leadership for ICT;
- Coordinate and manage the use of ICT resources across the ICT program portfolio;
- Proactively manage ICT contracts and license agreements;
- Plan, recruit, allocate, evaluate, train and develop resources for ICT work;
- Manage the process of implementing major changes in ICT to reduce the risks and costs of change, and to optimize its benefits;
- Manage the relationship between ICT and clients to ensure needs are addressed;
- Provide client support in the day-to-day delivery of services;
- Improve the efficiency and effectiveness of project delivery through application of standard project management practices;
- Develop, deploy and support critical ICT infrastructure services;
- Develop and integrate applications to create functional systems responsive to the requirements of clients' program delivery needs;
- Work with the private sector and community based organizations in order to provide high-speed connectivity and broadband capacity to those areas in the province where such services do not currently exist; and
- Maintain and operate existing applications that support the delivery of government program services.

BUSINESS TRANSFORMATION AND TECHNOLOGY reports the following results in 2013/14

- Provided an ongoing government-wide information security awareness program. Continued to work with the Office of the Auditor General to improve practices and policies around systems which support Public Accounts;
- Promoted and utilized the Organizational Change Management Program to assist departments with service transformation activities;
- Promoted the Business Analysis Toolkit for use by departments and other government agencies to assist in the planning, identification, analysis and articulation of business requirements for transformation projects;
- Supported Service Quality Partners through various activities such as the Manitoba Service Excellence Awards (MSEA), networking and learning opportunities through the Brown Bag Lunch Program and through learning seminars related to service quality;
- Conducted employee and departmental surveys for various stakeholders.
- Implemented a Critical Incident process to more effectively respond to ICT incidents across Government.
- Implemented numerous technology projects with government departments including:
  - A forms and publications website portal which provides a central location for citizens to find any form or publication in government;
  - RoadInfo enhancement to access highway still images on mobile devices;
  - A new online webstore for Entrepreneurship Manitoba;
  - Find My Job Manitoba – this online service collects job search results from all major job boards in Manitoba and places them in a single location for citizen to access;
  - Migrated a Health General Ledger to SAP;
  - Improvements to reporting for the Clinicians Outcome application used in Education and Advanced Learning;
  - Adult Abuse Registry application in Family Services - a public facing application for users to apply for an Adult and/or Child Abuse Registry check; and
  - Child Maintenance Billing which provides a secure file transfer of financial information from the Aboriginal Agencies.
- Provided ongoing problem resolution and system enhancement activities for all managed business applications.
- Continued work on the Application Portfolio Management Initiative to evaluate all applications in government and develop a long range strategy; and
- Introduced new iOS services (iPhones, iPads).

### **Manitoba Aboriginal Initiatives**

#### **Objectives:**

To provide strategic leadership for the development and implementation of information technology initiatives to enhance Aboriginal community economic development and academic experiences.

#### **Activities/Results:**

Develop and implement an Aboriginal community economic development portal;

Enhance the academic experience of students in Aboriginal and Northern Affairs Communities through the use of technology; and

Have Aboriginal youth identify IT solutions to assist their home communities in resolving problems.

Manitoba Aboriginal Initiatives reports the following results for 2013/14:

Developed and implemented an Aboriginal Community Economic Development Web Portal;

Developed and implemented pilot projects in two remote Northern Manitoba schools to enhance the academic experience through technology, including the digital preservation and sharing of traditional activities; and

Developed and implemented a contest for Aboriginal youth to identify the various types of IT based solutions that could be used to tackle problems and challenges currently faced within their home communities and the execution of the winning entries.

**10-5(a) Business Transformation and Technology**

Expenditures by Sub-Appropriation	Actual 2013/14	Estimate 2013/14		Variance Over (Under)	Expl. No.
	\$	FTE	\$		
Total Salaries & Employee Benefits	19,340	208.72	18,710	630	
Total Other Expenditures	81,907		80,082	1,825	
<b>Total Expenditures</b>	<b>101,247</b>	<b>208.72</b>	<b>98,792</b>	<b>2,455</b>	

**10-5(b) Business Transformation and Technology Recovery**

Expenditures by Sub-Appropriation	Actual 2013/14	Estimate 2013/14		Variance Over (Under)	Expl. No.
	\$	FTE	\$		
Total Recoverable from other Appropriations	(63,946)		(59,554)	(4,392)	1
<b>Total Expenditures</b>	<b>(63,946)</b>		<b>(59,554)</b>	<b>(4,392)</b>	

1. *Increased central ICT recoveries from other departments offset by expenditures.*

# **LEGISLATIVE BUILDING INFORMATION SYSTEMS**

## **OBJECTIVES**

To provide a secure technological environment with highly responsive support services and reliable systems that address business requirements of diverse users in the Legislative Building.

The user community encompasses both government and non-government staff. Government staff includes Executive Council, Ministers' and Deputy Ministers' offices, Treasury Division, and departmental staff that work in the building. Non-government staff includes the Legislative Assembly offices of the Speaker and the Clerk, the Leaders of the Opposition, and Caucus offices.

## **ACTIVITIES/RESULTS**

Activities undertaken in 2013/14

- Direct and plan Information Technology initiatives in the Legislative Building;
- Develop and implement strong security strategies to protect electronic information;
- Provide desktop management services including help desk support, requirements analysis, purchasing and asset management;
- Implement and manage all computing services such as e-mail, document storage, printing, remote access, etc.;
- Manage the communications infrastructure for the building network, access to the Internet, and access to the Government-wide network;
- Analyze, develop, implement and support business applications; and
- Provide consulting and project management services on outsource initiatives-

Legislative Building Information Systems reports the following results in 2013/14

- Provided Caucus groups with consulting and technical support, including an upgrade to the application and network infrastructure;
- Provided Legislative Assembly with consulting, technical, and project management services in support of various specialty applications;
- Continued implementation of server virtualization and consolidation;
- Implemented audio service for News Conference Audio recordings available to Cabinet Communications staff; and
- Provided Treasury Division with consulting, technical, and project management services in support of various specialty applications.
- Implemented numerous technology projects including:
  - Desktop refresh;
  - Two tiered security network architecture;
  - File/print, e-mail, antivirus, SPAM and backup applications upgrade; and
  - New iOS services (iPhones, iPads).

**10-5(c) Legislative Building Information Systems**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2013/14 \$</b>	<b>FTE</b>	<b>Estimate 2013/14 \$</b>	<b>Variance Over (Under)</b>	<b>Expl. No.</b>
Total Salaries & Employee Benefits	1,004	11.00	976	28	
Total Other Expenditures	277		310	(33)	
<b>Total Expenditures</b>	<b>1,281</b>	<b>11.00</b>	<b>1,286</b>	<b>(5)</b>	

## COSTS RELATED TO CAPITAL ASSETS

Commencing in 1999/2000, it is the policy of the Province of Manitoba to record in the accounts of the Province, the tangible capital assets owned and used by the Province along with appropriate amortization costs. The Provincial Comptroller establishes standard asset classes along with capitalization thresholds and corresponding amortization rates.

Consistent with this policy, the department records amortization of:

- the Enterprise System allocated to departments based on projected use;
- the amortization of other departmental and government assets; and
- the interest related to the assets.

### 10-6(a) Costs Related to Capital Assets – Enterprise System

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Amortization Expense	3,484		3,448	36	
Less: Recoverable from other appropriation	(3,418)		(3,448)	30	
<b>Total Expenditures</b>	<b>66</b>			<b>66</b>	

### 10-6(b) Costs Related to Capital Assets - Amortization Expense

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Amortization Expense	6,989		8,003	(1,014)	1
<b>Total Expenditures</b>	<b>6,989</b>		<b>8,003</b>	<b>(1,014)</b>	

1. Lower actual capitalization rate.

### 10-6(c) Costs Related to Capital Assets - Interest Expense

Expenditures by Sub-Appropriation	Actual 2013/14 \$	Estimate 2013/14 FTE	\$	Variance Over (Under)	Expl. No.
Interest Expense	2,789		3,116	(327)	
<b>Total Expenditures</b>	<b>2,789</b>		<b>3,116</b>	<b>(327)</b>	

## JOBS AND THE ECONOMY

### Reconciliation Statement

EXPENDITURE DETAILS	
2013/14 MAIN ESTIMATES	653,016
MAIN ESTIMATES AUTHORITY TRANSFERRED FROM:	
• Enabling Appropriations	
- Enabling Vote - Canada-Manitoba	3,763
- Enabling Vote - Other	534
- Internal Service Adjustments	707
2013/14 ESTIMATE	658,020

**Jobs and the Economy  
Expenditure Summary  
For Fiscal Year Ended March 31, 2014  
(with comparative figures for the previous year)**

Estimate 2013/14 \$		Appropriation	Actual 2013/14 \$	Actual 2012/13 \$	Increase (Decrease) \$	Expl. No.
	<b>10-1</b>	<b>Administration and Finance</b>				
37	(a)	Minister's Salary	37	37	-	
	(b)	Executive Support				
708		(1) Salaries and Employee Benefits	752	712	40	
73		(2) Other	70	72	(2)	
	(c)	Financial and Administrative Services				
2,081		(1) Salaries and Employee Benefits	2,299	2,010	289	
422		(2) Other	407	365	42	
(150)		(3) Less: Recoverable from other appropriations	(150)	(150)	-	
	(d)	Policy, Planning and Coordination				
841		(1) Salaries and Employee Benefits	829	754	75	
237		(2) Other	187	201	(14)	
	(e)	Manitoba Bureau of Statistics				
1,007		(1) Salaries and Employee Benefits	685	656	29	
391		(2) Other	442	458	(16)	
(60)		(3) Less: Recoverable from other appropriations	(39)	(134)	95	
5,587		<b>Total 10-1</b>	5,519	4,981	538	
	<b>10-2</b>	<b>Business Services</b>				
	(a)	1. Industry Development-Financial Services				
1,053		(1) Salaries and Employee Benefits	926	922	4	
333		(2) Other	346	260	86	
13,197		(3) Business Financial Support	9,756	9,409	347	
(8,810)		(4) Less: Interest Recovery	(4,121)	(4,310)	189	
		2. Industry Development-Commercialization Support for Business				
4,175			2,615	2,689	(74)	
	(b)	Industry Consulting and Marketing Support				
845		(1) Salaries and Employee Benefits	770	719	51	
316		(2) Other	242	317	(75)	

Estimate 2013/14 \$	Appropriation	Actual 2013/14 \$	Actual 2012/13 \$	Increase (Decrease) \$	Expl. No.
	(c) Small Business Development				
-	(1) Salaries and Employee Benefits	-	1,200	(1,200)	1
-	(2) Other	-	618	(618)	1
-	(3) Grants	-	140	(140)	1
	(d) Competitiveness Initiatives				
-	(1) Salaries and Employee Benefits	-	369	(369)	1
-	(2) Other	-	70	(70)	1
	(e) Science, Innovation and Business Development				
1,541	(1) Salaries and Employee Benefits	1,535	1,639	(104)	
557	(2) Other	499	528	(29)	
12,750	(3) Manitoba Research and Innovation Fund	12,750	13,127	(377)	
720	(4) Manitoba Centres of Excellence Fund	720	720	-	
(750)	(5) Less: Recoverable from Urban Development	(750)	(750)	-	
6,003	(f) Manitoba Health Research Council	6,003	6,003	-	
1,200	(g) Interactive Digital Media Tax Credit	900	759	141	
850	(h) Industrial Technology Centre	850	900	(50)	
346	(i) Manitoba Education, Research, and Learning	346	396	(50)	
4,847	(j) Economic Partnership Agreement	5,541	6,447	(906)	
(2,632)	(k) Less: Recoverable from other appropriations	(2,530)	(2,630)	100	
36,541	Total 10-2	36,398	39,542	(3,144)	
	<b>10-3 Workforce Development and Income Support Division</b>				
	(a) Divisional Administration				
697	(1) Salaries and Employee Benefits	789	658	131	
265	(2) Other	165	157	8	
	(b) Industry Workforce Development				
714	(1) Salaries and Employee Benefits	655	594	61	
132	(2) Other	136	128	8	
3,825	(3) Training Support	3,377	2,276	1,101	2

Estimate 2013/14 \$	Appropriation	Actual 2013/14 \$	Actual 2012/13 \$	Increase (Decrease) \$	Expl. No.
	(c) Apprenticeship				
4,601	(1) Salaries and Employee Benefits	4,305	4,285	20	
1,920	(2) Other	1,269	1,767	(498)	3
16,332	(3) Training Support	15,776	15,842	(66)	
(2,237)	(4) Less: Recoverable from Canada-Manitoba Labour Market Agreement	(2,237)	(2,237)	-	
	(d) Employment Manitoba				
5,557	(1) Salaries and Employee Benefits	5,296	5,413	(117)	
2,080	(2) Other	2,780	2,447	333	
12,999	(3) Training Support	9,957	8,851	1,106	4
	(e) Canada-Manitoba Labour Market Development Agreement				
7,626	(1) Salaries and Employee Benefits	7,169	7,296	(127)	
989	(2) Other	919	1,080	(161)	
43,452	(3) Training Support	43,786	41,060	2,726	5
2,600	(f) Industry and Labour Force Investment Fund	2,445	2,931	(486)	6
	(g) Canada-Manitoba Labour Market Agreement				
893	(1) Salaries and Employee Benefits	2,517	2,823	(306)	
543	(2) Other	508	522	(14)	
21,674	(3) Training Support	20,854	19,765	1,089	
	(h) Employment and Income Assistance Support				
2,677	(1) Salaries and Employee Benefits	2,921	2,976	(55)	
3,036	(2) Other	3,860	3,851	9	
	(3) Employment and Income Assistance Programs:				
305,330	a. Employment and Income Assistance	315,280	316,439	(1,159)	
68,049	b. Health Services	66,508	67,060	(552)	
25,186	c. Income Assistance for Persons with Disabilities	25,161	25,056	105	
9,329	d. Market Abilities	8,684	8,916	(232)	
4,932	e. 55 Plus	5,208	5,134	74	
3,870	f. Building Independence	3,035	3,186	(151)	
4,154	g. Manitoba Child Benefit	2,895	3,147	(252)	

Estimate 2013/14 \$	Appropriation	Actual 2013/14 \$	Actual 2012/13 \$	Increase (Decrease) \$	Expl. No.
17,914	h. RentAid	15,548	11,802	3,746	7
	(i) Employment and Income Assistance Service Delivery				
1,254	(1) Salaries and Employee Benefits	979	1,018	(39)	
44	(2) Other	51	44	7	
(10,257)	(j) Less: Recoverable from other Canada-Manitoba	(10,257)	(10,226)	(31)	
560,180	Total 10-3	560,339	554,061	6,278	
	<b>10-4 International Relations and Trade</b>				
	(a) International Relations				
907	(1) Salaries and Employee Benefits	877	966	(89)	
606	(2) Other	637	904	(267)	
	(b) Manitoba Trade				
1,868	(1) Salaries and Employee Benefits	1,865	1,788	77	
1,688	(2) Other	1,688	1,578	110	
(1,000)	(4) Less: Recoverable from Urban Development Initiatives	(1,000)	(1,000)	-	
4,069	Total 10-4	4,067	4,236	(169)	
	<b>10-5 Business Transformation and Technology</b>				
	(a) Business Transformation and Technology				
18,710	1) Salaries and Employee Benefits	19,340	19,025	315	
80,082	(2) Other	81,907	81,114	793	
(59,554)	(b) Business Transformation and Technology Recoveries	(63,946)	(61,521)	(2,425)	8
	(c) Legislative Building Information Systems				
976	1) Salaries and Employee Benefits	1,004	1,013	(9)	
310	(2) Other	277	252	25	
40,524	Total 10-5	38 582	39 883	(1 301)	

Estimate 2013/14 \$	Appropriation	Actual 2013/14 \$	Actual 2012/13 \$	Increase (Decrease) \$	Expl. No.
	<b>10-6</b>				
	<b>Costs Related to Capital Assets</b>				
	(a) Enterprise System				
3,448	(1) Amortization Expense	3,484	3,458	26	
(3,448)	(2) Recoverable from other appropriation	(3,418)	(3,458)	40	
8,003	(b) Amortization Expense	6,989	7,423	(434)	
3,116	(c) Interest Expense	2,789	2,780	9	
11,119	Total 10-6	9,778	10,203	(425)	
658,020	<b>TOTAL JOBS AND THE ECONOMY</b>	654,749	652,906	1,843	

Explanations:

1. Transferred to the new Special Operating Agency, Entrepreneurship Manitoba. Entrepreneurship Manitoba tables its own Annual Report under separate cover with the Manitoba Legislature.
2. Increased funding for the raining to Employment Pathways Initiative and Northern Apprenticeship Training Centre.
3. *Savings from the amalgamation of the integrated service delivery.*
4. *Increased funding for enhanced training supports for Employment and Income Assistance clients.*
5. *Increased client volume.*
6. *Timing of training supports to companies.*
7. *Enhancement to RentAid benefits in 13/14.*
8. *Increased central ICT recoveries from other departments offset by expenditures.*

## Jobs and the Economy

### Revenue Summary by Source

For Fiscal Year Ended March 31, 2014 (with comparative figures for the previous year)

Actual 2012/13 \$	Actual 2013/14 \$	Increase (Decrease) \$	Expl. No.	Source	Actual 2013/14 \$	Estimate 2013/14 \$	Variance \$	Expl. No.
				Government of Canada				
50,164	49,585	(579)		Labour Market Development Agreement	49,585	49,530	55	
23,110	23,759	649		Labour Market Agreement	23,759	23,110	649	
4,507	4,507	-		Labour Market Agreement for Persons with Disabilities	4,507	4,507	-	
671	477	(194)	1	Targeted Initiative for Older Workers	477	609	(132)	1
78,452	78,328	(124)		Sub-Total	78,328	77,756	572	
				Other Revenue				
500	505	5		Fees	505	464	41	
1,378	1,378	-		Cost Recovery from Municipalities	1,378	1,378	-	
7,295	6,697	(598)		Income Assistance Recoveries	6,697	7,330	(633)	
210	210	-		Levy for Local Government Welfare Purposes in Unorganized Territory	210	210	-	
4,631	6,552	1,921	2	Sundry	6,552	9,295	(2,743)	2
14,014	15,342	1,328		Sub-Total	15,342	18,677	(3,335)	
92,466	93,670	1,204		TOTAL REVENUE	93,670	96,433	(2,763)	

### EXPLANATIONS

#### Comparison to Budget

1. Lower program participation than projected.
2. Expenditures relating to Growing Through Immigration projects less than anticipated.

#### Comparison to Prior Year

1. Decrease in program participation.
2. Increased funding related to the Growing Through Immigration projects.



**FIVE YEAR HISTORY**  
**Jobs and the Economy**  
**Five-Year Expenditure and Staffing Summary by Appropriation (\$000s)**  
**For Five Years Ended March 31, 2014**

Appropriation	Actual/* Adjusted Expenditures									
	2009-2010		2010-2011		2011-2012		2012-2013		2013-2014	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Administration and Finance	63.00	5,577	63.00	5,555	63.00	5,390	65.00	5,200	65.00	5,460
Business Services	65.50	43,973	65.50	39,701	65.50	41,417	65.50	38,726	39.00	36,398
Workforce Development and Income Support Division	341.30	530,006	340.80	551,849	340.80	548,674	340.80	554,059	336.80	560,339
International Relations and Trade	33.00	4,120	31.00	4,134	31.00	3,801	32.00	4,236	32.00	4,067
Business Transformation and Technology	219.72	44,405	218.72	43,511	218.72	46,069	218.72	39,880	219.72	38,582
Costs Related to Capital Assets		8,243		9,137		9,897		10,203		9,778
<b>TOTAL OPERATING</b>	<b>722.52</b>	<b>636,324</b>	<b>719.02</b>	<b>653,887</b>	<b>719.02</b>	<b>655,248</b>	<b>722.02</b>	<b>652,304</b>	<b>692.52</b>	<b>654,624</b>
Expenditures Related to Capital		7,136		6,273		8,453		9,021		12,670
<b>TOTAL</b>	<b>722.52</b>	<b>643,460</b>	<b>719.02</b>	<b>660,160</b>	<b>719.02</b>	<b>663,701</b>	<b>722.02</b>	<b>661,325</b>	<b>692.52</b>	<b>667,294</b>

\* - Adjusted figures reflect historical data on a comparable basis in those appropriations affected by reorganizations during the five years.

## **JOBS AND THE ECONOMY**

### **Performance Measures**

The following section provides information on key performance measures for the department for the 2013-2014 reporting year. All Government of Manitoba departments include performance measures in their Annual Reports to complement the financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit [www.manitoba.ca/performance](http://www.manitoba.ca/performance)

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

## Jobs and the Economy

### Business Development Indicators

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
<p>1. <i>Venture Capital Available to Manitoba – by measuring Venture Capital investments in Manitoba</i></p> <p>The aggregate amount of outstanding committed capital available to Venture Capital Partnerships is the measure and this information is collected by the department for those partnerships in which the Province of Manitoba is a stakeholder.</p>	<p>Access to venture capital in Manitoba is directly related to the competitiveness of Manitoba in attracting, developing and maintaining businesses in Manitoba. The availability of venture capital impacts job creation and growth and the attraction of professional and knowledge based workers to Manitoba. Supply of venture capital is linked to the improvement of performance of small and medium businesses.</p>	<p>As of March 31, 2000, there was \$19.6 million outstanding committed capital available to Venture Capital Partnerships</p> <p>The amount of outstanding committed capital is dependent upon a number of factors including:</p> <ol style="list-style-type: none"> <li>i. The creation of new Venture Capital Partnerships;</li> <li>ii. The amount of capital invested in any one year;</li> <li>iii. The number of managers of Venture Capital Partnerships</li> </ol>	<p>As of March 31, 2014 the Third Party Funds are mature funds that are in divestiture mode and are no longer making investments.</p>	<p>In 2012/13 there was \$84.4 million outstanding committed capital (\$84.4million in 2011/12) available to Venture Capital Partnerships</p> <p>From 1996/97 to 2013/14, approximately \$174.3 million has been invested into 78 business entities by the six Venture Capital Partnerships</p>	<p>This measurement is limited to publicly available information; it does not track privately orchestrated venture capital financing which makes up a significant segment of this market.</p> <p>The Small Business Venture Capital Tax Credit Program (formerly the Community Enterprise Investment Tax Credit Program) was established in 2008 to encourage investors to partner with growing businesses in need of equity capital.</p>

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
<p>A Venture Capital Partnership is a pool of capital where the capital will be invested in small and medium sized businesses.</p> <p>The Province has established a third-party program, which in turn, co-invests with the private sector in these Venture Capital Partnerships</p> <p>The SBVCTC Program will assist eligible small corporations to raise new equity capital from investors. The assistance comes by providing investors with a non-refundable provincial tax credit equal to 30% of the amount the investor invests in the corporation.</p>	<p>Adequate supply of venture capital is a major contributor to economic growth and job creation in Manitoba.</p> <p>Access to venture capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.</p>				<p>During 2013, eight companies were approved to issue equity of which six, in aggregate, raised \$2,755,842 from 41 Manitoba investors.</p>

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
<p>2. Capital Investment (Funded), by measuring new dollars invested in the Manitoba Industrial Opportunities Program, and total investment funding to entrepreneurs provided through the Business Start Program</p> <p>Under the Manitoba Industrial Opportunities Program (MIOP), the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit. The measures include the total dollars invested in active loans and the additional capital investment levered.</p>	<p>Access to capital promotes the retention and expansion of industry in Manitoba, strengthening the Manitoba economy. MIOP provides financing to industry that may not be available through traditional financial institutions. MIOP emphasizes job maintenance and creation as well as increasing technologically valuable industries in Manitoba. Investment in capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.</p>	<p>As of March 31, 2000:</p> <ul style="list-style-type: none"> <li>- New MIOP dollars invested in the 1999/2000 fiscal year was \$10.4 million.</li> <li>- Capital investment generated by MIOP projects which includes dollars invested in capital assets, commercialization, and product development. In 1999/2000 \$21.1 million was invested in project capital.</li> </ul>	<p>Indicators include:</p> <p>As at March 31, 2014 the program has 16 active loans totaling \$74.8 million under management with \$6.5 million of new loans approved in 2013/14.</p> <p>The new loans levered \$3.5 million in additional capital.</p> <p>–</p>	<p>These trends are cyclical and can vary dramatically from year to year. They are dependent on the nature of the applications in any given year and economic cycles.</p> <p>The MIOP Program financing has leveraged \$813 million worth of private sector investment since March 31, 2000.</p>	<p>experienced a slight increase in uptake in 2013/14 as Manitoba's economy experiences steady growth as it rebounds from a global recession.</p>

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
<p>3. <i>Jobs Created &amp; Retained</i> Under the Manitoba Industrial Opportunities Program, the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit</p>	<p>The creation and retention of jobs is important to the Manitoba economy and vital to attracting and maintaining Manitoba citizens.</p>	<p>As of March 31, 2000: The MIOP Program levered approximately 673 jobs in 1999/2000.</p>	<p>Approximately 483 jobs were leveraged by the MIOP Program in 2013/14.</p> <p>As of March 31, 2014 the program has 16 active loans under management, with 2,071 Manitoba full time equivalent jobs required per the loan agreements and 2,490 Manitoba full time equivalent jobs maintained by active MIOP loan clients</p>	<p>The year to year trends are cyclical and can vary dramatically from year to year.</p> <p>Since March 31, 2000 the MIOP Program has levered approximately 9,043 jobs</p>	<p>The program has shifted focus from job creation which was important in the 1990's when Manitoba had high unemployment rates to its current focus on increasing production capacity, plant competitiveness, and job retention, now that Manitoba has strong employment rates.</p>

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)	Comments/recent actions/report links
<p>4. Research Competitiveness as measured by success in national competitions.</p> <p>1) <u>Manitoba Expenditures</u> on matching federal R&amp;D programs (i.e. CFI, GC, NCE and RPP)</p> <p>2) <u>MB Provincial Ranking</u> re: CFI awards (% of Canadian total)</p>	<p>Indication of the capacity and competitiveness of Manitoba as a location to undertake leading research in areas of strength.</p>	<p>A key determinant of the province's ability to attract investment and highly qualified personnel for research-based businesses and research institutions</p>	<p>1) <u>MB Expenditures</u></p> <p>2003/04 - \$6,941,000  2004/05 - \$5,607,000  2005/06 - \$6,424,000  2006/07 - \$4,238,000  2007/08 - \$6,210,000  2008/09 - \$5,559,000  2009/10 - \$5,613,000  2010/11 - \$6,509,000  2011/12 - \$8,115,666  2012/13 - \$6,740,292  2013/14 - \$7,137,473</p> <p>2) <u>MB Provincial Ranking</u>  (Cumulative 98/99 – 2013/14)</p> <p>1.55% - Rank 7<sup>th</sup></p>	<p>In 2013/14, there were nine successful Manitoba research projects under the federal Canada Foundation for Innovation (CFI) competitions. In addition to MRIF support of \$1.74M, these projects bring an external investment of up to \$2.72M to Manitoba's universities.</p>	<p>The level of funding has been steady over time with year to year variations.</p>	<p>The MRIF works with national funding organizations that provide matching funds to Manitoba. Please view the websites below:</p> <p>Canadian Foundation for Innovation (CFI)  <a href="http://www.innovaton.ca/index.cfm">http://www.innovaton.ca/index.cfm</a></p> <p>Genome Canada  <a href="http://www.genomecanada.ca/">http://www.genomecanada.ca/</a></p>
<p>5. Quantitative and qualitative impacts of the Province's support for local knowledge commercialization and key knowledge based industries.</p>	<p>Economic impact and benefits to MB generated in whole or in part by the province's support.</p> <p>Federal and Industry investments leveraged by SIBD's support</p> <p><i>* note that SIBD</i></p>	<p>It is important to show how the Province's support for knowledge commercialization and key knowledge based industries drive economic growth in Manitoba through innovation.</p>	<p>In 2013/14, \$295,000 in support from SIBD to Manitoba's ICT, interactive digital media (IDM), and life sciences industries generated over:</p> <ul style="list-style-type: none"> <li>• \$350,000 in cash contributions by local ICT, IDM &amp; life science companies</li> <li>• \$600,000 in in-kind contributions from</li> </ul>	<p>Baseline data was collected in 2013/14 and is the most recent information available</p>	<p>No trend yet established</p>	

<b>What is being measured? (A)</b>	<b>How is it being measured (name of indicator)? (B)</b>	<b>Why is it important to measure this? (C)</b>	<b>What is the starting point? (baseline data and year) (D)</b>	<b>What is the most recent available data? (E)</b>	<b>What is the trend over time? (F)</b>	<b>Comments/recent actions/report links</b>
	<i>measures the economic impact and benefits to MB that are generated through quarterly reporting undertaken with each of Manitoba's key knowledge-based industries supported</i>		companies across the same 3 sectors; and  \$350,000 in leveraged cash investments from federal government agencies and other non-Provincial funders			

## Employment and Income Assistance Indicators

<b>What is being measured and how?</b>	<b>Why is it important to measure this?</b>	<b>Where are we starting from? (baseline measurement)</b>	<b>What is the most recent available value for this indicator?</b>	<b>What is the trend over time for this indicator?</b>	<b>Comments/recent actions/report links</b>
6. Dependency on Income Assistance  Per cent of population (excluding First Nations people on reserve) receiving income assistance. <sup>1</sup>	A low percentage may show positive results for the provincial economy and government policies	5.4% (2001/02) <sup>2</sup>	5.0% (2013/14)	This indicator has remained largely unchanged since 2001/02.	Using the Market Basket Measure (MBM) <sup>3</sup> in 2011 (the most recent year for which data is available), 11.5 per cent of Manitobans were living in low income (excluding First Nations people on reserve). For children, the rate living in low-income families was 17.4 per cent.  Since 2002, the rate of change in the per cent of children living in low income reflects a decrease of 7.9 per cent. The percentage

1 Source: 2011/12 population data from the Manitoba Health and Healthy Living Population Report; 2001/02 population data from the Manitoba Health Population Report and EIA caseload data.

2 Previous Annual Reports excluded 2001/02 Municipal Assistance recipients and cited this figure as 5.2 per cent. The figure in this report (5.4 per cent) has been revised to include Municipal Assistance recipients.

3 In Annual Reports released prior to 2008/09, Low-Income Cut-Offs (LICOs) were used to report on low income. MBM thresholds, used in this report, are based on the cost of a “basket of goods and services” that includes food, clothing and footwear, shelter, transportation and a range of other items, such as personal care, household equipment and supplies, telephone services, educational and recreational items and reading materials. MBM provides an advantage over using LICOs since they account for cost of living differences across Canada.

*In June 2013, Statistics Canada revised the way that the MBM is calculated (particularly shelter costs). The impact of these changes resulted in increased MBM thresholds. Consequently more people are now considered to be living in low income under the MBM. This rebasing exercise accounts for the differences in results published in previous years.*

					<p>of Manitobans living in low income increased between 2010 and 2011.</p> <p>Comparing provinces in 2011, Manitoba had the fourth lowest rate of all persons and the eighth lowest rate of children living in low income. Further, Manitoba had the seventh lowest incidence of low income for single-parent families.</p>
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## Labour Market Indicators

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
7. Our contribution to meeting the evolving skills requirements of the labour market is measured by employment outcomes and participation in key training initiatives to meet labour market demand.	Skills training programs/activities are key elements in response to the increasing demand for skilled workers and continued growth of the economy. Some of the programs/activities are formal, while others are non-formal (e.g. workplace training).	<p><u>Participation in key training initiatives</u> -</p> <p>(1) 1999/00 - 3,704 active apprentices as at April 1, 1999</p> <p>(2) 1999/00 Journeyman Certification: Apprenticeship: 476 Trades Qualification: 125 Total: 601</p> <p>(3) 2006/07 - 3,035 total number of apprentices attending in-school technical training</p> <p>(4) 1999/00 - 1,296 new apprenticeship applications registered</p>	<p><u>Participation in key training initiatives</u> -</p> <p>(1) 2013/14– 10,632 active apprentices as of March 31, 2014.</p> <p>(2) 2013/14 Journeyman Certification Apprenticeship: 1,149 Trades Qualification: 226 Total: 1,375</p> <p>(3) 2013/14 – 4,361 total number of apprentices attending in-school technical training</p> <p>(4) 2013/14 – 2,617 new apprenticeship applications registered</p>	<p>(1) Increase in the number of active apprentices – An increase of 187% from 1999/00 to 2013/14 fiscal year.</p> <p>(2) Increase in the number of Journeyman Certificates – An increase of 129% from 1999/00 to 2013/14 fiscal year</p> <p>(3) Apprentices attending in-school technical training – An increase of 44% from 2006/07 to 2013/14 fiscal year.</p> <p>(4) New apprenticeship applications registered – An increase of 102% from 1999/00 to 2013/14 fiscal year.</p>	<p>The Apprenticeship model coordinates the training system that delivers workplace-based skills and technical training to apprentices, leading to journeyman certification in skilled trades.</p> <p>Aboriginal apprentices constitute 8% of all active apprentices in Manitoba, as of March 31, 2014.</p>

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
		2001/02 Employment Manitoba - Skills Development Program Individuals supported: 3,733 participants.	2013/14 Employment Manitoba - Skills Development Program Individuals supported: 3,175 participants <sup>4</sup> .	Year to year – stable increase of 1.6% (3,124 participants in 2012/13)  Long term trend – decrease	Employment Manitoba Skills Development program provides financial and other supports to individuals (unemployed EI and non-EI insured individuals and low skilled employed workers) to participate in existing education and training opportunities at universities, colleges, private vocational institutions and other education/training providers.

<sup>4</sup> Number of individuals beginning a skills development service (LMDA, LMA, or ETS appropriation) with Employment Manitoba (excluding apprentices) between April 1, 2013 and March 31, 2014. This includes participants beginning the second year of a two year program.

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
		1999/00 Industry Workforce Development 7,310 participants	2013/14 Industry Workforce Development 31,203 participants <sup>5</sup> trained/year	Increase. The number of workplace training and development participants has been on an upward trend since 1999/2000.	Industry Workforce Development provides support to industry for human resource development and workplace training through partnerships with Sector Councils, business and industry associations.

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<sup>5</sup> Includes sectoral training initiatives, industry development courses and workplace essential skills training programs.

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
<p>8. Our contribution to meeting the evolving skills requirements of the labour market is measured by the number of individuals receiving employment services and the number of job orders posted on the Job Bank, which brings job seekers and employers together.</p>	<p>Assisting unemployed individuals to prepare for, find and keep employment is important for the economy, for the well-being of individuals and for the communities they reside in.</p> <p>Many people make the transition from unemployment to employment without assistance. Use of employment services is a measure of how governments are helping those that do need assistance.</p>	<p>2001/02 Job Bank Total number of job orders posted: 18,105</p>	<p>2013/14 Job Bank Total number of job orders posted: 20,300</p>	<p>Long term trend - increase</p> <p>Overall between 2001/02 and 2013/14 the number of job orders posted increased by 12.1%.</p> <p>There was a year over year decrease (-9.6%) in the number of jobs posted (22,456 in 2012/13). This is stabilizing toward historical norms due to the economic recovery.</p>	<p>As part of the Labour Market Development Agreement, the Department delivers the National Employment Services. The Job Bank, through which current job vacancies are posted on the Internet, is one of these services.</p>

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
9. Employment services for individuals include employment needs assessment, employment/ career counseling, access to labour market and other information, job search assistance, access to computers, and other employment services.		2001/02 Employment Manitoba - Employment Services for Individuals 6 Total Clients Served: 36,333	2013/14 Employment Manitoba - Employment Services for Individuals Total Clients Served: 27,637.	Year over year - decrease of -7.9% (30,010 total clients served in 2012/13).  The long term trend - decrease	Employment Manitoba has seen a decrease in the number of clients served which demonstrates a trend towards stable client volumes after the economic downturn.

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<sup>6</sup>All Employment Manitoba clients receive employment counselling and may receive other employment services. Number of individuals beginning an employment service with Employment Manitoba between April 1, 2013 and March 31, 2014. This includes participants beginning the second year of a two year program.

## Trade Indicators

<b><i>What is being measured and how?</i></b>	<b><i>Why is it important to measure this?</i></b>	<b><i>Where are we starting from? (baseline measurement)</i></b>	<b><i>What is the most recent available value for this indicator?</i></b>	<b><i>What is the trend over time for this indicator?</i></b>	<b><i>Comments/recent actions/report links</i></b>
10. We are measuring the export readiness of Manitoba companies by tracking the number of companies that are potential, preparing and/or active exporters.	A key for Manitoba companies to remain competitive in a competitive global market and to grow is the ability to access new markets. In order to access new markets companies must understand business cultures within those markets and develop in-market contacts/clients.	In the 2011/12 fiscal year, Manitoba Trade and Investment worked with 410 Manitoba companies to explore and/or expand exports to markets outside of Manitoba.	In 2012/13, Manitoba Trade and Investment supported 410 Manitoba companies to explore and/or expand exports to markets outside Manitoba.	The trend over time indicates that Manitoba companies continue to be aware of the importance of exporting and are exploring new export opportunities. 2013/14 saw a consistent number of companies assisted, compared to 2011/12.	Manitoba Trade and Investment seeks to work with new companies interested and/or active in entering new export markets. The number of companies worked with annually fluctuates as companies' needs for services change.

## Business Transformation and Technology Indicators

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)	Comments/recent actions/report links
11. # of BTT staff with Learning Plans	BTT Managers will report to BTT ADM on how many Learning Plans staff have completed.	Completed learning plans demonstrate that staff are interested in acquiring the skills and knowledge required to better perform their role and job within BTT. It also demonstrates that they want to help BTT and themselves reach their respective goals.	April 2013	Between April 1, 2013 and March 31, 2014, 108 Employee Learning plans were submitted.	In the first year of this initiative, approximately 50% of staff completed and submitted a Learning Plan to their manager.	
12. The interval of time between the receipt of a valid request for a new ICT service and the formal launch of the new service.	Measured from the time a Request for Service is received to the launch date of the service.	By shortening service launch intervals BTT can make more efficient use of staff and resources and provide services to clients departments on a timelier basis.	April 2012	Data Is collected in BTT's Service Request system on an ongoing basis.	Data is being compiled.	
13. Number of requests received and prioritized.	We are piloting a prioritization tool which will assist in preparing requests of BTT and will assist BTT in identifying the work of the highest priority, assigning resources	It will help ensure that BTT is working on requests that generate value for government, be it through vitality exercises or transformational initiatives.	Pilot took place during the 2013-14 fiscal year.	Prioritization tool was successfully piloted with three departments. All their ICT requests were input into the tool.	Pilot validated the effectiveness of the prioritization tool in identifying, planning, prioritizing and assigning resources for ICT initiatives. Tool is now implemented and operational.	

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)	Comments/recent actions/report links
	accordingly.					
14. Incremental number of communities with access to broadband or high-speed network services.	IEM uses a definition of community, based on Canadian Census data, which includes all cities, towns and rural municipalities.	To ensure IEM is fulfilling government's mandate to improve access to Internet and other Broadband Services throughout Manitoba.	Access to Broadband was limited in Manitoba and did not exist in rural and northern communities prior to September 2001.	Estimated community connectivity by year: 2004 104 2005 132 2006 200 2007 230 2008 255 2009 357 (356) 2010 360 (360) 2011 360 2012 415 2013 Over 426	Industry Canada is now tracking broadband connectivity by the number of connected households rather than the number of connected communities.	
15. Process Development (includes work on creating, enhancing, updating processes)	Number of process documents posted in the Process Repository.	The measure provides a record of the progress made toward achieving the objective and ensures the work is being done.	2012 - Process Repository created; starting point is zero process documents.	There are 16 finalized process documents in the Process Repository and 43 supporting documents under review. There are five processes currently being updated.	The number of documents in the Process Repository will continue to rise until all process documentation has been posted.	
16. Policy Development	Availability of ICT policies and supporting policy instruments.	To ensure the proper governance and oversight of ICT in the Government of Manitoba.	2011/2013 Policy Gap Analysis	Nine ICT policies have been reviewed, updated and/or created and made available to all staff.	All ICT-related policy instruments are now being reviewed on an annual basis, and updated as necessary to remain current.	

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)	Comments/recent actions/report links
17. Availability of a 5 year ICT Strategic Plan.	The 5 year strategic plan will be updated annually. Achievements of the organization will be assessed against the goals of the strategic plan	Improved tactical decisions that contribute to meeting government and divisional objectives	BTT strategic priorities document 2012, SAP 1/3/5 plan (updated 2012), Manitoba 2020 (Feb 2012), OAG.	Strategic priority activities are reported quarterly.	Six strategic priorities were identified and resourced in 2012. Four of these activities are now operational. The two remaining activities are underway.	Strategic planning session is planned for Fall, 2014 to update the ICT Strategic Plan.
18. Availability of a 5 year Capital and SAP Plan(s).	Business Transformation Executive Committee (BTEC) endorsed multi-year capital plan.	Improvement in ICT investments and reduced "Lapsed Capital".	Starting point data Fiscal 2011/12 Capital Plan. Year end capital expenditure report.	Capital Plan for 2013/14 includes multi-year project plans.		There is currently a multi -year SAP Plan and Capital Plan.
19. Use of the Business Analysis (BA) Toolkit in projects by Departments.	Yearly review of the BA deliverables submitted by departments to BTT.	Improved analysis capability will result in improved systems requirements gathering and system scoping.	Starting point data will begin to be collected in fiscal 2013/2014 with projects undertaken by Application Development & Integration (ADI)	Of the 21 projects undertaken by ADI, 16 used the Manitoba BA Toolkit.	In the first year, approximately 76% of projects undertaken by ADI used the Manitoba BA Toolkit.	
20. Application Portfolio Management (APM) enhancements.	Assessment analysis against an established baseline as presented in the Annual State of Application Renewal (SOAR) Report.	Improved decision making in regards to legacy applications maintenance costs.	Starting point for data analysis and baseline results completed 2012/13 fiscal year.	First Annual State of Application Renewal (SOAR) Report produced 2012/13 fiscal year.	Improved governance and decision making over the Manitoba Government application portfolio and aid in directing application legacy renewal efforts.	SOAR is being used to prioritize application enhancement work.
21. Continue the implementation of	Ongoing review and management	Ensure that risks are taken into account in	BTT Risk Register of 2011/2012.	Risk Register Report is	Risks are being documented and	

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)	Comments/recent actions/report links
the BTT Risk Management Framework.	of the BTT Risk Register	decision making.		produced and reviewed quarterly.	managed.	
22. Increase in variety of mobile devices available to GoM employees	<p>We will monitor the increase in the variety mobile devices available.</p> <p>We will also continue to report on new online services being launched for government program areas.</p>	Having access to the appropriate devices in order to for staff to be productive wherever there helps create opportunities to create efficiencies and increase productivity.	In April 2013, the only mobile device available was the older version of the BlackBerry.	<p>GoM environment now supports the use of:</p> <ul style="list-style-type: none"> <li>• BlackBerry 10 devices</li> <li>• iPhone</li> <li>• iPad</li> </ul>	Devices of a mobile nature are becoming increasingly powerful, thus creating opportunities for further product offerings to help generate opportunities for an increase in operational productivity.	

### **The Public Interest Disclosure (Whistleblower Protection) Act**

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

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or 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 18 of the Act.

The following is a summary of disclosures received by Manitoba Jobs and the Economy for fiscal year 2013-2014:

<b>Information Required Annually (per Section 18 of The Act)</b>	<b>Fiscal Year 2013-2014</b>
The number of disclosures received, and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	<b>NIL</b>
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	<b>NIL</b>
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. <i>Subsection 18(2)(c)</i>	<b>NIL</b>

## **APPENDIX A**

### **ASSOCIATED AGENCIES, BOARDS, COMMISSIONS and COUNCILS**

#### **MANITOBA HEALTH RESEARCH COUNCIL**

The Manitoba Health Research Council (MHRC) provides funding for health research initiatives. The Manitoba Health Research Council tables its annual report under separate cover with the Manitoba Legislature.

#### **INDUSTRIAL TECHNOLOGY CENTRE**

The Industrial Technology Centre (ITC) is a special operating agency of the Department of Innovation, Energy and Mines. The Department supports ITC's contribution to economic development activities in Manitoba via an Economic Development Contribution Agreement (a performance contract). ITC provides a wide range of technical services in support of technology based economic development in Manitoba. ITC tables its annual report under separate cover with the Manitoba Legislature.

#### **MANITOBA EDUCATION, RESEARCH AND LEARNING INFORMATION NETWORKS**

The Manitoba Education, Research and Learning Information Networks (MERLIN), is a special operating agency of the Department of Innovation, Energy and Mines. MERLIN tables its annual report under separate cover with the Manitoba Legislature.

#### **THE ADVISORY COUNCIL ON WORKFORCE DEVELOPMENT**

The role of the advisory council is to consult with sector councils and provide information and advice to the minister about workforce trends, and about initiatives, policies and strategies for developing Manitoba's workforce.

#### **THE APPRENTICESHIP AND TRADES QUALIFICATIONS BOARD**

The Apprenticeship and Trades Qualifications Board provides a governance and leadership role within its advisory mandate to coordinate a relevant, accessible and responsive apprenticeship and certification system in Manitoba. The Board's governance role involves responsibility for the development of an annual strategic plan based on consultations with stakeholders to identify and provide leadership on issues that have an impact on the apprenticeship system as a whole. The Board tables an annual report under separate cover with the Manitoba legislature.

#### **THE MANITOBA DEVELOPMENT CORPORATION**

The Manitoba Development Corporation (MDC) provides loans and loan guarantees under Part 2, The Development Corporation Act. MDC tables its annual financial statements under separate cover with the Manitoba Legislature.

#### **THE MANITOBA TRADE AND INVESTMENT CORPORATION**

The Manitoba Trade and Investment Corporation (MTIC) is a provincial agency of Manitoba Competitiveness, Training and Trade. As an administrative mechanism, the Corporation supports the economic priority of building the Manitoba economy through increased exports and industry investment. The Corporation facilitates cost-sharing partnerships for specific projects and provides administrative support for missions by collecting revenues and paying related expenditures. The Corporation tables an annual report under separate cover with the Manitoba legislature.

#### **THE PROVINCIAL TRADE ADVISORY COMMITTEES (PTACs)**

The Apprenticeship and Trades Qualifications Board appoints Provincial Trade Advisory Committees (PTACs). The PTACs provide recommendations to the Board respecting trade regulations, training standards, examinations and certification standards.

#### **ENTREPRENEURSHIP MANITOBA**

The Entrepreneurship Manitoba provides services to support and enhance the growth of Manitoba's entrepreneurial and business community.

**ECONOMIC INNOVATION TECHNOLOGY COUNCIL**

The Economic Innovation and Technology Council (EITC) acts as a catalyst in establishing partnerships and alliances for increased economic development through innovation. EITC tables its annual report under separate cover with the Manitoba Legislature.

## APPENDIX B

### FINANCIAL INFORMATION

**Jobs and the Economy  
Summary of Business Assistance  
2013-2014 Fiscal Year**

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GRANT ASSISTANCE – COMMERCIALIZATION SUPPORT FOR BUSINESS	<u>2,614,252</u>
	<b><u>\$ 2,614,252</u></b>

## APPENDIX C

### FINANCIAL INFORMATION

Jobs and the Economy

#### Listing of Business Assistance

2013-2014 Fiscal Year

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#### Commercialization Support for Business Program

Agronomix Software Inc	6,734
Allen Leigh Security & Communications Ltd	1,964
Ampjack Industries Ltd	141,420
Arterial Stiffness Inc	121,369
Beardsell Guitars	947
Biomedical Commercialization Canada	200,000
Biovalco Innovative Products Inc	61,493
BI Photonics Inc	13,915
Blueberry Hill Books	1,956
Bressante Inc	29,713
Canadian Birch Company Ltd	1,055
Cangene Corp	42,900
Center For Education & Work	941
Complex Games Inc	34,833
Composites Innovation Centre	12,500
Country Meat & Sausage	100,000
Critical Path Business Consulting	10,000
Cubresa	148,136
Dacapo Enterprises Inc	3,660
Dconstruct	4,064
DIK Drumworks Inc	22,900
Eclectic Communications	4,272
Ecolicious Equestrian Inc	1,162
Emerge Knowledge Design Inc	2,242
Erl Phase Power Technologies Ltd	2,838
Eureka Project	200,000
Flowing Grains Inc	1,453
Fowl Moon Studios Corp	13,683
Heartland International English	13,193
I D Fusion Software	701
ICTAM	73,750
Innovate Manitoba	250,000

Jca Industries Inc	2,800
Librestream Technologies Inc	31,370
Life Science Association Of Manitoba	73,750
Loveable Creations	1,899
Manitoba Agri- Health Research	73,750
Marsala Biotech Inc	15,523
Micro Tool & Machine Ltd	1,484
Micropilot Inc	10,000
Mid- Continental Dental Supply Co	2,037
Miraculins Inc	2,737
Natalie's Lifesense Inc	15,294
Neovation Corp	4,229
New Media Manitoba Inc	73,750
Olen Cosmetics Corp	3,831
Onyx Group Inc	8,730
Osorno Enterprises Inc	2,000
Pegasus Publications Inc	962
Periodiagnostic	5,386
Piccola Cucina Inc	6,092
Pine Falls Clothing	3,719
Plains Industrial Hemp Processing	2,574
Po- Mo Inc	27,325
Pro- Fab Industries Inc	6,839
Protegra Inc	1,085
Proweargear.Com Inc	5,880
Red Dog Enterprises	8,674
Red River Press Inc	5,312
Reliable Tire Recycling	48,933
Securis Solutions	40,000
Slingsisters Inc	3,377
Solara Remote Data Delivery Inc	2,329
Tbc Canada Inc	17,665
Titan Environmental Containment Ltd	3,256
Triple Three Boitech	3,938
TrLabs	480,000
Ultimate Music Theory Ltd	1,818
Vastcon	11,905
Xitebio Technologies Inc	6,174
Yomm Beverages Inc	8,028
Yrt Ltd	65,000
Zenfri Inc	1,005

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\$ 2,614,252