

# **Manitoba Economic Development, Investment and Trade**

# **Développement économique, Investissement et Commerce Manitoba**

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## **Annual Report Rapport annuel**

For the year ended March 31, 2023  
Pour l'exercice terminé le 31 mars 2023

2023

# Indigenous Land Acknowledgement

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

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

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

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

# Reconnaissance du territoire

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

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

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

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

## **Economic Development, Investment and Trade**

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**MINISTER**  
**OF ECONOMIC DEVELOPMENT, INVESTMENT AND TRADE**

Room 358  
Legislative Building  
Winnipeg, Manitoba R3C 0V8

August 30, 2023

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Economic Development, Investment and Trade, for the fiscal year ending March 31, 2023.

Respectfully submitted,

*Original signed by*

Honourable Jeff Wharton  
Minister of Economic Development, Investment and Trade





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**MINISTRE**  
**DU DÉVELOPPEMENT ÉCONOMIQUE, DE L'INVESTISSEMENT ET DU COMMERCE**

Bureau 358  
Palais législatif  
Winnipeg (Manitoba) R3C 0V8  
CANADA

30 août 2023

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

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère de la Conservation et du Climat pour l'exercice qui a pris fin le 31 mars 2023.

Le tout respectueusement soumis,

*Original signé par*

Jeff Wharton  
Le ministre du Développement économique, de l'Investissement et du Commerce





**Deputy Minister of Economic Development, Investment and Trade**

Room 352, Legislative Building Winnipeg,

Winnipeg, Manitoba R3C 0V8

T 204-945-5600

The Honourable Jeff Wharton

Minister of Economic Development, Investment and Trade

Room 358 Legislative Building

Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Economic Development, Investment and Trade.

Respectfully submitted,

*Original signed by*

Jerin Valel

Deputy Minister of Economic Development, Investment and Trade





**Sous-ministre du Développement économique, de l'Investissement et du Commerce**

Palais législatif, bureau 352

Winnipeg (Manitoba) R3C 0V8

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Tél. 204 945-5600

Monsieur le Ministre Jeff Wharton

Ministre du Développement économique, de l'Investissement et du Commerce

Palais législatif, bureau 358

Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de soumettre à votre approbation le Rapport annuel 2022-2023 du ministère du Développement économique, de l'Investissement et du Commerce.

Le tout respectueusement soumis,

*Original signé par*

Jerin Valel

Le sous-ministre du Développement économique, de l'Investissement et du Commerce,



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# Introduction/Introduction (French)

This Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

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

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du Ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Maintenant que l'établissement des tableaux de bord équilibrés est achevé dans tous les ministères, les rapports antérieurs sur le rendement ne sont plus inclus en annexe.

Le rapport annuel contient les résultats financiers sommaires du Ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du Ministère en matière de diversité. On continue à fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global du rendement financier du ministère.

# Department At a Glance – 2022/23 Results

<b>Department Name &amp; Description</b>	The Department of Economic Development, Investment and Trade is responsible for driving economic growth for Manitoba through investment, trade, and a skilled and diverse workforce.
<b>Minister</b>	Honourable Jeff Wharton
<b>Deputy Minister</b>	Jerin Valel

<b>Other Reporting Entities</b>	<b>9</b>	<ul style="list-style-type: none"> <li>• Communities Economic Development Fund</li> <li>• Economic Development Winnipeg</li> <li>• Manitoba Development Corporation</li> <li>• Manitoba Opportunities Fund</li> <li>• Research Manitoba</li> <li>• Rural Manitoba Economic Development Corporation</li> <li>• Abandonment Reserve Fund</li> <li>• Mining Rehabilitation Reserve Fund</li> <li>• Quarry Rehabilitation Reserve Fund</li> </ul>
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Summary Expenditure (\$M)	
<b>\$182</b>	<b>\$237</b>
<b>Restated Budget</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing
<b>\$186</b>	<b>\$231</b>	<b>458.40</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>

# Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	Le ministère du Développement économique, de l'Investissement et du Commerce veille à stimuler la croissance économique du Manitoba grâce à l'investissement, au commerce et à une main-d'œuvre compétente et diversifiée.
Ministre	Jeff Wharton
Sous-ministre	Jerin Valel

Autres entités comptables	<b>9</b>	<ul style="list-style-type: none"> <li>• Fonds de développement économique local</li> <li>• Economic Development Winnipeg</li> <li>• Société de développement du Manitoba</li> <li>• Manitoba Opportunities Fund</li> <li>• Recherche Manitoba</li> <li>• Rural Manitoba Economic Development Corporation</li> <li>• Fonds de réserve pour l'abandon</li> <li>• Fonds de réserve de remise en état des mines</li> <li>• Fonds de réserve de remise en état des carrières</li> </ul>
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Dépenses globales (en millions de dollars)	
<b>182\$</b>	<b>237\$</b>
<b>Budget redressé</b>	<b>Budget réel</b>

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
<b>186\$</b>	<b>231\$</b>	<b>458.40</b>
<b>Dépenses autorisées</b>	<b>Dépenses réelles</b>	<b>Dépenses autorisées</b>

# Departmental Responsibilities

The overall responsibilities of the Minister and Economic Development, Investment and Trade include:

- Lead the Province's strategic economic approach to policy and programming to advance Manitoba's economic recovery and growth.
- Provide policy direction on matters relating to economic development to create an environment that supports investments and forms the conditions for economic growth.
- Develop a venture capital framework to ensure investors and businesses have access to the capital they need to grow and expand.
- Collaborate with industry partners to facilitate economic growth, increase private sector investment, enhance trade development, and strengthen connections to government services and programs.
- Ensure that our research and innovation investments and policies align with industry needs by strengthening partnerships between industry, post-secondary institutions and government to facilitate bringing innovative new products and services to market quickly.
- Deliver a suite of responsive economic development tools, tax incentives, and financial programs to facilitate industry growth and innovation.
- Build, attract, and retain the talent needed to meet labour market needs in partnership with industry, community, and education and training organizations.
- Support sector wide and employer specific workforce skills development and training initiatives to help Manitoba companies recruit and retain workers.
- Provide funding for customized, employee specific skills training support to businesses entering the Manitoba market.
- Identify and anticipate future skill requirements by gathering, validating, and disseminating labour market intelligence and use this knowledge to inform decision-making.
- Coordinate with industry, employers, training providers, community-based organizations, and other government departments to help Indigenous peoples, immigrants, persons with disabilities, and youth connect with jobs.
- Work with the federal government to ensure economic and labour market investments and programming meets the needs of the province and its partners.
- Lead Manitoba's engagement in intergovernmental labour market and economic development forums.
- Lead economic and labour market intelligence projects to advance investment and growth in Manitoba.
- Facilitate increased Indigenous participation in the resource development sectors, and encourage the establishment and enhancement of partnerships.
- Facilitate the responsible development of Manitoba's mineral, oil and gas, and aggregate resources.
- Steward the evolution of Manitoba's shared geospatial technology and information assets.
- The listing of Legislation under the responsibility of the Minister has been provided in an Appendix.

## The Minister is also responsible for:

- Mining Board
- Surface Rights Board
- Nine Other Reporting Entities that contribute to economic development and growth within the province, the listing has been provided on page 71.

# Department Shared Services

## Finance and Corporate Services Shared Division

Provides corporate leadership and coordination of strategic initiatives, finance, legislative, and information technology services to support the department and related agencies in achieving their mandates. Finance and Corporate Services provides shared services to Economic Development, Investment and Trade, Labour and Immigration, and Advanced Education and Training.

# Responsabilités ministérielles

Les responsabilités générales du ministre du Développement économique, de l'Investissement et du Commerce comprennent les suivantes:

- diriger l'approche économique stratégique à l'égard des politiques et des programmes pour faire progresser la reprise économique et la croissance du Manitoba;
- fournir de l'orientation stratégique sur les questions relatives au développement économique afin de créer un environnement qui soutient les investissements et qui est propice à la croissance économique;
- élaborer un cadre de capital de risque pour donner aux investisseurs et aux entreprises accès aux capitaux dont ils ont besoin pour grandir et prendre de l'expansion;
- collaborer avec les partenaires de l'industrie pour faciliter la croissance économique, accroître les investissements du secteur privé, améliorer le développement du commerce et renforcer les liens avec les services et les programmes gouvernementaux;
- veiller à ce que nos investissements et nos politiques en matière de recherche et d'innovation cadrent bien avec les besoins de l'industrie en renforçant les partenariats entre l'industrie, les établissements d'enseignement postsecondaire et le gouvernement pour faciliter la mise en marché rapide de nouveaux produits et services novateurs;
- offrir une gamme d'outils de développement économique adaptés, des allègements fiscaux et des programmes financiers afin de faciliter la croissance de l'industrie et l'innovation;
- former, attirer et conserver le talent requis pour répondre aux besoins du marché du travail en partenariat avec l'industrie, les collectivités et les organismes d'enseignement et de formation;
- soutenir le perfectionnement des compétences et les initiatives de formation de la main-d'œuvre à l'échelle du secteur et propres aux employeurs pour aider les entreprises du Manitoba à recruter et à conserver des travailleurs;
- fournir aux entreprises qui entrent sur le marché manitobain du financement pour la formation des employés en compétences personnalisées et adaptées;
- déterminer et prévoir les compétences requises futures en rassemblant, en validant et en diffusant de l'information sur le marché du travail et en utilisant ces connaissances pour informer la prise de décisions;
- assurer la coordination avec l'industrie, les employeurs, les fournisseurs de formation, les organismes communautaires et d'autres ministères gouvernementaux pour aider les Autochtones, les immigrants, les personnes handicapées et les jeunes à trouver des emplois;
- travailler avec le gouvernement fédéral pour veiller à ce que les investissements et les programmes relatifs à l'économie et au marché du travail répondent aux besoins de la province et de ses partenaires;
- diriger la participation du Manitoba à des forums intergouvernementaux sur le marché du travail et le développement économique;
- diriger les projets d'information sur l'économie et le marché du travail afin de favoriser les investissements et la croissance au Manitoba;
- favoriser la participation des Autochtones dans les secteurs du développement des ressources et stimuler l'établissement et le renforcement de partenariats;
- faciliter l'exploitation responsable des ressources minérales, pétrolières et gazières ainsi que des ressources en agrégats du Manitoba;
- gérer l'évolution des technologies géospatiales et des fonds de renseignements d'utilisation partagée au Manitoba.
- La liste des textes de loi sous la responsabilité du ministre se trouve dans l'annexe.

## **Autres responsabilités du ministre :**

- Commission minière
- Commission des droits de surface
- Neuf autres entités comptables contribuant au développement économique et à la croissance dans la province, dont la liste se trouve à la page 71.

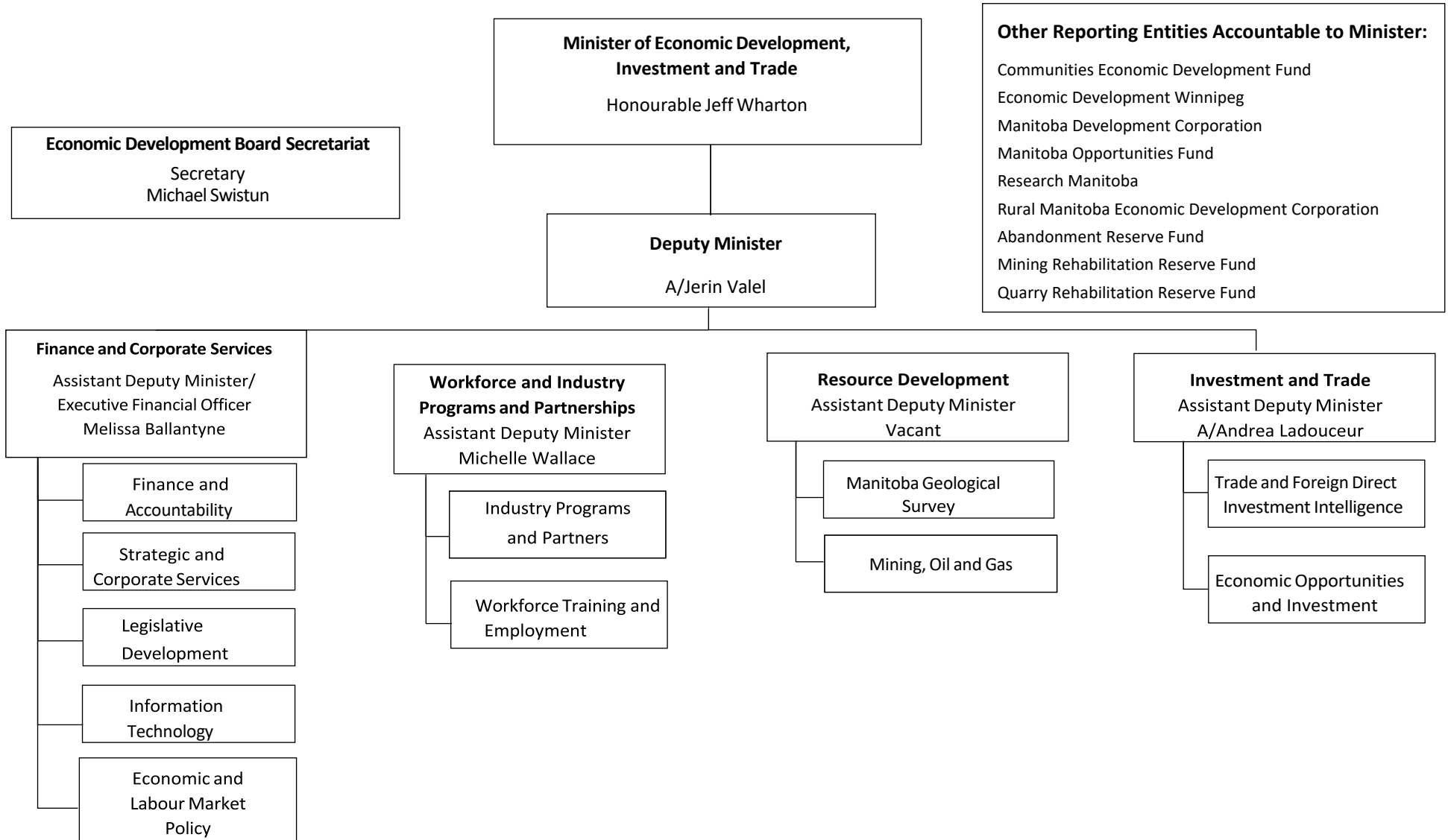
## **Services partagés du ministère**

### **Division partagée des finances et des services ministériels**

Fournit du leadership et de la coordination en ce qui a trait aux initiatives stratégiques, aux finances, aux services législatifs et aux technologies de l'information dans le but d'aider le ministère et les organismes connexes à réaliser leurs mandats. Finances et services ministériels fournit des services partagés à Développement économique, Investissement et Commerce, à Travail et Immigration, ainsi qu'à Enseignement postsecondaire et Formation professionnelle.

# Organizational Structure

## Department of Economic Development, Investment and Trade as of March 31, 2023





# 2022/23 Key Achievement Highlights

During the fiscal year, the Department of Economic Development, Investment and Trade accomplished the following:

- Established a new Investment and Trade Division to lead Manitoba's efforts to compete on the national and global scale, and capitalize on high-value investment and trade opportunities. This included establishing the Business Navigation Service, a new dedicated support team that provides pathfinding, program, and policy assistance to help businesses invest and grow in Manitoba, and a new trade unit to advance Manitoba's export footprint.
- Established the inaugural board of directors for the Manitoba First Fund and doubled the initial investment of \$50-million to \$100-million. The Manitoba First Fund has already announced a commitment of \$25-million to the Connect Manitoba Growth Fund managed by Westcap Mgt. Ltd. The Connect Manitoba Growth Fund will support the growth of Manitoba companies with access to patient and strategic capital.
- Delivered a range of labour market programs and services to over 31,000 job seekers and nearly 35,000 employees. Services were delivered both directly by the department and through partnership with organizations across Manitoba. These initiatives aimed to help Manitobans prepare for, find, and advance in good jobs, while addressing the workforce needs of Manitoba employers.
- Delivered a suite of employment and training services through 13 Manitoba Jobs and Skills Development Centres and through partnerships with 157 organizations. This included:
  - Skills development programming to help over 5,400 Manitobans gain the skills essential to finding employment, including in-demand jobs in health care, the skilled trades, and transportation sectors.
  - Employment and training supports to over 10,400 newcomers with unique challenges to finding and accessing employment, including upgrading their language skills.
  - Advancing reconciliation and reducing barriers for over 8,500 Indigenous Manitobans through delivery of employment and training supports, including in partnership with community-based organizations.
  - Supporting over 3,200 adults with disabilities through the Employability Assistance for People with Disabilities and Supported Employment programs.
- Enhanced and streamlined the Innovation Growth Program to improve the application experience for small businesses and increase application success rate. In 2022/23, 24 Manitoba companies were approved to receive \$2 million in grant funding to help commercialize innovative products and processes.
- Supported 36 Manitoba small businesses to raise \$20.6 million during the 2022 tax year using three equity tax credits (Small Business Venture Capital Tax Credit, Community Enterprise Development Tax Credit, and Employee Share Purchase Tax Credit).

- Invested a record \$9.7 million to support 531 Manitoba companies to train 8,157 workers through the Canada-Manitoba Job Grant. The cost-shared program leveraged \$4.1 million in employer contributions to workforce training to help meet business needs.
- Introduced the new *Invest Manitoba: Open for Business* brand to promote Manitoba's economic opportunities to local, national, and global markets, and complement the work of the department's business, industry, and economic development partners.
- In partnership with Economic Development Winnipeg, launched the Work in Manitoba Portal, an innovative one-stop platform to connect Manitoba employers with jobseekers based on qualifications and workforce needs. The portal is being used widely, from global talent recruitment efforts to helping local residents find careers best aligned to their education and interests.
- In partnership with the Manitoba Chamber of Commerce, the Manitoba Mineral Development Fund approved \$1.7 million in project funding resulting in nearly \$18.5 million of investment to support mineral exploration activities, drill programs, and consulting services for community engagement. Since July 2020, the Manitoba Mineral Development Fund has approved 50 mineral exploration projects for a total of \$7.7 million in funding. Mineral Exploration Expenditures achieved an overall historic record of \$169.9 Million, a seventy-one percent increase from what industry spent in MB on exploration activities and deposit appraisals in 2021.
- Conducted engagement activities with Indigenous organizations, groups, and communities to advance an Indigenous-informed framework that will support the expansion and growth of Manitoba's mining sector.
- Connected with and worked alongside industry to respond to inquiries, reduce timelines, and streamline processes for work permits in the province. The Permit Office team serves as a facilitator for companies, industry, and internal stakeholders in the resource sector to navigate the mineral exploration permitting process from the application stage to final issuance of the work permit. The Permit Office processed 65 applications in 2022/23, representing an increase of 6.6% from the previous year. As a result, the Fraser Institute Annual Mining Survey rank for Manitoba improved from 32<sup>nd</sup> in 2021 to 14<sup>th</sup> in 2022.
- Attended industry conferences such as Roundup and Prospectors and Developers Association of Canada, to market Manitoba as a top tier jurisdiction for mineral exploration and attract exploration companies. Solidifying industry connections made a significant impact this year, which saw work undertaken by a record number of 47 critical mineral exploration firms, accounting for 75% of all mineral exploration in Manitoba.

# Points saillants des principales activités et réalisations de 2022-2023

Au cours de l'exercice financier, le ministère du Développement économique, de l'Investissement et du Commerce a réalisé ce qui suit :

- Création d'une nouvelle division de l'Investissement et du commerce pour diriger les efforts déployés par le Manitoba pour être concurrentiel à l'échelle nationale et mondiale et tirer parti des possibilités d'investissement et de commerce de grande valeur. Cela comprenait la création du Business Navigation Service, une nouvelle équipe de soutien dédiée qui fournit une aide à l'orientation, aux programmes et aux politiques pour aider les entreprises à investir et à croître au Manitoba, et une nouvelle unité commerciale pour faire progresser l'empreinte d'exportation du Manitoba.
- Création du premier conseil d'administration du fonds Le Manitoba d'abord et doublement de l'investissement initial de 50 millions de dollars, pour le porter à 100 millions de dollars. Le fonds Le Manitoba d'abord a déjà annoncé un engagement de 25 millions de dollars dans le fonds de croissance Connect Manitoba, géré par Westcap Mgt. Ltd. Le fonds de croissance Connect Manitoba stimulera la croissance des entreprises manitobaines ayant accès à des capitaux patients et du capital stratégique.
- Prestation d'une gamme de programmes et services liés au marché du travail à plus de 31 000 demandeurs d'emploi et à près de 35 000 employés. Les services ont été fournis directement par le Ministère et par l'intermédiaire de partenariats avec des organismes partout au Manitoba. Ces initiatives visaient à aider les Manitobains à se préparer à de bons emplois, à trouver ceux-ci et à progresser dans ceux-ci, tout en répondant aux besoins en main-d'œuvre des employeurs manitobains.
- Prestation d'une gamme de services d'emploi et de formation par l'intermédiaire de 13 Centres d'emploi et de développement des compétences du Manitoba et grâce à des partenariats avec 157 organismes. Cela comprend notamment :
  - un programme de développement des compétences pour aider plus de 5 400 Manitobains à acquérir les compétences essentielles pour trouver un emploi, y compris des emplois en demande dans les secteurs de la santé, des métiers spécialisés et des transports;
  - un soutien à l'emploi et à la formation pour plus de 10 400 nouveaux arrivants confrontés à des défis uniques pour trouver un emploi et y accéder, y compris l'amélioration de leurs compétences linguistiques;
  - des efforts pour faire progresser la réconciliation et réduire les obstacles pour plus de 8 500 Manitobains autochtones grâce à la prestation de soutien à l'emploi et à la formation, y compris en partenariat avec des organismes communautaires;
  - le soutien de plus de 3 200 adultes handicapés dans le cadre des programmes d'aide à l'employabilité des personnes handicapées et de soutien en milieu de travail.
- Amélioration et rationalisation du Programme de croissance de l'innovation afin d'améliorer l'expérience de candidature pour les petites entreprises et d'augmenter le taux de réussite des candidatures. En 2022-2023, 24 entreprises manitobaines ont été approuvées pour recevoir une subvention de 2 millions de dollars pour aider à commercialiser des produits et des procédés innovants.

- Aide à 36 petites entreprises manitobaines dans la collecte de 20,6 millions de dollars au cours de l'année d'imposition 2022 grâce à trois crédits d'impôt sur l'équité (crédit d'impôt pour capital de risque de petites entreprises, crédit d'impôt pour l'expansion des entreprises dans les collectivités et crédit d'impôt pour actionnariat des employés).
- Investissement record de 9,7 millions de dollars pour aider 531 entreprises manitobaines à former 8 157 travailleurs grâce à la Subvention canadienne pour l'emploi – Manitoba. Le programme à frais partagés a mobilisé 4,1 millions de dollars en contributions des employeurs à la formation de la main-d'œuvre pour aider à répondre aux besoins des entreprises.
- Création de la marque *Investir Manitoba : Ouvert aux affaires* pour promouvoir les possibilités économiques du Manitoba sur les marchés locaux, nationaux et mondiaux, et compléter le travail des partenaires commerciaux, industriels et de développement économique du ministère.
- En partenariat avec Economic Development Winnipeg, lancement du portail Work in Manitoba, une plateforme novatrice à guichet unique mettant en relation les employeurs manitobains avec les chercheurs d'emploi en fonction des qualifications et des besoins en main-d'œuvre. Le portail est largement utilisé, notamment pour recruter des talents à l'étranger ou aider les résidents du Manitoba à trouver un emploi dans leur domaine qui répond à leurs intérêts.
- En partenariat avec la Chambre de commerce du Manitoba, approbation par le Fonds de mise en valeur des ressources minières du Manitoba d'un financement de projet de 1,7 million de dollars, ce qui a entraîné un investissement de près de 18,5 millions de dollars pour soutenir les activités d'exploration minière, les programmes de forage et les services de consultation pour l'engagement communautaire. Depuis juillet 2020, le Fonds de mise en valeur des ressources minières du Manitoba a approuvé un financement de plus de 7,7 millions de dollars. Les dépenses liées à l'exploration minérale ont atteint un record historique général de 169,9 millions de dollars, soit une augmentation de 71 % par rapport à ce que l'industrie a dépensé au Manitoba pour les activités d'exploration et les évaluations de gisements en 2021.
- Réalisation d'activités de mobilisation avec des organisations, des groupes et des collectivités autochtones pour faire progresser un cadre axé sur les Autochtones qui soutiendra l'expansion et la croissance du secteur minier du Manitoba.
- Interaction et collaboration avec l'industrie pour répondre aux demandes de renseignements, réduire les délais et rationaliser les processus de permis de travail dans la province. L'équipe du bureau des permis sert de facilitateur pour les entreprises, l'industrie et les intervenants internes du secteur des ressources pour naviguer dans le processus d'autorisation de l'exploration minérale, de l'étape de la demande à la délivrance finale du permis de travail. Le bureau des permis a traité 65 demandes en 2022-2023. En conséquence, le Manitoba a vu son classement dans l'enquête annuelle Mining Companies de l'Institut Fraser s'améliorer, passant de la 32<sup>e</sup> place en 2021 à la 14<sup>e</sup> place en 2022.

- Participation à des conférences de l'industrie, telles que Roundup et l'Association canadienne des prospecteurs et entrepreneurs, afin de promouvoir le Manitoba comme une juridiction de premier plan pour l'exploration minière et d'attirer des sociétés d'exploration. La consolidation des liens avec l'industrie a eu des répercussions importantes cette année, alors que 47 entreprises d'exploration minière essentielles ont entrepris des travaux, soit 75 % de toute l'exploration minière au Manitoba.

# Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service, and Value for Money, with the department's objectives listed under each priority.

The Annual Report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and are described in further detail following the strategy map.

## Vision

Jobs and opportunities for a prosperous Manitoba.

## Mission

To create jobs and economic growth for Manitobans through investment, trade, and a skilled and diverse workforce.

## Values

At Economic Development, Investment and Trade we,

- believe in teamwork and value diversity and inclusion;
- respect each other, our stakeholders and clients;
- act with integrity, skill and dedication;
- are accountable for our actions and our words;
- are agile and adaptable to change; and
- are driven by achieving outcomes and results for Manitobans.

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Prepare Manitobans for Labour Market Success
2. Advance Truth and Reconciliation\*
3. Foster Private Investment for Economic Growth

### Working Smarter – Delivering Client-Centred Services

4. Transform the Way We Work
5. Reduce Red Tape
6. Engage Our Clients and Partners

## **Public Service – Delivering Client-Service Excellence**

7. Invest in Our People
8. Advance Inclusion
9. Strengthen Respect in Our Workplaces

## **Value For Money – Protecting Manitoba’s Bottom Line**

10. Provide Value for Money
11. Balance the Budget
12. Strengthen Our Financial Comptrollership and Accountability

\* “Truth” has been added to the original objective titled “Advance Reconciliation”.

*“There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation.”*

- As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning

# Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement : la qualité de vie, la gestion plus ingénieuse, la fonction publique et l'optimisation des ressources, les objectifs du Ministère étant répertoriés sous chacune de ces priorités.

Le rapport annuel fait état des progrès réalisés par rapport aux priorités et aux objectifs qui sont énoncés dans le budget complémentaire de 2022-2023 et décrits en détail à la suite du schéma stratégique.

## Vision

Emplois et possibilités pour un Manitoba prospère.

## Mission

Créer des emplois et de la croissance économique pour la population manitobaine au moyen de l'investissement, du commerce et d'une main-d'œuvre qualifiée et diversifiée.

## Valeurs

À Développement économique, Investissement et Commerce Manitoba, nous :

- croyons au travail d'équipe et valorisons la diversité et l'inclusion;
- respectons les autres, nos intervenants et nos clients;
- agissons avec intégrité, compétence et dévouement;
- sommes responsables de nos actes et de nos paroles;
- sommes flexibles et adaptables au changement;
- sommes motivés par l'obtention de résultats pour tous les Manitobains.

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de vie – Améliorer les résultats pour les Manitobains

1. Préparer les Manitobains à réussir sur le marché du travail
2. Faire progresser la vérité et la réconciliation\*
3. Stimuler l'investissement privé pour favoriser la croissance économique

### Gestion plus ingénieuse – Fournir des services axés sur le client

4. Transformer notre façon de travailler
5. Réduire la bureaucratie
6. Mobiliser nos clients et nos partenaires



## **Fonction publique – Offrir un service à la clientèle d’excellence**

7. Investir dans nos gens
8. Favoriser l’inclusion
9. Renforcer le respect dans nos milieux de travail

## **Optimisation des ressources – Protéger les résultats financiers du Manitoba**

10. Dépenser judicieusement
11. Équilibrer le budget
12. Renforcer notre fonction de contrôleur financier et notre responsabilisation

\*Ajout de « vérité » à l’objectif original intitulé « Faire progresser la réconciliation ».

*« Aucune réconciliation n’est possible sans la vérité. S’il est question de réconciliation seulement sans la vérité, dites qu’il faut connaître la vérité avant de parler de réconciliation. »*

– Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l’inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

# Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Economic Development, Investment and Trade for the 2022/2023 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

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

## Quality of Life – Improving Outcomes for Manitobans

### 1. Prepare Manitobans for Labour Market Success

#### Key Initiatives

- **Labour Market Transfer Agreements:** Administered over \$96 million in federal funding from the bilateral Labour Market Development and Workforce Development Agreements, including \$21 million in top-up funding. The funding was used to deliver a wide range of labour market programs and services to assist Manitobans to develop new skills and find good jobs, while supporting businesses in meeting workforce needs.
- **Employment and Training Services:** Delivered a suite of employment and training services through 13 Manitoba Jobs and Skills Development Centres and through partnerships with 157 organizations. This included:
  - Skills development programming to help over 5,400 Manitobans gain the skills essential to finding employment, including in-demand jobs in health care, the skilled trades, and transportation sectors.
  - Employment and training supports to over 10,400 newcomers with unique challenges to finding and accessing employment, including upgrading their language skills.
  - Advancing reconciliation and reducing barriers for over 8,500 Indigenous Manitobans through delivery of employment and training supports, including in partnership with community-based organizations.
  - Supporting over 3,200 adults with disabilities through the Employability Assistance for People with Disabilities and Supported Employment programs.
- **Sector Council Program:** Provided \$6.6 million to 15 sector council partners over the final 15 months of existing four-year agreements, leveraging \$10.2 million in industry contributions. The program supported sector-wide training to over 21,600 new and existing employees. A call for applications for the next four-year cycle from 2023 to 2027 was issued in October 2022.

- **Internationally Educated Nurses in Manitoba Project:** As of March 31, 2023, this demand-led initiative has supported a total of 226 Internationally Educated Nurses with 32 project participants gaining employment either as a Licensed Practical Nurse, Registered Nurse, or Graduate Nurse. Support includes financial assistance for costs associated with professional registration, including bridge training and clinical competence assessments.
- **Economic Recovery:** Provided \$1 million to support the economic recovery and address labour market needs in sectors hardest hit by the pandemic including food and beverage, supply chain, and hospitality sectors. Initiatives supported will help develop new market opportunities, and facilitate the recruitment and retention of a skilled workforce.
- **Manitoba’s Labour Market Outlook:** Launched a new online Labour Market Outlook dashboard for 2022–2026, identifying expected labour market trends over a five year period. For the first time, the report is available in an easy-to-navigate format to help employers and job-seekers access timely labour market information to support career and workforce planning.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a Achieve a labour force participation rate 2.0 percentage points higher than the national average	1.3	1.3	2.0	<b>1.3</b>
1.b Achieve the annual target percentage of successful demand-led Industry Workforce Development projects	76.9%	-	75%	<b>76.9%</b>
1.c Increase the percentage of individuals with successful outcomes after participating in Workforce Training & Employment programs and services	43.5%	-	-	<b>43.5%</b>
1.d Achieve the annual target number of projects to increase departmental awareness of available data and analytical support to improve decision making and client service	-	-	12	-
1.e Increase total employment in Manitoba’s resource development sectors	21.6%	-	1%	<b>21.6%</b>

**1.a Achieve a labour force participation rate 2.0 percentage points higher than the national average:** The department reports on the total labour force relative to the size of the working-age population (15-64 years of age) and describe the share of the working-age population either working or looking for work. This measure is based on the calendar year and the target is for Manitoba's labour force participation rate to be 2.0 percentage points higher than the national average. A higher than average labour force participation rate indicates that Manitoba's population has the training and skills to meet labour market needs, and that Manitoba's economy creates opportunities for employment at a high rate. This measure was introduced in 2022/23 to collect data to evaluate the target. The baseline year for this measure is 2021/22.

The department fell short of its 2022/23 target due to labour market fluctuations resulting from slower than anticipated economic recovery from the impacts of the COVID-19 pandemic. These labour market challenges made it necessary for the target to be adjusted, as reflected in the department's 2023/24 Supplement to the Estimates of Expenditure.

**1.b Achieve the annual target percentage of successful demand-led Industry Workforce Development projects:** The Industry Programs & Partnerships division measures the percentage of demand-led projects that are meeting their intended outcomes compared to the total number of projects completed in a fiscal year. By achieving the percentage of successful demand-led initiatives, the division ensures it is funding relevant programs to help businesses meet their skilled labour demands to support their growth and competitiveness.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target.

In 2022/23 the department exceeded its target number for successful demand-led Industry Workforce Development projects, demonstrating our commitment to preparing Manitobans for labour market success.

**1.c Increase the percentage of individuals with successful outcomes after participating in Workforce Training & Employment programs and services:** This measure captures the percentage of clients that are employed, self-employed, or in training after accessing programs and services administered by the Workforce Training & Employment division. This measure helps prepare Manitobans for labour market success by demonstrating increases in successful employment outcomes year over year through the provision of labour market driven programs and services.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The department is targeting to increase the percentage of individuals with successful outcomes after participating in Workforce Training & Employment programs and services by 2% each year beginning in 2023/24.

**1.d Achieve the annual target number of projects to increase departmental awareness of available data and analytical support to improve decision making and client service:** The Economic & Labour Market Policy division records the number of awareness events conducted with individual branches to provide an overview of available data and service. Building awareness of the data sources and services available to support provincial training and business support objectives enables staff across the department to provide better client service, create programs that meet the needs of Manitobans, and evaluate the outcomes of Manitoba's suite of labour market support programs. Informed citizens can make better decisions about careers and training opportunities and Manitoba can better align the labour supply with current and projected needs of Manitoba's labour market. This was a new measure for 2022/23 and subsequently retired mid-year as the department focuses on external service level measures.

**1.e Increase total employment in Manitoba's resource development sectors:** Employment is one of the most closely monitored datasets by national statistical agencies, as it is the key indicator used to measure the performance of the national and provincial economy. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. This measure was added during 2022/23 due to a departmental re-organization in January 2023, which involved the addition of Resource Development to the department of Economic Development, Investment and Trade.

Rebounding from a loss of 2,100 workers between 2018 and 2021, employment in the mining, quarry, and oil and gas extraction sector increased by almost 21.6% over the previous year in 2022, growing to approximately 4,500 Manitobans employed in the sector. The department exceeded the target, demonstrating our commitment to Manitoba's resource development sectors.

## 2. Advance Truth and Reconciliation

### Key Initiatives

- **Centre for Aboriginal Human Resource Development (CAHRD):** Acting in the spirit of Truth and Reconciliation Commission of Canada: Call to Action 7 (to eliminate educational and employment gaps between Indigenous and non-Indigenous Canadians), in partnership with the Department of Families, the department entered into a Memorandum of Understanding with CAHRD to support mutual Indigenous clients in pursuit of greater self-sufficiency, independence, and sustainable employment. The MOU delegates authority from Manitoba to CAHRD to recruit, assess, select, and case manage CAHRD program participants who receive financial supports from the two departments.
- **Indigenous Workforce Development:** Advancing reconciliation and reducing barriers for over 8,500 Indigenous Manitobans through targeted delivery of employment and training supports, including in partnership with community-based organizations.
- **Outreach and Engagement:** To effectively advance an Indigenous-informed framework that will support the expansion and growth of Manitoba's mining sector, the department conducted engagement activities with Indigenous organizations, groups, and communities. These engagement activities also facilitated the identification of key priorities and actions to frame within Manitoba's mineral strategy.

- **Reconciliation Training:** Acting in the spirit of Truth and Reconciliation Commission of Canada: Call to Action 57, the department provides opportunities for staff to enhance their knowledge and understanding of the history of Indigenous people across Canada to enhance relationships and partnerships with the Indigenous community. Staff were provided opportunities to participate in reconciliation-related training, and the department saw a staff participation rate of 62% in 2022/23.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a Achieve the annual target percentage of staff who have taken reconciliation-related training	62%	-	70%	62%

**2.a Achieve the annual percentage of staff who have taken reconciliation-related training:** This measure collects data on the percentage of department staff who have participated in reconciliation related OSD training compared to the total number of staff in the department.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target.

Data for this measure is from March 31, 2023 and may not reflect the current department composition. This is the final year for this performance measure. To be consistent across Manitoba’s Public Service, the department will now measure Advance Truth and Reconciliation through “Percent completion of reconciliation training.”

Divisions undertook a variety of reconciliation-related activities, however, the department fell short of meeting the 70% target as a result of restructuring and staff turn-over. The department is committed to ensuring staff receive truth and reconciliation training. Staff who have taken reconciliation courses will be better equipped to advance reconciliation within their work.

## 3. Foster Private Investment for Economic Growth

### Key Initiatives

- **Industry Partners program:** Approximately \$19 million was provided to nine regional and economic development partners to deliver services to Manitoba companies to grow local businesses, create jobs, attract talent and private investment, and increase the economic competitiveness and prosperity of Manitoba.
- **Manitoba Mineral Development Fund (MMDF):** Renewed the MMDF in partnership with the Manitoba Chambers of Commerce to support the growth of the mineral sector in Manitoba. Manitoba committed \$10 million over three years to leverage private sector investment in strategic projects that capitalize on mineral potential and other existing assets of the mineral supply chain. Since the program launched in 2020, the fund has approved more than \$7.7 million towards a range of mining and economic development projects across Manitoba.

- **Business Equity Support Programs:** Supported 36 Manitoba small businesses to raise \$20.6 million during the 2022 tax year using three equity tax credits (Small Business Venture Capital Tax Credit, Community Enterprise Development Tax Credit, and Employee Share Purchase Tax Credit).
- **Manitoba First Fund:** Provided \$100 million to help Manitoba businesses access capital at all stages of business growth. An initial capital investment of \$50 million generated more than \$100 million of private sector interest. To build on that momentum, another \$50 million was allocated to the fund to support early stage businesses so that they can hire, invest, and grow in Manitoba.
- **Economic Development Board:** Supported the Economic Development Board and secretariat through analysis and recommendations on policy to facilitate business growth, foster new investment, promote expanded trade, and ensure businesses can access timely government programs and services as necessary.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a Achieve target percentage utilization of the Small Business Venture Capital Tax Credit	37%	-	67%	<b>66%</b>
3.b Increase private capital investment in Manitoba’s resource development sectors	<b>71.3%</b>	60.1%	10%	<b>71.3%</b>
3.c Increase real Gross Domestic Product in Manitoba’s resource development sectors	36.8%	22.7%	1%	<b>36.8%</b>

**3.a Achieve target percentage utilization of the Small Business Venture Capital Tax Credit:** This is a measure of the utilization of the Small Business Venture Capital Tax Credit (SBVCTC) to raise private equity for investment into small businesses. This measure tracks, on a three-year rolling average, the amount of private equity raised under the SBVCTC, relative to the maximum amount of equity against which the program can issue tax credits. The availability of equity capital enables and fosters private sector investment. The SBVCTC tax credit provides a mechanism to incent investment in small business. The baseline is the 3-year period of 2014-2016.

The department came very close to reaching our target of 67%, seeing the utilization of the SBVCTC significantly increase to 66%. On closer consideration of how the program operates, the formula for the measure was revised during the year to make the measure more relevant and to enable more consistent comparisons across calendar years.

**3.b Increase private capital investment in Manitoba’s resource development sectors:** Monitoring the growth of private capital investment in Manitoba’s resource development sectors is an indicator of economic well-being. The measure captures spending undertaken to improve infrastructure, facilities, and equipment that will in turn improve production, business performance, and competitiveness, leading to increased product sales and trade. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target.

The department succeeded in enticing private capital investment at a rate of 71.3%, which far exceeded our targets of 10%. This significant increase is attributed to reducing timelines and streamlining processes for work permits in the province, as well as rising global commodity prices for mineral resources. The Permit Office processed 65 applications in 2022/23, a 6.6% increase from the previous year.

**3.c Increase real Gross Domestic Product (GDP) in Manitoba’s resource development sectors:** The measurement of the resource development sector’s real GDP is an economic indicator of sector well-being in terms of performance and growth. The measure is used by government and business for attracting investment. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. This measure was added during 2022/23 due to a departmental re-organization in January 2023, which involved the addition of Resource Development to the department of Economic Development, Investment and Trade.

The department succeeded in nurturing expanded resource production at a rate of 36.8%, which far exceeded our target of 1%. This significant increase is attributed to reducing timelines and streamlining processes for work permits in the province, as well as rising global commodity prices for mineral resources. The department has seen significant year over year growth in Manitoba’s resource development sectors. This illustrates that the province has cultivated an environment conducive to business growth, as well as the high demand and value that are associated with Manitoba’s natural resource products.



# Working Smarter – Delivering Client-Centred Services

## 4. Transform the Way We Work

### Key Initiatives

- Deploying Additional Resources in Mining, Oil and Gas:** Expanded staffing levels in the Mining, Oil and Gas Branch to support streamlining the permit approval process, and deliver timely inspections of petroleum well sites and facilities. The Branch has significantly reduced previous delays in responding to industry stakeholders and the public, and improved the amount of time required to process mining claims.
- Improved Quarry Permit Processes:** The addition of staff and a new referral process regarding casual quarry permits expedited the rate at which new permits are issued. To improve service delivery, approval time was reduced by two to three weeks through a streamlined process. Staff issued 223 permits within the first three months of the calendar year compared to 55 in 2022.
- Work Permit Processing:** The department continued to streamline the Mineral Exploration Permit review and approval process through the Permit Office, and provided industry a better understanding of natural resource mitigations and Indigenous Engagement in Manitoba. In 2022/23, the Permit Office processed 65 applications, a 6.6% increase from the previous year.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a Increase the percentage of staff with Innovation and Continuous Improvement (ICI) skills	-	-	10%	-
4.b Achieve target percentage of case files closed with client contact within 90 days of service completion	46.8%	-	35%	<b>46.8%</b>

**4.a Increase the percentage of staff with Innovation and Continuous Improvement (ICI) skills:** The department will measure a percentage point increase in the number of staff with formal, informal, or experiential training and/or certification from a variety of Innovation and Continuous Improvement (ICI) methodologies (Lean, Human Centred Design, Innovation Engineering, Design Thinking, etc.). By growing ICI capacity, the department will be well positioned to improve processes and successfully transform and modernize our policies, programs, and services, while providing continued opportunities for the growth and development of our staff. This was a new measure for 2022/23 and subsequently retired mid-year as the department focuses on the reporting of external service-level measures.

**4.b Achieve target percentage of case files closed with client contact within 90 days of service completion:**

The Service Area branches within the Workforce Training & Employment division are measuring the percentage of case files closed within 90 days. This measure addresses accurate and timely file closures to ensure data integrity and increase reporting accuracy.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. In 2022/23 the department exceeded its target number of case files closed with client contact within 90 days of service completion, demonstrating our commitment to transforming the way we work in order to improve client service.

**5. Reduce Red Tape**

**Key Initiatives**

- **Red Tape Reduction:** Red tape reduction aims to remove regulatory requirements that are no longer achieving desired outcomes, or are doing so in an inefficient manner. Regulatory requirements that result in red tape may be unclear, overly prescriptive, poorly designed, redundant, contradictory, or antiquated. Not all regulatory requirements create red tape.
- **Innovation Growth Program:** Enhanced and streamlined the Innovation Growth Program to improve the application experience for small businesses and increase application success rate. In 2022/23, 24 Manitoba companies were approved to receive \$2 million in grant funding to help commercialize innovative products and processes.
- **Sector Council Program:** Developed a new Sector Council Program model to streamline the program’s activities, outputs, and outcomes across 11 economic sectors, and issued a new application process and reporting framework to reduce red tape.

**Performance Measures**

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a Achieve percentage reduction of regulatory requirements	0.0%	-	2.5%	<b>2.02%</b>
5.b Achieve the target number of process reviews, analysis or evaluations to reduce red tape	-	-	3	-

**5.a Achieve percentage reduction of regulatory requirements:** This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. In 2022/23, the department achieved a reduction of 2.02%. The total number of regulatory requirements accounted for by the department at the end of 2022/23 was 46,352. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5% reduction is applied. See Regulatory Accountability and Red Tape Reduction in this report for further detail.

The department fell short of its 2022/23 target due to a departmental re-organization in January 2023, which involved the addition of Resource Development, a division that has a large number of regulatory provisions. The inclusion of Resource Development meant that its collection of forms, policies, statutes, and regulations were also incorporated, resulting in an overall increase in the total number of regulatory requirements.

**5.b Achieve the target number of process reviews, analysis, or evaluations to reduce red tape:** The Workforce Training and Employment division records the number of processes that are reviewed, analyzed, and/or evaluated on an annual basis to ensure the division is delivering relevant, efficient, and effective programming. The division will reduce red tape by streamlining processes and introducing innovations which will result in efficiencies in the way we work and will reduce the administrative burden for staff and improve client service.

This was a new measure for 2022/23 and subsequently retired mid-year as the department focuses on reporting of external service-level measures.

## 6. Engage Our Clients and Partners

### Key Initiatives

- **Opportunities for Economic Growth Forums:** Hosted two major stakeholder engagement forums to inform the development of Manitoba's Opportunities for Economic Growth Action Plan and related workforce development strategies. The 67 participating organizations included economic and industry partners, post-secondary institutions, Indigenous organizations, sector councils, employment and training organizations, and settlement organizations.
- **Industry Spotlight Series:** Hosted Manitoba's inaugural Industry Spotlight Series, which highlights growing, established, and innovative Manitoba companies of all sizes and provides meaningful connection opportunities for organizations and companies that might not normally collide in Manitoba's business eco-system. The series supports Manitoba's efforts to find creative opportunities for growth, investment, and innovation.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a Achieve the annual percentage increase in the number of client/stakeholder engagements	-	-	5%	-
6.b Achieve the annual target percentage for stakeholder/client satisfaction with quality of engagement	80.5%	-	75%	<b>80.5%</b>
6.c Achieve engagement on target number of programs and/or policies	-	-	2	-

**6.a Achieve the annual percentage increase in the number of client/stakeholder engagements:** The department seeks to increase the number of formal engagements with clients and stakeholder groups by 5% per year. These engagements may use a variety of formats such as surveys, focus groups, workshops/forums, or structured meetings with a formal agenda to consult on policy or program related matters. Increasing the number of client and stakeholder engagements will generate new (and improve existing) relationships between the department and its stakeholders. Further, increasing engagement and consultation activities will help improve the quality of decision-making; improve transparency of the decision-making process; help identify issues, risks, and stakeholder needs; identify potential cost-savings and efficiencies; leverage stakeholder expertise and insight; and, improve accountability to stakeholders and the public.

This was a new measure for 2022/23 and subsequently retired mid-year because the department chose to focus its efforts on the quality of its engagements measured through participant satisfaction, versus the quantity of engagements held.

**6.b Achieve the annual target percentage for stakeholder/client satisfaction with quality of engagement:** The Economic and Labour Market Policy division administers a standardized set of survey questions to assess the quality of all formal, dialogue-based stakeholder and client engagements (focus groups, roundtables, interviews, etc.). The division is targeting a 75% positive response rate (agree or strongly agree). The survey questions will assist in measuring the quality, inclusiveness, and value of the engagement to inform continuous improvement of methods and approaches.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. In 2022/23 the department exceeded its target, demonstrating our commitment to quality engagement with our clients and partners.

**6.c Achieve engagement on target number of programs and/or policies:** The Industry Programs and Partnerships division will track the number of programs and/or policies that underwent stakeholder engagement in the fiscal year. These engagements may use a variety of formats such as surveys, focus groups, workshops/forums, or structured meetings. Client and stakeholder engagement will improve the quality and transparency of decision-making, leverage stakeholder expertise and insights, improve accountability to stakeholders and the public, and identify issues, risks, and stakeholder needs.

This was a new measure for 2022/23 and subsequently retired mid-year because the department will be focusing on the quality of its engagements measured through participant satisfaction, versus the quantity of engagements held on specific programs or policies.

# Public Service – Delivering Client-Service Excellence

## 7. Invest in Our People

### Key Initiatives

- Growing Our Capacity:** Manitoba Geological Survey Branch hired a geographic information system specialist and filled the role of the system analyst, two positions which are vital in providing support and on-site administration of the public facing iMaQs (Integrated Mining and Quarrying System) platform. As well, Manitoba Geological Survey Branch filled the aggregate geologist position, which will provide a resource towards the start of the aggregate geology program.
- Learning and Development:** Supported work-related learning and development opportunities for all staff, facilitated knowledge transfer from employees, and increased cross-functional and cross-departmental training.
- Performance Development:** Implemented annual performance development conversations along with focused discussions and support of employee’s individual professional development and learning goals.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form	28.3%	-	60%	<b>28.3%</b>
7.b Percentage of department employees with a current learning plan	71.8%	-	60%	<b>71.8%</b>

**7.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form:** This measure tracks the percentage of department employees who have completed a formal Performance Development Conversation, including Probation/Assessment Reviews, with their supervisor each fiscal year. The Manitoba Public Service recognizes that employee performance directly impacts the quality of programs and services delivered to Manitobans. Effective performance development ensures that work expectations are met and that employees are provided with the tools necessary to support programs and services to meet the current and future needs of Manitobans. The target of 60 per cent is standard for all departments. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

The data available for this year is deemed partial due to the ongoing modernization efforts being undertaken in the performance development review process. The data will be reported in full in future years.

**7.b Percentage of department employees with a current learning plan:** This measure will track the percentage of employees with a current learning plan. These plans describe learning goals that help employees meet expectations of their current and future roles within Manitoba’s Public Service, as well as provide employees with the capacity to deliver on Manitoba’s government priorities. The target of 60% represents total number of employees who have a current learning plan.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The department exceeded the 2022/23 target. Data for this measure is from March 31, 2023 and may not reflect the current department composition. Consistent with the approach across the public service, this is the final year for this performance measure.

**8. Advance Inclusion**

**Key Initiatives**

- **Diverse and Inclusive Work Environment:** Provided opportunities for staff to participate in inclusion training to improve awareness of inclusion principles and foster an inclusive work environment. Efforts include encouraging staff to complete training focused on inclusion and accessibility available through Organization and Staff Development courses and hosting a diversity and inclusion information session for all staff as part of quarterly divisional meetings.

**Performance Measures**

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training	94.4%	-	90%	<b>94.4%</b>

**8.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training:** This measure captures the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90% completion rate was identified as a reasonable target for this measure.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. Data for this measure is from March 31, 2023 and may not reflect the current department composition. The department exceeded the 2022/23 target, demonstrating our commitment to ensuring a diverse and inclusive workplace.

## 9. Strengthen Respect in Our Workplaces

### Key Initiatives

- Respectful Work Environment:** Fostered a positive environment that highlights the importance of a respectful and safe work environment free from harassment and bullying. This included the ongoing requirement for all staff to take respectful workplace training on an annual basis, as well as facilitating a seminar focused on respectful behaviour for all staff as part of quarterly divisional meetings.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training	91.6%	-	90%	<b>91.6%</b>

**9.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training:** This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90% completion rate was identified as a reasonable target for this measure.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. Data for this measure is from March 31, 2023 and may not reflect the current department composition. The department exceeded the 2022/23 target, demonstrating our commitment to fostering a respectful work environment.



# Value for Money – Protecting Manitoba’s Bottom Line

## 10. Provide Value for Money

### Key Initiatives

- Ensure Program Effectiveness:** Conducted program reviews to ensure programs are effective, meeting labour market needs, and are providing value for money. This included reviewing the Innovation Growth Program to improve the application experience for small businesses and increase application success rate. In 2022/23, 24 Manitoba companies were approved to receive \$2 million in grant funding to help commercialize innovative products and processes.

### Performance Measure

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a Reduce the number of paper packages purchased	1,989	-	1,870	<b>1,910</b>
10.b Increase the percentage of projects meeting intended outcomes	73%	-	-	<b>73%</b>

**10.a Reduce the number of paper packages purchased:** The department seeks to decrease the number of paper packages purchased by 6% per year. Reducing paper usage in government is a significant initiative that will reduce expense and waste and contribute to sustainability. Many business processes can be completed electronically, and many records can be stored electronically at less cost than paper processing. The reduction in redundancy, waste, and inefficiency will contribute to Government’s commitment to provide value for money. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. However, this measure was subsequently retired mid-year as it was determined that the department would focus on reporting external service level measures.

The department implemented sustainable printing practices reducing unrequired printing. Although the department decreased the number of paper packages purchased by 4%, the department fell slightly short of its 2022/23 target of a 6% reduction.

**10.b Increase the percentage of projects meeting intended outcomes:** The Provincial Services branch administers funding for projects and programs that aid clients in gaining employment. At the beginning of each project expected outcomes are established, and at project close it will be specified whether or not each outcome was achieved. By increasing the percentage of funded projects that meet their intended outcomes, the branch is ensuring fiscal responsibility and subsequently providing greater value for money.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The department is targeting to increase the percentage of projects meeting intended outcomes by 5% each year beginning in 2023/24.

## 11. Balance the Budget

### Key Initiatives

- **Manage Resources:** Recorded revenue and recorded, monitored, and controlled expenditures to ensure a balanced budget. Finance and Corporate Services continues to work directly with each division to provide financial analysis and advice. Quarterly financial reporting is conducted to ensure ongoing monitoring of expenses.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a Work within Operating budgets	182,382	291,610	182,382	236,899
11.b Work within Capital budgets	Nil	Nil	Nil	183

**11.a Work within Operating budgets:** This measure records the department's and Other Reporting Entities' actual operational spending versus the annual summary operating budget. By working within the operating budget, the department will facilitate Government to balance the legislated budget.

The department's 2022/23 target was restated from \$172,930 to \$182,382 as a result of the January 30, 2023 re-organization adding the Resource Development division. The department exceeded our target as a result of additional expenditure authority to support a renewed commitment under the Manitoba First Fund to ensure Manitoba businesses are able to source capital needed to fuel their future endeavours.

**11.b Work within Capital budgets:** This measure records department's and Other Reporting Entities' capital spending versus the annual capital budget. By working within the capital budget, the department will facilitate Government's ability to balance the legislated budget.

This capital expense was not anticipated during the preparation of the departmental budget, but was added during 2022/23 due to a departmental re-organization in January 2023, which involved the addition of Resource Development to the department of Economic Development, Investment and Trade.

## 12. Strengthen Our Financial Comptrollership and Accountability

### Key Initiatives

- Comptrollership Training:** Provided opportunities for staff to participate in comptrollership training to cultivate an environment of financial accountability in stewardship of public funds.
- Learning Opportunities for Staff:** The Finance and Corporate Services Division hosts quarterly divisional meetings on specific and important topics, very often this includes balanced score card priorities. In the first quarter of 2023, the division facilitated an information session specific to the budgetary process to provide training and informational awareness of financial accountability.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
12.a Increase the percentage of staff completing relevant comptrollership training	67%	-	70%	67%

**12.a Increase the percentage of staff completing relevant comptrollership training:** This measure reflects the percentage of department staff who have successfully completed the required comptrollership training for their position. The department believes that everyone has a role to play in comptrollership, as part of strengthening financial accountability. As a result, all departmental staff will be required to take introductory training at the very least.

This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. Data for this measure is from March 31, 2023 and may not reflect the current department composition. The department fell short of the 2022/23 target as a result of the restructuring of the department, including the addition of a new division whose staff were not previously required to take comptrollership training.

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

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

### Economic Development, Investment and Trade includes the following OREs:

- Communities Economic Development Fund
- Economic Development Winnipeg
- Manitoba Development Corporation
- Manitoba Opportunities Fund
- Research Manitoba
- Rural Manitoba Economic Development Corporation
- Abandonment Rehabilitation Fund
- Mining Rehabilitation Fund
- Quarry Rehabilitation Fund

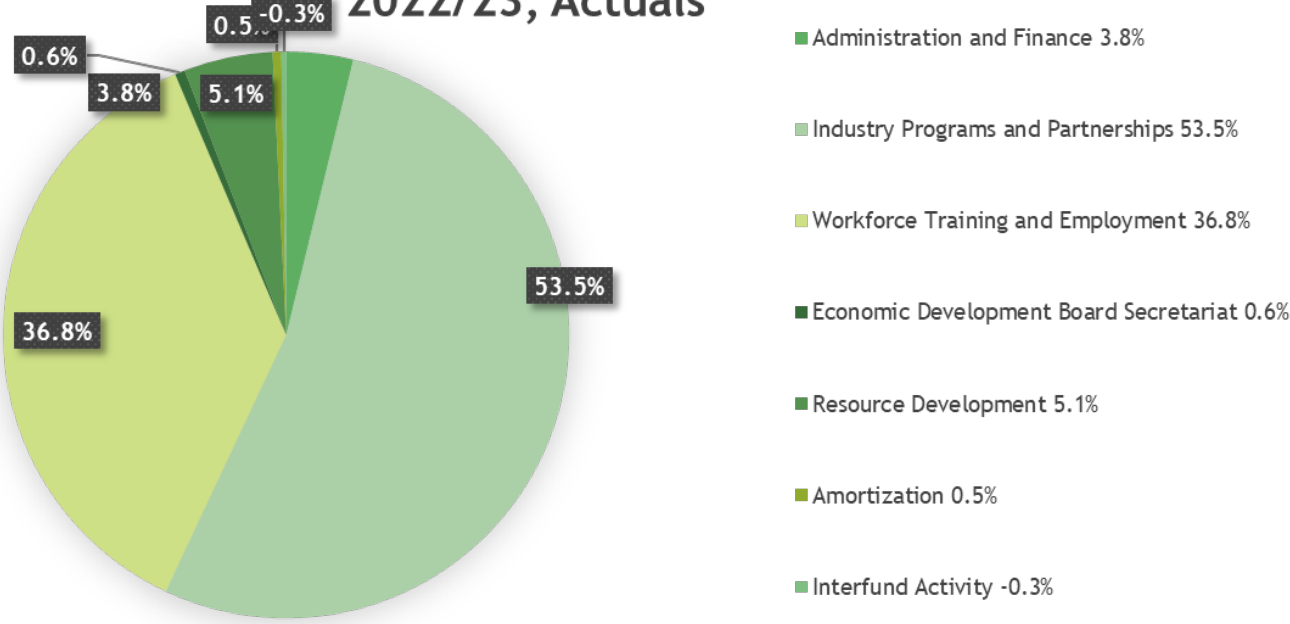
### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Actual
Administration and Finance	9,082			9,082	8,164
Industry Programs and Partnerships	120,444	21,604	(15,380)	126,668	147,003
Workforce Training and Employment	87,168			87,168	120,137
Economic Development Board Secretariat	1,377			1,377	1,610
Resource Development	12,085			12,085	11,311
Amortization	1,054	113		1,167	1,123
Interfund Activity			648	(648)	2,186
<b>TOTAL</b>	<b>231,210</b>	<b>21,717</b>	<b>(16,028)</b>	<b>236,899</b>	<b>291,610</b>

NV – Non-Voted

# Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals



# Summary of Authority

Part A - Operating	2022/23 Authority \$ (000s)
<b>2022/23 MAIN ESTIMATES - PART A</b>	
<b>Allocation of funds from:</b> 2022/2023 Expenditure Estimates	172,930
<b>Subtotal</b>	172,930
<b>In-year re-organization from:</b> Environment and Climate Natural Resources and Northern Development	70 12,571
<b>Subtotal</b>	12,641
<b>2022/23 Authority</b>	<b>185,571</b>

Part B – Capital Investment	2022/23 Authority \$ (000s)
<b>2022/23 MAIN ESTIMATES – PART B</b>	
<b>Allocation of funds from:</b> Resource Development Mineral Display	183
<b>Subtotal</b>	183
<b>In-year re-organization from:</b> Natural Resources and Northern Development	-
<b>Subtotal</b>	-
<b>2022/23 Authority</b>	<b>183</b>

Part C – Loans and Guarantees	2022/23 Authority \$ (000s)
<b>2022/23 MAIN ESTIMATES – PART C</b>	
Communities Economic Development Fund Manitoba Development Corporation	6,600 50,000
<b>In-year re-organization from:</b>	
N/A	
<b>Subtotal</b>	-
<b>2022/23 Authority</b>	<b>56,600</b>

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

Detailed Summary of Authority	Printed Estimates 2022/23	In-Year Re-organization	Virement	Enabling Authority	Authority 2022/23	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
Administration and Finance	10,586		(1,000)		9,586	
Industry Programs and Partnerships	67,099		2,235		69,334	50,000
Workforce Training and Employment	92,010		(1,580)		90,430	
Economic Development Board Secretariat	2,157		(600)		1,557	
Resource Development		12,641	945		13,586	
Amortization	1,078				1,078	
<b>Subtotal</b>	<b>172,930</b>	<b>12,641</b>	<b>-</b>	<b>-</b>	<b>185,571</b>	<b>-</b>
<b>Part A – Operating (NV)</b>						
<b>TOTAL Part A – Operating</b>	<b>172,930</b>	<b>12,641</b>	<b>-</b>	<b>-</b>	<b>185,571</b>	<b>50,000</b>
<b>Part B – Capital Investment</b>		183			<b>183</b>	
<b>Part C – Loans and Guarantees</b>	8,000	56,600			<b>64,600</b>	
<b>Part D – Other Reporting Entities Capital Investment</b>						

NV – Non-Voted



## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-1 Administration and Finance</b>				
42	(a) Minister's Salary	44	47	(3)	
	(b) Executive Support			-	
689	(1) Salaries and Employee Benefits	706	670	36	
73	(2) Other Expenditures	90	68	22	
	(c) Finance and Corporate Services			-	
4,979	(1) Salaries and Employee Benefits	4,891	4,700	191	
614	(2) Other Expenditures	414	313	101	
	(d) Economic Labour and Market Policy			-	
2,845	(1) Salaries and Employee Benefits	2,743	2,226	517	
344	(2) Other Expenditures	194	140	54	
9,586	<b>Subtotal 10-1</b>	9,082	8,164	918	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-2 Industry Programs and Partnerships</b>				
	(a) Industry Programs and Partnerships				
4,088	(1) Salaries and Employee Benefits	4,010	3,460	550	
2,677	(2) Other Expenditures	2,402	2,439	(37)	
28,720	(3) Financial Assistance	26,609	44,729	(18,120)	1
10,679	(4) Grant Assistance	63,230	69,351	(6,121)	1
(1,237)	(5) Other Expenditures - Recovery	(1,127)	(1,446)	319	
2,263	(b) Innovation Growth Program	1,015	605	410	
22,144	(c) Industry Partnerships	24,305	22,126	2,179	2
69,334	<b>Subtotal 10-2</b>	120,444	141,264	(20,820)	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-3 Workforce Training and Employment</b>				
	(a) Workforce Training and Employment				
12,776	(1) Salaries and Employee Benefits	12,660	12,380	280	
1,831	(2) Other Expenditures	1,746	1,847	(101)	
75,823	(3) Financial Assistance	72,762	105,910	(33,148)	1
90,430	<b>Subtotal 10-3</b>	87,168	120,137	(32,969)	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-4 Economic Development Board Secretariat</b>				
	(a) Economic Development Board Secretariat				
1,189	(1) Salaries and Employee Benefits	1,122	1,372	(250)	
368	(2) Other Expenditures	255	238	17	
1,557	<b>Subtotal 10-4</b>	1,377	1,610	(233)	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-5 Resource Development</b>				
	(a) Manitoba Geological Survey				
2,800	(1) Salaries and Employee Benefits	2,411	2,307	104	
1,987	(2) Other Expenditures	1,261	1,116	145	
	(b) Mining, Oil and Gas				
3,066	(1) Salaries and Employee Benefits	2,187	2,257	(70)	
5,733	(2) Other Expenditures	6,226	5,631	595	
13,586	<b>Subtotal 10-5</b>	12,085	11,311	774	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	<b>10-6 Costs Related to Capital Assets</b>				
	(a) General Assets				
1,078	(1) Amortization Expense	1,054	1,010	44	
1,078	<b>Subtotal 10-6</b>	1,054	1,010	44	

1. Decrease of one-time COVID-19 pandemic support programs.
2. Loan provision adjustments.

## Overview of Capital Investments, Loans and Guarantees

	Actual 2022/23 \$ (000s)	Authority 2022/23 \$ (000s)	Variance Over/(Under) \$ (000s)	Expl. No.
<b>Part B – Capital Investment</b>				
Provides for				
Resource Development Mineral Display	183		183	

Explanation(s):

1. Costs to acquire a mineral display case.

	Actual 2022/23 \$ (000s)	Authority 2022/23 \$ (000s)	Variance Over/(Under) \$ (000s)	Expl. No.
<b>Part C – Loans and Guarantees</b>				
Provides for				
Communities Economic Development Fund	6,600	8,000	(1,400)	1
Manitoba Development Corporation	50,000	-	50,000	2

Explanation(s):

1. Lower program demand for commercial fishing loans.
2. New loans.

## Revenue Summary by Source

### Departmental Actual Revenue

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Actual 2021/22	Actual 2022/23	Increase/ (Decrease)	Expl. No.	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
<b>Taxation</b>								
8,863	14,066	5,203	a	Oil and Natural Gas Tax	14,066	9,667	4,399	1
8,863	14,066	5,203		Subtotal	14,066	9,667	4,399	
<b>Other Revenue</b>								
3,235	2,166	(1,069)	b	Mining Royalties and Fees	2,166	4,100	(1,934)	2
18,485	22,996	4,511	c	Petroleum Royalties and Fees	22,996	13,496	9,500	3
6,946	6,778	(168)		MB Works Capital Incentive Program	6,778	8,444	(1,666)	4
1,252	899	(353)		Sundry	899	1,903	(1,004)	5
29,918	32,839	2,921		Subtotal	32,839	27,943	4,896	
<b>Government of Canada</b>								
28,821	27,178	(1,643)	d	Canada-Manitoba Workforce Development Agreement	27,178	28,996	(1,818)	6
64,092	64,576	484		Canada-Manitoba Labour Market Development Agreement	64,576	64,369	207	
		-		ESDC Skills for Success		819	(819)	
92,913	91,754	(1,159)		Subtotal	91,754	94,184	(2,430)	
131,694	138,659	6,965		<b>Total Revenue</b>	138,659	131,794	6,865	

## Departmental Actual Revenue

### Explanations:

- a. Increase in commodity prices resulting in increased freehold taxes.
  - b. Fewer applications for mining permits processed than anticipated.
  - c. Increase in commodity prices resulting in increased royalties.
  - d. Decrease in recognized deferred revenue and program revenue.
- 
1. Increase in commodity prices resulting in increased freehold taxes.
  2. Fewer applications for mining permits processed than anticipated.
  3. Increase in commodity prices resulting in increased royalties.
  4. Timing of project completions.
  5. Winding down of Manitoba Hydro Job Referral Service project and associated revenues.
  6. Decrease in recognized deferred revenue and program revenue.

# Departmental Program and Financial Operating Information

## Administration and Finance (Res. No. 10.1)

### Main Appropriation Description

Provides corporate leadership and co-ordination in strategic planning, policy development, labour market analysis, financial, and information technology services to support the department and related agencies in achieving their mandate. Note: Finance and Corporate Services are a shared service provider to Economic Development, Investment and Trade, Advanced Education and Training, and Labour and Immigration.

Sub-appropriations	Actual 2022/23	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
(a) Minister's Salary	44	1.00	42
(b) Executive Support	796	8.00	762
(c) Finance and Corporate Services	5,305	65.00	5,593
(d) Economic and Labour Market Policy	2,937	37.00	3,189
<b>TOTAL</b>	<b>9,082</b>	<b>111.00</b>	<b>9,586</b>

### Minister's Salary

#### Sub-Appropriation Description

**Minister's Salary:** Provides additional compensation to which individuals appointed to the Executive Council are entitled.

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

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	44	1.00	42	2	
<b>Total Sub-Appropriation</b>	<b>44</b>	<b>1.00</b>	<b>42</b>	<b>2</b>	

## Executive Support

### Sub-Appropriation Description

**Executive Support:** Oversees the development and implementation of departmental policies and programs that are designed to achieve the goals set out in the department's mandate.

### 10-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	706	8.00	689	17	
Other Expenditures	90		73	17	
<b>Total Sub-Appropriation</b>	<b>796</b>	<b>8.00</b>	<b>762</b>	<b>34</b>	

## Finance and Corporate Services

### Sub-Appropriation Description

**Finance and Corporate Services:** Provides corporate leadership and coordination of strategic initiatives, financial management, legislative and regulatory development, and information technology services to support the department and related agencies in achieving their mandates. Note: Finance and Corporate Services are a shared service provider to Economic Development, Investment and Trade, Labour and Immigration, and Advanced Education and Training.

### Key Results Achieved

- Provided leadership and support of strategic planning, comptrollership, effective use of information technology resources, and legislative and regulatory development for the department.
- Cultivated an environment of financial accountability in the stewardship of public funds, and ensured staff understand their role in financial and program accountability through the inclusion of comptrollership courses in all departmental staff learning plans.
- Recorded revenue and expenditures, monitored and controlled expenditures, prepared financial reports, and provided financial analysis and advice.
- Developed and applied appropriate administrative, financial, legislative, and information communications technology standards, policies, and procedures including the sustainment and updating of business continuity plans and implementation of red tape reduction measures.
- Prepared departmental estimates, Supplement to the Estimates of Expenditures, and annual reports.

## 10-1(c) Finance and Corporate Services

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	4,891	65.00	4,979	(88)	
Other Expenditures	414		614	(200)	
<b>Total Sub-Appropriation</b>	<b>5,305</b>	<b>65.00</b>	<b>5,593</b>	<b>(288)</b>	

### Economic and Labour Market Policy

#### Sub-Appropriation Description

Provides policy expertise related to the department's economic and workforce programs, leads departmental stakeholder relations and communications, and produces and disseminates high quality labour market intelligence. The division also maintains relationships with the federal government to ensure economic and labour market investments meet the needs of the province and its partners.

#### Key Results Achieved

- Launched a new online Labour Market Outlook dashboard for 2022–2026, identifying expected labour market trends over a five year period. For the first time, the report is available in an easy-to-navigate format to help employers and job-seekers access timely labour market information to support career and workforce planning.
- Hosted two major stakeholder engagement forums to inform the development of Manitoba's Opportunities for Economic Growth Action Plan and related workforce development strategies. The 67 participating organizations included economic and industry partners, post-secondary institutions, Indigenous organizations, sector councils, employment and training organizations, and settlement organizations.
- Hosted Manitoba's inaugural Industry Spotlight Series, which highlights growing, established, and innovative Manitoba companies of all sizes and provides meaningful connection opportunities for organizations and companies that might not normally collide in Manitoba's business eco-system. The series supports Manitoba's efforts to find creative opportunities for growth, investment, and innovation.



## 10-1(d) Economic and Labour Market Policy

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	2,743	37.00	2,845	(102)	
Other Expenditures	194		344	(150)	
<b>Total Sub-Appropriation</b>	<b>2,937</b>	<b>37.00</b>	<b>3,189</b>	<b>(252)</b>	

## Industry Programs and Partnerships (Res. No. 10.2)

### Main Appropriation Description

Contributes to the environment for business growth and expansion, private investment, workforce development, and job creation through design and delivery of responsive programs and partnerships with business, industry, sector councils, and economic development agencies.

Sub-appropriations	Actual	Authority 2022/23	
	2022/23	FTEs	\$ (000s)
	\$ (000s)		
(a) Industry Programs and Partnerships	95,124	58.00	44,927
(b) Innovation Growth Program	1,015	0.00	2,263
(c) Industry Partnerships	24,305	0.00	22,144
<b>TOTAL</b>	<b>120,444</b>	<b>58.00</b>	<b>69,334</b>

### Industry Programs and Partnerships

#### Sub-Appropriation Description

Industry Programs and Partnerships works collaboratively with departments and Industry partners to achieve the economic development mandate of the department. Provides a single-point of contact concierge service for businesses looking to open, expand, trade, or invest in Manitoba.

#### Key Results Achieved

- Committed \$1.47 million over three years to support the development of New Media Manitoba's 5,000 sq. ft. Extended Reality (XR) virtual production training studio in downtown Winnipeg. The studio will assist individuals in developing highly specialized and technical interactive digital media skills for the virtual production and film industries.
- Projects supported in 2022/23 under the \$50 million provided for the Long Term Recovery Fund administered by the Manitoba Chambers of Commerce included:
  - \$400,000 to the Brandon Downtown Revitalization Incentive Program and \$2.5 million for the Downtown Winnipeg Building Business Program.
  - \$4.8 million to Winnipeg Airports Authority to establish the Air Service Development Fund which will help improve direct flight connectivity from Winnipeg to major international markets of strategic economic development importance.
- Provided approximately \$19 million to nine regional and economic development partners to deliver services to Manitoba companies to grow local businesses, create jobs, attract talent and private investment, and increase the economic competitiveness and prosperity of Manitoba.

- Invested a record \$9.7 million to support 531 Manitoba companies to train 8,157 workers. Under the Canada-Manitoba Job Grant, this cost-shared program leveraged \$4.1 million in employer contributions to workforce training to help meet business needs.
- Supported approximately 150 businesses with pathfinding and program support services through the newly established Business Navigation Service.
- Coordinated with other Manitoba departments, economic development organizations, and the federal government to provide strategic direction and action in promoting Manitoba as a place to do business and advance export relationships nationally and globally.
- Implemented new Invest Manitoba brand, promoting Manitoba as a key global destination for trade and investment.
- Showcased Manitoba as a bioscience investment, innovation, and trade hub, promoting our vibrant ecosystem to a global audience with a mission to BIO 2022 San Diego.

#### 10-2(a) Industry Programs and Partnerships

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$(000s)	\$ (000s)	
Salaries and Employee Benefits	4,010	58.00	4,088	(78)	
Other Expenditures	2,402		2,677	(275)	
Financial Assistance	26,609		28,720	(2,111)	1
Grant Assistance	63,230		10,679	52,551	2
Other Expenditures - Recovery	(1,127)		(1,237)	110	
<b>Total Sub-Appropriation</b>	<b>95,124</b>	<b>58.00</b>	<b>44,927</b>	<b>50,197</b>	

#### Explanation(s):

1. Labour shortages impacted program uptake under the Industry Expansion Program.
2. Funding provided to the Manitoba First Fund.

## Innovation Growth Program

### Sub-Appropriation Description

Encourages and supports small-to-medium enterprises (SMEs) in the development and growth stages of the business life-cycle to de-risk innovative product development, accelerate growth, and strengthen SMEs' financial position as a means to secure future funding and build their business in Manitoba.

### Key Results Achieved

- Enhanced and streamlined the Innovation Growth Program to improve the application experience for small businesses and increase application success rate. In 2022/23, 24 Manitoba companies were approved to receive \$2 million in grant funding to help commercialize innovative products and processes.

### 10-2(b) Innovation Growth Program

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Grant Assistance	1,015		2,263	(1,248)	1
<b>Total Sub-Appropriation</b>	<b>1,015</b>	-	<b>2,263</b>	<b>(1,248)</b>	

Explanation(s):

- Lower than anticipated grant applications.

## Industry Partnerships

### Sub-Appropriation Description

The Industry Partners program provides grant funding through a single window delivery model to not-for-profit economic development partners that provide services to Manitoba companies to build business capacity in Manitoba.

### Key Results Achieved

- Provided approximately \$19 million to nine regional and economic development partners to deliver services to Manitoba companies to grow local businesses, create jobs, attract talent and private investment, and increase the economic competitiveness and prosperity of Manitoba.
- In partnership with Economic Development Winnipeg, launched the Work in Manitoba Portal, an innovative one-stop platform to connect Manitoba employers with jobseekers based on qualifications and workforce needs. The portal is being used widely, from global talent recruitment efforts to helping local residents find careers best aligned to their education and interests.

## 10-2(c) Industry Partnerships

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Grant Assistance	24,305		22,144	2,161	1
<b>Total Sub-Appropriation</b>	<b>24,305</b>	<b>-</b>	<b>22,144</b>	<b>2,161</b>	

Explanation(s):

1. Loan provision adjustments.

## Workforce Training and Employment (Res. No. 10.3)

### Main Appropriation Description

Provides employment and training programs and services, working with individuals, employers, organizations, and communities to transition Manitobans to employment.

Sub-appropriations	Actual 2022/23	2022/23 Authority	
	\$ (000s)	FTEs	\$ (000s)
(a) Workforce Training and Employment	87,168	196.40	90,430
<b>TOTAL</b>	<b>87,168</b>	<b>196.40</b>	<b>90,430</b>

### Workforce Training and Employment

#### Sub-Appropriation Description

Contributes to the development of a skilled and diverse workforce. It is responsible for the design and delivery of employment and training programs in partnership with employers, industry, community organizations, training providers, and other government departments to help Manitobans connect with jobs.

#### Key Results Achieved

- Supported 12 organizations to deliver employment and training projects that assisted over 300 multi-barriered youth gain employability skills and work experience to prepare for future employment.
- Delivered a range of labour market programs and services to over 31,000 job seekers and nearly 35,000 employees. Services were delivered both directly by the department and through partnership with organizations across Manitoba. These initiatives aimed to help Manitobans prepare for, find, and advance in good jobs, while addressing the workforce needs of Manitoba employers.
- Provided leadership on the Ukrainian Refugee Task Force, which is coordinating settlement supports for newcomers fleeing the war in Ukraine, including employment services and referrals to job opportunities.

### 10-3(a) Workforce Training and Employment

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	12,660	196.40	12,776	(116)	
Other Expenditures	1,746		1,831	(85)	
Financial Assistance	72,762		75,823	(3,061)	1
<b>Total Sub-Appropriation</b>	<b>87,168</b>	<b>196.40</b>	<b>90,430</b>	<b>(3,262)</b>	

Explanation(s):

1. Decreased applications under the Skills Development program.

## Economic Development Board Secretariat (Res. No. 10.4)

### Main Appropriation Description

Provides advice and support to the Premier and the Economic Development Board in advancing government's economic initiatives.

Sub-appropriations	Actual 2022/23	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
(a) Economic Development Board Secretariat	1,377	15.00	1,557
<b>TOTAL</b>	<b>1,377</b>	<b>15.00</b>	<b>1,557</b>

### Key Results Achieved

- Provided assistance to Economic Development Board to promote trade, attract investment, support high-quality job creation, and accelerate Manitoba's economic growth and development.
- Coordinated cross-departmental economic development activities.

### 10-4(a) Economic Development Board Secretariat

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under) \$ (000s)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)		
Salaries and Employee Benefits	1,122	15.00	1,189	(67)	
Other Expenditures	255		368	(113)	
<b>Total Sub-Appropriation</b>	<b>1,377</b>	<b>15.00</b>	<b>1,557</b>	<b>(180)</b>	



## Resource Development (Res. No. 10.5)

### Main Appropriation Description

Supports responsible resource development in Manitoba's mineral, oil and gas, and aggregate sectors and provides business development services to increase exploration and investment in Manitoba's natural resources.

Sub-appropriations	Actual 2022/23	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
(a) Manitoba Geological Survey	3,672	35.00	4,787
(b) Mining, Oil and Gas	8,413	43.00	8,799
<b>TOTAL</b>	<b>12,085</b>	<b>78.00</b>	<b>13,586</b>

### Manitoba Geological Survey

#### Sub-Appropriation Description

Provides the geoscience data required to make informed decisions related to mineral, oil and gas exploration, extraction, production, and land use planning to maximize the economic potential while mitigating environmental risks and protecting public safety.

#### Key Results Achieved

- The Resource Centre increased the number of publications disseminated through the online catalogue by 15.12% in the fourth quarter.
- Expanded staffing levels and streamlined the permit approval process, significantly decreasing the amount of time required to process mining claims.

### 10-5(a) Manitoba Geological Survey

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	2,411	35.00	2,800	(389)	
Other Expenditures	1,261		1,987	(726)	
<b>Total Sub-Appropriation</b>	<b>3,672</b>	<b>35.00</b>	<b>4,787</b>	<b>(1,115)</b>	

## Mining, Oil and Gas

### Sub-Appropriation Description

Facilitates the safe and efficient development of Manitoba's mineral, oil and gas resources, and the maximum recovery of oil from Manitoba oil fields, minerals from mines, and aggregate from quarries. Includes engineering and inspection services for mines, quarries, and petroleum extraction, storage, and closure.

### Key Results Achieved

- Staff attended in person conferences to support economic development including Roundup and the Prospectors and Developers Association (PDAC) events. Staff who attended PDAC recorded over 209 contacts using event pass scanners at the booth.
- 94 assessment files became public in 2022/2023. Companies that hold mineral dispositions are required to conduct annual work activities and submit reports outlining this work, including all expenditures and data generated, to be reviewed by the Assessment Geologist. After a confidentiality period of 3-5 years, the reports are made available to the public to search using our online system. Assessment files are available online at:  
<https://web33.gov.mb.ca/imaqs/page/viewer/assessmentSearchForm.jsf>
- Collaborated with industry partners to support increased exploration and development of mineral resources. These efforts have resulted in numerous success stories, such as a record amount of nickel exploration, including drilling 150,000 metres in Thompson in the past two years, and the establishment of Manitoba's first potash mine, after 75 years of exploration.

### 10-5(b) Mining, Oil and Gas

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	2,187	43.00	3,066	(879)	1
Other Expenditures	6,226		5,733	493	
<b>Total Sub-Appropriation</b>	<b>8,413</b>	<b>43.00</b>	<b>8,799</b>	<b>(386)</b>	

Explanation(s):

1. The under expenditure reflects vacant positions.

# Costs Related to Capital Assets (Non-Voted)

## Description

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

### 10-6(a) General Assets

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$(000s)	\$ (000s)	
Amortization Expense	1,054		1,078	(24)	
<b>Total Sub-Appropriation</b>	<b>1,054</b>		<b>1,078</b>	<b>(24)</b>	

# Other Key Reporting

## Departmental Risk

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

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

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

- Preparation of program area business plans (activities, objectives and goals)
- Assessment of the risks identified in the business plans
- Strategy and action plan development for the identified risks (level of risk acceptance and risk mitigation)
- Engaging in awareness, communication, education and testing activity for identified risk areas
- Executive Management Committee oversight on risk and financial management of the department's activities to ensure departmental and government goals are being met

Through fiscal year 2022/23, the Department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Personnel Loss Exposure	<p>The department branches continues to conduct succession planning for critical positions and fostering employee retention through employee engagement. The department, in consultation with HR, uses various recruitment strategies to attract highly qualified candidates.</p> <p>Learning Plans are regularly updated to help address the ongoing changes in the workforce and the way services were delivered.</p> <p>Mentoring and acting opportunities are employed to share knowledge and provide staff with additional experience to address</p>

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the challenges created by retirements and departures of departmental staff.

Natural disaster – environmental

Under the Department’s Business Continuity Plan, appropriate resources (laptops, VPN access, smartphones, computer applications, etc) are provided to staff for them to transition to working from home with very little impact to operations in the event of a natural disaster. Business processes support remote working, minimizing the potential for disruptions.

Fraud Exposure

The Department follows Risk Management Policies and maintains a Comptrollership Plan to monitor, assess, detect, and prevent fraud. Internal Controls are monitored regularly to mitigate the risk of fraud.

## Regulatory Accountability and Red Tape Reduction

### Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	24,775	46,352
Net change	-	-501
Percentage change	-	2.02%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2022/23.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

# The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Economic Development, Investment and Trade for fiscal year 2022/2023.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	Nil
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	Nil
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	Nil

## Equity and Diversity Benchmarks

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

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as at March 31, 2023</b>
Women	50%	73.2%
Indigenous Peoples	16%	12.4%
Visible Minorities	13%	26.2%
Persons with Disabilities	9%	9.1%



# Appendices

## Appendix A – Other Reporting Entities

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

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

### **Communities Economic Development Fund**

Established under The Communities Economic Development Fund Act to encourage economic development in northern Manitoba, for Indigenous people outside Winnipeg and in the fishing industry.

For more information please visit: <http://cedf.mb.ca/>

### **Economic Development Winnipeg**

The lead economic development agency for Winnipeg, encompassing Economic Development Winnipeg, YES! Winnipeg, and Tourism Winnipeg. Economic Development Winnipeg facilitates investment promotion and attraction, capacity building, tourism development and the management of market data.

For more information please visit: <https://www.economicdevelopmentwinnipeg.com/>

### **Manitoba Development Corporation**

Established under The Manitoba Development Corporation Act to foster economic development and investment, promote the diversification of economic activities, and encourage the development of export markets for business, support innovation, development, and commercialization of technologies.

### **Manitoba Opportunities Fund**

Incorporated under The Corporations Act with the Minister of Finance as the sole shareholder. The object of the company is to hold and invest the Provincial allocation of immigrant's investments made through the Federal Immigrant Investor Program. The Provinces are required to use the interest for economic growth.

### **Research Manitoba**

Established under The Research Manitoba Act with the mandate to operate within a framework of accountability established by the Minister and promote, support, and coordinate the funding of research.

For more information please visit: <https://researchmanitoba.ca/>

### **Rural Manitoba Economic Development Corporation**

The Rural Manitoba Economic Development Corporation is incorporated under The Corporations Act as a Non-Profit, Non-Share Corporation. The corporation was established to provide economic outcomes in Rural

Manitoba through investment attraction, job creation, retention, and expansion of existing businesses thereby enhancing the prosperity and quality of life of Manitobans.

For more information please visit: <https://rmedcorp.ca/>

### **Abandonment Fund Reserve Account**

The Abandonment Reserve Fund (also referred to as the Petroleum Well Abandonment Fund) is a Special Fund established under The Oil and Gas Act. The Abandonment Fund may be used as a source of funds to operate or abandon a well or facility that is non-compliant with the Act where the licensee or permittee of the well or facility fails to comply. The Abandonment Fund may also be used to rehabilitate the site of an abandoned well or facility or to address any adverse effect on property caused by a well or facility.

### **Mining Rehabilitation Reserve Fund**

The Mine Rehabilitation Fund was established under The Mines and Minerals Act and receives deposits as security for performance of rehabilitation work under mine closure plans. Funds are used to meet the cost of rehabilitation work by order of the Director of Mines or is refunded with interest to the proponent when the security is no longer required.

### **Quarry Rehabilitation Reserve Fund**

Quarry Rehabilitation Reserve Fund was established under The Mines and Minerals Act to address the rehabilitation of pits and aggregate quarries in the province. Aggregate producers pay an annual levy based on the number of tonnes they have produced and this money is held in a fund to be used for pit and quarry rehabilitation.

## Appendix B - Statutory Responsibilities

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to Acts. The department of Economic Development, Investment and Trade operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

The Communities Economic Development Fund Act (c. C155)  
The Community Development Bonds Act (c. C160)  
The Community Revitalization Tax Increment Financing Act (c. C166)  
The Convention Centre Corporation Act (S.M. 1988-89, c. 39 -)  
The Crocus Investment Fund Act [except section 11] (c. C308)  
The Manitoba Development Corporation Act (c. D60)  
The Income Tax Act [sections 7.13 to 7.16, 10.5 and 11.8 to 11.21] (c. I10)  
The Innovation Funding Act (c. I37)  
The Invest Manitoba Act (c. I99)  
The Labour-Sponsored Venture Capital Corporations Act [Part 2, and sections 16 to 18 as they relate to Part 2] (c. L12)  
The Mines and Minerals Act (m. 162)  
The Mining and Metallurgy Compensation Act (m. 190)  
The Oil and Gas Act (o. 34)  
The Oil and Gas Production Tax Act (o. 37)  
The Property Tax and Insulation Assistance Act [Part V, and section 1 and Part VI as they relate to subjects covered under Part V] (c. P 143)  
The Research Manitoba Act (c. R118)  
The Surface Rights Act (s. 235)

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

## Appendix C - Report requirements under The Community Revitalization and Tax Increment Financing Act

*The Community Revitalization Tax Increment Financing Act* ('Act') came into force in November 2009. Under section 15(9) the minister must include in each annual report of the department a report on the use of grants made in the year and what those grants achieved.

Tax Increment Financing (TIF) is a financing tool that governments use to encourage property revitalization. Re-branded the Manitoba Works Capital Incentive ('MWCI') in 2020, TIF is used to encourage **major business investment or expansion**. The proponent of an approved project under the Incentive receives a grant of the incremental (new) education property taxes that are generated through capital investment on an identified property for a period of up to 20 years or until education property taxes are eliminated, whichever is sooner.

The MWCI can be made available to a new or existing business if:

- The proponent company makes a minimum capital investment of \$10M to a specific property;
- A minimum of 65% of total project costs are from private sources; and
- There is demonstrable potential to create and/or maintain a minimum of 10 jobs in the province **or** the new business activity has a substantial and measureable net economic benefit to the province.

The department currently administers 19 grant agreements under the former TIF framework and 14 under the new Incentive. Three of the 14 were approved in 2022/23.

**Initiatives/Projects supported under *The Community Revitalization Tax Increment Financing Act*  
as of March 31, 2023, by municipality**

**City of Winnipeg**

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>Downtown Winnipeg Residential Development Grant Program</b> , a partnership between Manitoba and the City of Winnipeg.	To increase the number and diversity of housing options, increase mixed residential and commercial development, and redevelop vacant properties and surface parking lots. Grants incent housing developers who are paid once the development is completed.	Development is complete for all properties. Grant payments are ongoing.	Resulted in the development of 343 new rental units and 443 new condominium units for a total of 786 new residential units in downtown Winnipeg.
Strategic Downtown Investments Agreement between Manitoba, the City of Winnipeg, and CentreVenture Development Corporation to support the <b>Sports, Hospitality and Entertainment District (SHED)</b> .	To encourage and protect private and public investment in downtown Winnipeg and develop the 11-block SHED area where entertainment and related commercial activities can be encouraged. Grants support capital projects in public and shared spaces within defined Portage Avenue districts downtown.	Development complete and <u>financial commitment completed in full in 2022/23</u> .	Developments include streetscape and pedestrian improvements surrounding Bell MTS Place, storefront and building enhancements and marketing and promotion of the SHED area.
<b>Investors Group Field</b>	Incremental taxes from the redevelopment of the former Canad Inns Stadium site contribute to the stadium at Investors Group Field.	Grant payments are ongoing.	Investors Group Field opened June 2013 and is well used.
<b>University of Winnipeg Commons Housing Complex Project</b>	Grants support a mixed-use complex, including student residences.	Development complete. Grant payments are ongoing.	Redeveloped a surface parking lot into a mixed-use complex with 102 rental housing units, including 46 affordable units and 30 rent-geared-to-income units.

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>Exchange/Waterfront Neighbourhood Development Program</b> , a partnership between Manitoba, the City of Winnipeg, and CentreVenture Development Corporation.	To support retail attraction and retention coordination; marketing/image and safety initiatives; parking initiatives; and capital investments.	Development complete. Grant payments are ongoing.	Physical improvements to streetscape including safety and walkway upgrades.
A partnership between Canada, Manitoba, the City of Winnipeg, and <b>Parmalat Canada Inc.</b>	Supports Manitoba's dairy value-added food industry by funding the extension of waste water servicing to the new dairy processing plant.	Development complete. Grant payments are ongoing.	Construction was completed in September 2017; upgraded wastewater service supports the processing plant as anticipated.
<b>Live Downtown: Rental Development Grant Program</b> , a partnership between the Province of Manitoba and the City of Winnipeg.	To encourage the development of additional multi-family, mixed-income rental housing to increase and diversify the residential population of downtown Winnipeg.	Development complete. Grant payments are ongoing.	Program created over 700 rental units in downtown Winnipeg.
<b>Northland Sutton Place</b>	This is a project to create a hotel and residences space in Winnipeg. Grant is intended to leverage private investment in downtown Winnipeg. The project produces economic benefits to Winnipeg by supporting the RBC Convention Centre through additional adjacent hotel space.	Construction at the site continues; expected completion date 2025/26.	N/A
<b>RBC Convention Centre</b>	Supports debt repayment on the Convention Centre's expansion. The project produces economic benefits to Winnipeg by helping the RBC Convention Centre attract larger scale events.	Expansion completed in 2018. Grants are tied to the completion of Northland Sutton Place, which is under construction.	The convention and special event sector has largely rebounded and the expansion is well used.
<b>True North Square – Street &amp; Sky</b>	A public plaza located in Winnipeg, offering green space, programmable space, additions to the sidewalk network, and streetscaping. Proponent also developed a commercial building. Grant leverages private investment in downtown Winnipeg.	Development complete. Grant payments are ongoing.	The plaza and skywalks are open to the public; commercial building rents office and retail space for up to 1500 workers.

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>True North Square – Residential</b>	Proponent developed a residential complex containing 194 rental units. Grant leverages private investment in downtown Winnipeg.	Development complete. Grant payments are ongoing.	Residential building has 325 luxury apartment units for rent.
<b>390 Assiniboine</b>	A one-time stand alone downtown Winnipeg condominium project, the grant leverages private investment in downtown Winnipeg residential development.	Development complete. Grant payments are ongoing.	This 92 unit condominium project is complete.
<b>The Forks Railside</b>	The Parcel 4 Forks Rail Side Development project is part of a 20-year redevelopment and includes housing, office and retail uses, hotels, and restaurants. Grant is intended to support Phase 1 improvements to public spaces.	Construction pending; anticipated completion date is summer 2024.	N/A
<b>Richardson Innovation Centre</b>	This facility will serve as a world-class collaboration site for agriculture research and product development. Grant funds support the centre’s construction which is located in Downtown Winnipeg.	Development complete. Grant payments are ongoing.	A completed facility for food product research, development, validation and demonstration, analysis, and quality assurance; it created 16 new jobs.
<b>The Zu</b>	A project that replaces two surface parking lots and a demolished hotel in Winnipeg's Osborne Village with three mixed-use retail and rental residential buildings. Grant is intended to leverage private investment in Winnipeg rental residential market.	Construction in progress and remains on track for 2024 completion.	N/A
<b>Paulin Village</b>	Revitalizing the former Paulin Biscuit factory as two mixed use commercial and rental residential buildings in Winnipeg’s Chinatown. Grant is intended to leverage private investment in downtown Winnipeg’s rental residential market.	Construction in progress and remains on track for 2025 completion.	N/A

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>Market Lands</b>	Redevelopment of land formerly occupied by Winnipeg's Public Safety Building. Grant is intended to support development of the southern portion of the site as a means to attract investment in the northern portion. Southern portion will house a creative hub, a centre for art and design, a market incubator, a public realm, and up to 102 non-profit rental housing units.	Construction pending. Targeted completion is 2025.	N/A
<b>Maple Leaf Foods</b>	Grant funds support construction to expand an existing Winnipeg meat processing plant.	Construction complete but grant funds not yet released (pending re-assessment).	Expanded and modernized the existing pork processing plant in Winnipeg with anticipated 220+ new jobs available.
<b>127 Bannatyne Avenue</b> (New in 2022/23)	Grant funds support 10-storey mixed-use commercial and residential apartment building as an infill development project on a surface parking lot in downtown Winnipeg.	Construction underway; 2025 completion targeted.	N/A
<b>Honey Plant</b> (New in 2022/23)	Grant funds support a new honey processing and packaging facility.	Construction to begin shortly; 2025 completion targeted.	N/A
<b>308 Colony Street</b> (New in 2022/23)	Grant funds support 21-storey mixed-income mixed-use commercial and residential cutting edge 'green' apartment building as an infill development project in downtown Winnipeg.	Construction to begin shortly; 2026 completion targeted.	N/A

### The City of Brandon

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>West Vic Common</b>	Grant funds support the redevelopment and expansion of the West Vic Common strip mall in the City of Brandon.	Property remediation and redevelopment of the existing building are complete. Leasehold improvements are underway. This is an iterative project.	First stage leasehold improvements brought 15 new jobs to the strip mall in 2022.



### The City of Dauphin

Initiative	Purpose of Grant Support	Status	Achievement
<b>Vermillion Growers</b>	Grant funds will support a commercial greenhouse development. The building will be a high tech, hydroponic, commercial greenhouse designed for vegetable production.	Construction underway; summer 2023 completion targeted.	N/A
<b>Best Western Hotel</b>	Grant is intended to leverage private investment in the construction of a new hotel in the City of Dauphin.	The hotel is open for business. Grant payments are ongoing.	Hotel supports tourists and business travellers to the region, which is under-served with respect to available lodging options. The hotel created 37 new jobs.

### Municipality of Killarney-Turtle Mountain

Initiative	Purpose of Grant Support	Status	Achievement
<b>HyLife Pork Feeds</b>	Grant supports pork sector expansion in Manitoba. Grant supports costs associated with the new feed mill.	Feed mill operational. Grant payments are ongoing.	As of November 2022, the mill produces approx. 17,500 metric tonnes of feed each month. Facility has created 20 new jobs since it opened.

### Town of Neepawa

Initiative	Purpose of Grant Support	Status	Achievement
<b>HyLife Foods</b>	Grant supports pork sector expansion in Manitoba. Grant supports costs associated with the expanded pork processing plant.	Processing plant operational. Grant payments are ongoing.	Expansion provided for 236 new jobs and at November 2022, 1657 staff were employed at the facility.

### Rural Municipality of Portage la Prairie

Initiative	Purpose of Grant Support	Status	Achievement
<b>Roquette</b> A partnership between Manitoba, the Rural Municipality of Portage la Prairie, and Roquette Freres Inc.	Grant leverages private and public funds to defray costs associated with the infrastructure needed to support a new pea processing plant.	Grant payments are ongoing. Grant is directed to the RM, not the company.	Required infrastructure is complete and the \$400M pea processing facility near Portage la Prairie is operational; added 150 new jobs to the region.
<b>Simplot Canada</b>	Grant leverages private and public funds to defray costs associated with the infrastructure needed to support the expanded potato processing facility.	Facility is operational. Grant funds began flowing in 2022/23.	At the peak of construction, approx. 700 construction workers were onsite. The plant operated at full capacity in 2022. The expansion was expected to result in 87 new jobs but 204 were created and maintained.

### Rural Municipality of Rosser

Initiative	Purpose of Grant Support	Status	Achievement
<b>CentrePort Canada</b>	Grants will support future strategic wastewater infrastructure requirements for CentrePort industrial lands.	CentrePort properties were de-designated on December 31, 2021. All accumulated levies were flowed to Rosser in 2022/23 and held in the RM's Special Purpose Reserve Fund called "CentrePort North Wastewater Reserve." <a href="#"><u>Manitoba's financial commitment completed in full in 2022/23.</u></a>	Infrastructure in planning stages at RM Rosser.
<b>O Foods / Patterson Global Foods</b>	Grant supports a new oat mill's construction to expand the company's value-added agricultural processing capacity. Annual funds are expected to be reinvested in the facility.	Project completed but no grant funds flowed to date.	N/A
<b>Merit Functional Foods</b>	Grant supports the construction of a new food processing facility for peas and canola seeds.	Project completed, facility operational, first grant flowed in 2022/23.	There were 107 new employees at the facility. Manitoba-produced commodities processed onsite include peas and canola.

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>Viterra Canada</b>	Grant supports a new concrete grain elevator and 134 car loading track in Rosser for expanded grain transportation.	Project completed, facility operational, first grant flowed in 2022/23.	At December 2022, there were 14 staff employed at the facility.

**City of Winkler**

<b>Initiative</b>	<b>Purpose of Grant Support</b>	<b>Status</b>	<b>Achievement</b>
<b>ICON Technologies</b>	Expansion of recreational vehicles manufacturing and parts plant in Winkler.	Project completed, facility operational, first grant flowed in 2022/23.	Project resulted in 60 short-term construction jobs and new 45 full time manufacturing jobs.

# Glossary

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

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

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

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

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

**Balanced Scorecard** – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

**Baseline** - The starting data point for the performance measure.

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

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

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

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

**Gross Domestic Product (GDP)** – Represents the total market value of all final goods and services produced in the Manitoba economy.

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

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

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

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

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

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective.

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

**Perspective** – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

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

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

**Strategy Map** – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

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

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

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

**Vision** – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.