

Manitoba Finance

Finances Manitoba

**Annual Report
Rapport annuel**

For the year ended March 31, 2025

Pour l'exercice terminé le 31 mars 2025

LAND ACKNOWLEDGEMENT

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

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

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

RECONNAISSANCE TERRITORIALE

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

Nous reconnaissons que le Manitoba se situe sur le territoire national 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.

Annual Report

2024-25

Manitoba Finance

Rapport annuel

2024-2025

Finances Manitoba

Manitoba Finance

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Minister of Finance

Minister responsible for the Manitoba Public Service

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Finance, for the fiscal year ending March 31, 2025.

Respectfully submitted,

Original Signed By

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





Ministre des Finances

Ministre responsable de la Fonction publique du Manitoba

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

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

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère des Finances pour l'exercice qui s'est terminé le 31 mars 2025.

Le tout respectueusement soumis.

Original signé par

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





Finance

Deputy Minister

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

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

Sir:

I am pleased to present for your approval the 2024-25 Annual Report of Manitoba Finance.

Respectfully submitted,

Original Signed By

Matthew Wiebe, CPA, CGA
Acting Deputy Minister of Finance





Finances
Sous-Ministre

Palais législatif, bureau 109, Winnipeg (Manitoba) R3C 0V8
www.gov.mb.ca

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

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2024-2025 du ministère des Finances.

Le tout respectueusement soumis,

Original signé par

Matthew Wiebe, CPA, CGA
Sous-ministre par intérim des Finances





**Treasury Board Secretary
Deputy Minister**

200-386 Broadway Ave, Winnipeg, MB R3C 3R6 CANADA
www.manitoba.ca

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

Sir:

I am pleased to present the 2024-25 Annual Report of the Treasury Board Secretariat for inclusion in the Manitoba Finance Annual Report.

Respectfully submitted,

Original Signed By

Ann Ulusoy, FCPA, FCMA
Secretary to Treasury Board





**Secrétariat du Conseil du Trésor
Sous-Ministre**

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

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

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2024-2025 du ministère du Secrétariat du Conseil du Trésor à inclure dans le rapport annuel du ministère des Finances.

Le tout respectueusement soumis.

Original signé par

Ann Ulusoy, FCPA, FCMA
Secrétaire du Conseil du Trésor



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Introduction/Introduction (French)

This Annual Report fulfills the department reporting requirements described in The Financial Administration Act. The Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2025, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the Annual Report includes the Manitoba government performance measurement to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. Performance measurement aligns departments' work with the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2025, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

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

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

Department At a Glance – 2024-2025 Results

Department Name & Description	The Department of Finance is responsible for managing the province's fiscal and financial resources, allocating funds to other governmental departments, and promoting an open government and engaged Manitobans.
Minister	Honourable Adrien Sala
Deputy Minister	Matthew Wiebe (Appointed August 22, 2025) Ann Ulusoy Daniel Blaikie (Appointed August 22, 2025) Ainsley Krone

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

Summary Expenditure (\$M)	
114,740.4	110,048.1
Authority	Actual

Core Expenditure (\$M)		Core Staffing
96,466	95,806	571.10
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2024-2025

Nom et description du ministère	Le ministère des Finances est responsable de la gestion des ressources fiscales et financières du Manitoba, de l'affectation de fonds à d'autres ministères ainsi que de la promotion d'un gouvernement ouvert et de la mobilisation communautaire.
Ministre	Adrien Sala
Sous-ministre	Matthew Wiebe (Nommé le 22 août 2025) Ann Ulusoy Daniel Blaikie (Nommé le 22 août 2025) Ainsley Krone

Autres entités comptables	4	<ul style="list-style-type: none"> • Régie de l'hydro-électricité du Manitoba • Office des services financiers du Manitoba • Société d'assurance-dépôts du Manitoba • Conseil d'assurance du Manitoba
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Dépenses globales (en millions de dollars)	
114 740,4	110 048,1
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
96 466	95 806	571,10
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Departmental Responsibilities

The overall responsibilities of the minister and Manitoba Finance include:

- Provide policy direction on matters relating to financial management and administration.
- Analyze and appraise the economic and financial market situation and prospects in co-operation with other Manitoba government departments as appropriate.
- Advise on fiscal and other economic policies and measures.
- Manage the requirements of the province within appropriate fiscal policies by action related to expenditures, lending, taxation, borrowing and cash management.
- Advise on policies relating to federal-provincial-territorial fiscal and economic relations.
- Manage relationships and liaise with the federal government and other provincial, territorial and Indigenous governments.
- Represent the province in negotiations and participate in meetings related to finance, taxation and economic development.
- Engage Manitobans in the government's work by effectively and transparently communicating about programs, services and policies, and by encouraging participation in decision-making.
- Prepare the annual Estimates and summary budget and the quarterly fiscal and financial updates.
- Maintain the provincial accounting and financial reporting systems.
- Prepare the Annual Public Accounts.
- Maintain an Internal Audit Function and the Comptrollership framework to oversee the government reporting entity.
- Maintain an accountability framework for the government reporting entity including management practices and systems, fiscal management and controls, program evaluations.
- Advise to ensure accountability of the government to the Legislative Assembly for the delivery of programs by the government reporting entity.
- Advise and implement performance management systems and objectives for the government.
- Administer a regulatory framework that contributes to a competitive economy.
- Ensure the perspectives of various stakeholders are reflected in the government's overall economic development strategies.
- Coordinate the government's strategic planning cycle, major policy initiatives, and key community and economic development projects.
- Strengthen regulatory accountability across the government to reduce the administrative burden of regulatory requirements for businesses, not-for-profits, municipalities, and individuals.

- Oversee the government's implementation of The Path to Reconciliation Act, which confirms government's commitment to advance truth and reconciliation as guided by the Calls to Action of the Truth and Reconciliation Commission of Canada, the principles set out in the United Nations Declaration on the Rights of Indigenous Peoples and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

The minister is also responsible for:

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

Appendix C – Statutory Responsibilities lists the acts under the minister's responsibility.

Responsabilités ministérielles

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

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

- Renforcer la reddition des comptes en matière de réglementation dans l'ensemble du gouvernement afin de réduire le fardeau administratif lié aux obligations réglementaires pour les entreprises, les organismes sans but lucratif, les municipalités et les particuliers.
- Superviser la mise en œuvre de la Loi sur la réconciliation, qui confirme l'engagement du gouvernement à faire progresser la vérité et la réconciliation en donnant suite aux appels à l'action de la Commission de vérité et réconciliation du Canada et aux appels à la justice de l'Enquête nationale sur les femmes et les filles autochtones disparues et assassinées ainsi qu'en se conformant aux principes énoncés dans la Déclaration des Nations unies sur les droits des peuples autochtones.

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

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

L'annexe C portant sur les responsabilités législatives dresse la liste des lois qui relèvent de la personne occupant le poste de ministre (en anglais seulement).

Department Shared Services

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

Central Finance provides shared service support to Finance, the Executive Council, and the Public Service Commission through financial management and leadership, including budget, cash flows, internal controls and monitoring, and administrative functions. The division also provides transactional accounting services for these departments, as well as for Employee Pensions and Other Costs; Innovation and New Technology; Labour and Immigration; Municipal and Northern Relations; Natural Resources and Indigenous Futures; Public Debt; Public Service Delivery; Sport, Culture, Heritage and Tourism; and Tax Credits. This includes vendor and employee remittances, along with associated reconciliations and payments. Central Finance also provides central services across the Manitoba government for all payroll, central accounts payable, and bank reconciliation activities.

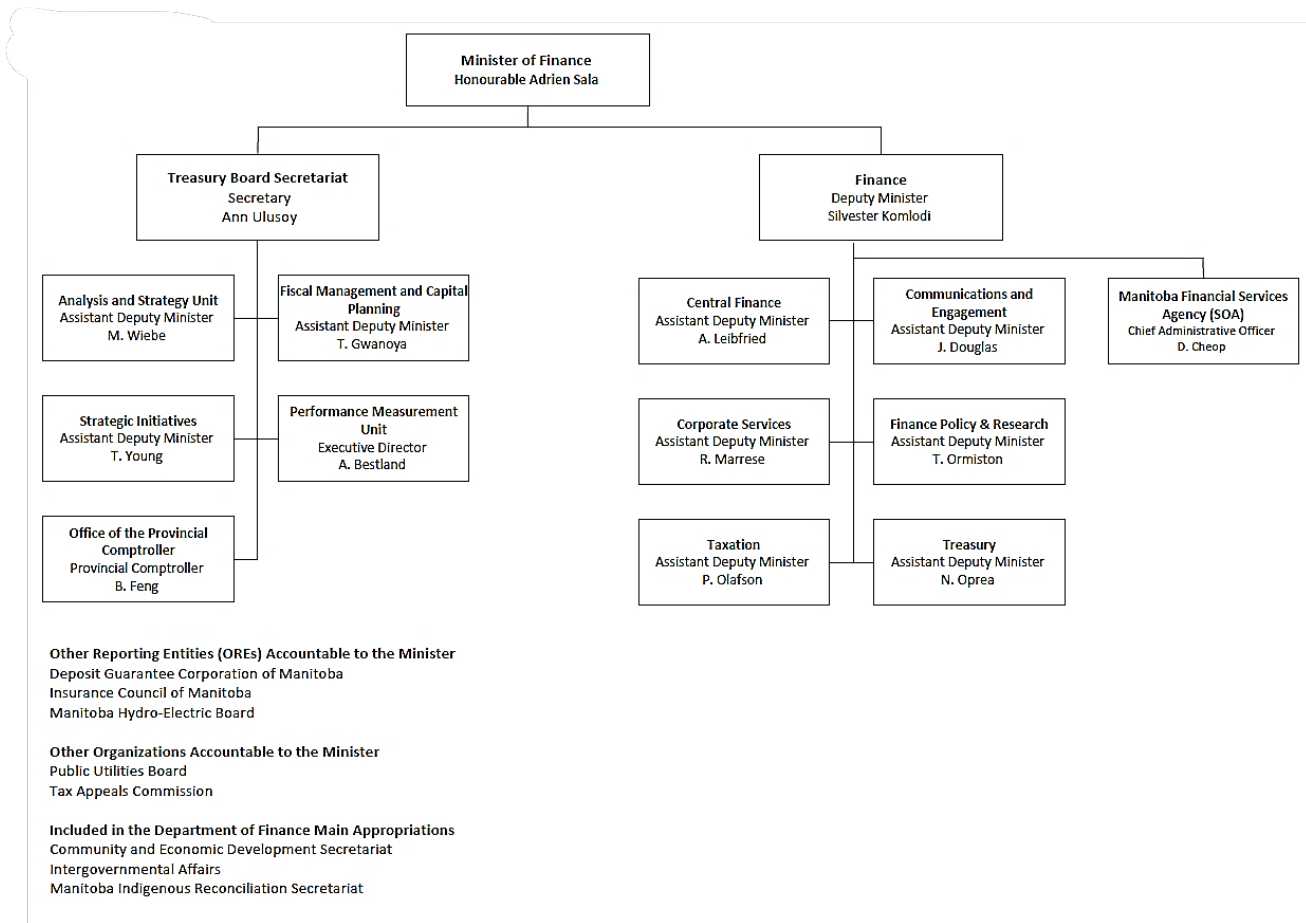
Services partagés du ministère

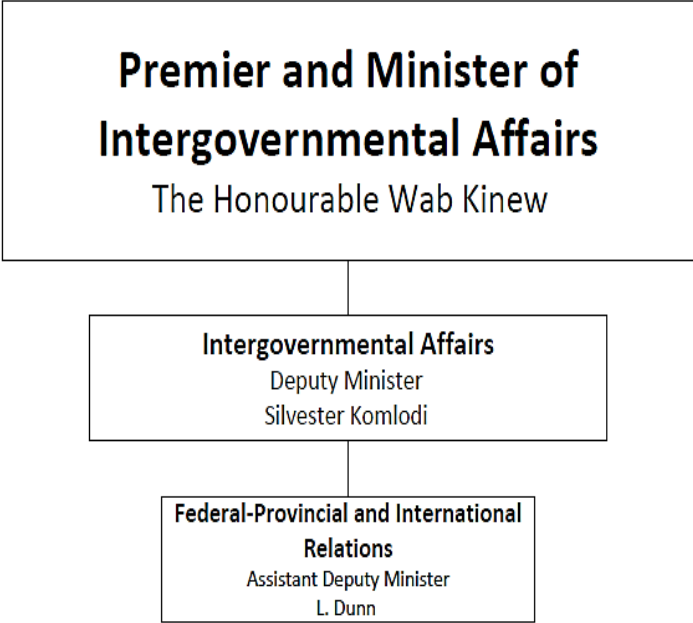
Un service partagé est une fonction centralisée qui fournit des ressources ou des services communs à plusieurs unités fonctionnelles ou ministères. Il a pour objet de rationaliser les activités, d'améliorer l'efficacité en évitant les chevauchements et de réduire les coûts pour mieux soutenir les objectifs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

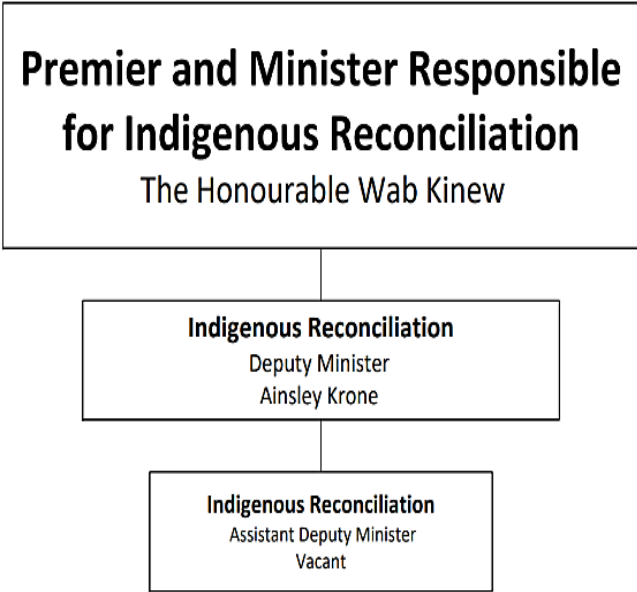
La Division des finances centrales fournit des services partagés au ministère des Finances, au Conseil exécutif et à la Commission de la fonction publique en matière de gestion et de leadership financiers, notamment en ce qui touche le budget, les flux de trésorerie, la surveillance et les contrôles internes de même que les fonctions administratives. La Division fournit également des services de comptabilité des transactions pour ces domaines d'activité ainsi que pour les suivants : Régime de retraite de la fonction publique et autres frais; Innovation et Nouvelles technologies; Travail et Immigration; Relations avec les municipalités et le Nord; Ressources naturelles et Futurités autochtones; Dette publique; Prestation des services publics; Sport, Culture, Patrimoine et Tourisme; Allégements fiscaux. Ces transactions comprennent les versements aux fournisseurs et aux employés et les rapprochements et paiements connexes. La Division fournit des services centraux à l'échelle du gouvernement du Manitoba pour toutes les activités liées à la paie, aux comptes créditeurs centraux et au rapprochement bancaire.

Organizational Structure

Manitoba Finance as of March 31, 2025







Operating Environment and Departmental Risk

Manitoba continues to navigate a complex and evolving operating environment shaped by national and global pressures. Key challenges include elevated living costs, persistent housing shortages, shifting migration patterns, geopolitical tensions, trade uncertainties, and climate-driven disruptions such as intensifying wildfires and changing agricultural conditions.

Economic growth in Manitoba moderated from 1.7 per cent in 2023 to 1.1 per cent in 2024, with a modest rebound to 1.2 per cent projected for 2025. These figures reflect the cumulative impact of micro-and macroeconomic headwinds that contribute to an uncertain provincial outlook. Nonetheless, Manitoba's diversified economy and the government's commitment to prudent fiscal stewardship position the province to respond effectively to these challenges while continuing to meet the needs of all Manitobans.

The Manitoba government remains committed to achieving fiscal balance within its four-year mandate, without compromising essential investments in health care, education, and social services. While borrowing requirements are expected to rise in support of strategic initiatives, the overall borrowing program remains aligned with historical averages.

To advance these objectives, Manitoba Finance is prioritizing enhancements in financial management and exploring system modernization opportunities that streamline operations and unlock efficiencies. The department is responding to increased demand for sophisticated analytical advice to support evidence-based decision-making in a rapidly changing technological, social, and environmental landscape.

Modernizing government operations is central to this effort. Upgrades to the Enterprise Resource Planning system will improve resource planning and knowledge sharing across departments, strengthen public service delivery, and expand digital capabilities. Within the department, planning is underway for a GenTax system upgrade in 2025-26, while enhancements to the Treasury Management System are already in progress.

Workforce sustainability remains a critical priority. The department continues to address recruitment and retention challenges, particularly in the face of retirements and competition from both the private sector and public sectors. Preserving institutional knowledge and maintaining productivity are essential to delivering on departmental mandates.

Transparency and public trust underpin the department's role in leading government-wide communication and citizen engagement. This includes modernizing access to information processes, advancing proactive disclosure, and redeveloping Manitoba.ca into a user-centred, accessible, and service-oriented public information gateway.

Collaboration remains foundational to policy development and implementation. Manitoba Finance is actively fostering partnerships with other departments, Crown corporations, and Indigenous organizations – including First Nations, Métis, and Inuit communities – to build economic capacity and support meaningful participation in Manitoba's energy sector as part of broader reconciliation efforts.

Manitoba Hydro continues to face operational pressures due to lower water levels and warmer-than-average weather, resulting in a consolidated net loss for 2024-25. The release of Manitoba's Affordable Energy Plan in September 2024 provides a strategic blueprint for energy development, supporting the province's energy transition and helping Manitobans reduce energy costs. The department plays a key role in coordinating and informing actions under the plan, particularly those affecting Manitoba Hydro and the Public Utilities Board.

2024-25 Key Achievement Highlights

During the fiscal year, Manitoba Finance accomplished the following:

- Implemented Manitoba's Fuel Tax Holiday, which provided immediate cost-of-living relief to families. Effective January 1, 2024, the fuel tax was temporarily suspended on gasoline, diesel, and marked gasoline for the year. This contributed to Manitoba maintaining one of the lowest inflation rates in Canada for 2024. On January 1, 2025, the Province of Manitoba introduced a permanent cut of 10% to the fuel tax rate on gasoline, diesel and marked gasoline.
- Supported Manitoba's transition to cleaner transportation, with the introduction of an electric vehicle rebate program that was developed collaboratively by Manitoba Finance and Manitoba Environment and Climate Change, in partnership with Manitoba Public Insurance. The program encourages the purchase of zero-emission electric vehicles. As of March 31, 2025, more than 2,500 rebates were issued, helping to reduce greenhouse gas emissions across the province.
- Progressed toward increasing analytical capacity in the Treasury Division through the issuance of a Request for Proposal for a new Treasury Management System, and the selection of a qualified, experienced vendor. Implementation of the new system began in December 2024 and is expected to be completed by the end of 2025-26.
- Facilitated the province's first Australian dollar debt issuance, successfully raising the Canadian equivalent of approximately \$550 million. This was supported by strong, global investor interest in Manitoba.
- Made significant progress toward creating a single, user-focused Manitoba.ca by setting up digital governance, establishing a Digital Office, building the platform's foundation, onboarding departments, developing a unified information architecture, and launching the new beta site for both internal and public testing.
- Leveraged technology to automate the end-to-end process of issuing a news release, publishing it to the website, and initiating social media content.
- Issued a directive, under The Crown Corporation Governance and Accountability Act, regarding major power purchase and export contracts to ensure Manitoba's energy security and reliability.
- Issued a directive to the Manitoba Hydro-Electric Board respecting setting aside 50 megawatts of power for the possible development of the Kivalliq Hydro-Fibre line.
- Made significant progress on key action 5.1 in Manitoba's Affordable Energy Plan, to prioritize connection of new major industrial electrical customers, to maximize economic development through the introduction of Bill 28 — The Manitoba Hydro Amendment Act.
- Strengthened data literacy across government departments through targeted collaboration, contributing to a more efficient and data-informed public sector that better supports Manitoba businesses.
- Led the development of new data frameworks that enhanced the speed and reliability of information delivery, enabling more informed and effective decision-making.
- Provided financial relief for renters in Manitoba by increasing the Renters Affordability Tax Credit from an annual maximum of \$525 to \$575 (\$47.92 per month) for the 2025 tax year. The credit will be further increased to \$625 for the 2026 tax year, and the top-up for seniors is also being proportionately increased.
- Doubled the maximum annual eligible expense amount for the Fertility Treatment Tax Credit from \$20,000 to \$40,000 for the 2024 tax year, which in turn doubled the available annual credit from \$8,000

to \$16,000. This enhancement improves benefits under the program for Manitobans facing higher fertility treatment costs.

- Introduced legislation to establish a new Rental Housing Construction Tax Credit aimed at the development of rental housing in Manitoba, including the creation of more affordable units. The new refundable tax credit will provide \$8,500 for each new rental unit, with an additional \$5,000 available for units designated as affordable.
- Delivered on a mandate commitment to introduce a Manitoba Hydro rate freeze for one year.

Principales réalisations en 2024-2025

Au cours de l'exercice, le ministère des Finances a accompli les réalisations suivantes :

- Mise en œuvre de la période d'exonération de la taxe sur les carburants du Manitoba pour offrir un allègement immédiat du coût de la vie pour les familles. Le 1^{er} janvier 2024, le gouvernement a suspendu temporairement (pour 12 mois) la taxe sur les carburants payable sur l'essence, le diesel et l'essence marquée, contribuant à maintenir dans la province l'un des taux d'inflation les plus bas au pays cette année-là. Le 1^{er} janvier 2025, il a réduit de façon permanente de 10 % le taux de cette taxe.
- Soutien à la transition du Manitoba vers des options de transport écologiques grâce au lancement du Programme de rabais pour véhicules électriques du Manitoba, élaboré en collaboration avec le ministère de l'Environnement et du Changement climatique et en partenariat avec la Société d'assurance publique du Manitoba. Le programme vise à promouvoir l'achat de véhicules électriques à zéro émission. Au 31 mars 2025, plus de 2 500 remises avaient été accordées, contribuant ainsi à réduire les émissions de gaz à effet de serre à l'échelle de la province.
- Progrès réalisés dans le renforcement des capacités d'analyse de la Division de la trésorerie par suite de la publication d'une demande de propositions pour un nouveau système de gestion de la trésorerie et de la sélection d'un fournisseur qualifié et expérimenté. La mise en œuvre du nouveau système, qui a débuté en décembre 2024, devrait être achevée d'ici la fin de 2025-2026.
- Facilitation de la première émission de titres de créance de la Province en dollars australiens, qui a permis de recueillir l'équivalent d'environ 550 millions de dollars canadiens. Cette initiative a été soutenue par un fort intérêt des investisseurs pour le Manitoba sur la scène mondiale.
- Progrès notables vers la création d'un seul et unique site Manitoba.ca convivial grâce à la mise en place d'une gouvernance numérique, à la création d'un bureau numérique, à l'établissement des bases de la plateforme, à la participation des ministères, à l'élaboration d'une architecture de l'information unifiée et au lancement du nouveau site bêta pour des tests internes et externes.
- Mise à profit de la technologie pour automatiser l'ensemble du processus de publication d'un communiqué, y compris sa mise en ligne sur le site Web et la diffusion du contenu connexe sur les médias sociaux.
- Émission d'une directive, en vertu de la Loi sur la gouvernance et l'obligation redditionnelle des corporations de la Couronne, pour encadrer les principaux contrats d'achat et d'exportation d'énergie afin d'assurer la sécurité et la fiabilité de l'approvisionnement énergétique au Manitoba.
- Émission d'une directive ordonnant à Manitoba Hydro de mettre de côté 50 mégawatts d'électricité en vue de l'éventuel projet de liaison hydroélectrique et de fibre optique à Kivalliq.
- Réalisation de progrès importants dans la mise en œuvre de la mesure clé 5.1 du Plan d'énergie abordable du Manitoba afin de donner la priorité au raccordement de nouveaux grands clients de l'industrie au réseau électrique afin de maximiser le développement économique grâce au dépôt du projet de loi 28, Loi modifiant la Loi sur l'Hydro-Manitoba.

- Renforcement des capacités d'interprétation des données dans l'ensemble des ministères grâce à des efforts de collaboration ciblés, contribuant à un secteur public plus efficace, qui prend des décisions éclairées par des données et qui soutient mieux les entreprises manitobaines.
- Orientation de l'élaboration de nouveaux cadres de données rendant possible la production plus rapide et plus fiable d'informations et permettant une prise de décisions plus éclairée et efficace.
- Offre d'un nouvel allègement financier aux locataires du Manitoba grâce à l'augmentation du crédit d'impôt pour l'abordabilité des locataires, qui est passé d'un maximum annuel de 525 \$ à 575 \$ (soit 47,92 \$ par mois) pour l'année d'imposition 2025. Le crédit sera augmenté une fois de plus pour atteindre 625 \$ pour l'année d'imposition 2026, et le supplément pour les aînés sera également bonifié de manière proportionnelle.
- Multiplication par deux du plafond annuel des frais admissibles au titre du crédit d'impôt pour les traitements contre l'infertilité, qui est passé de 20 000 \$ à 40 000 \$ pour l'année d'imposition 2024, ce qui a doublé (de 8 000 \$ à 16 000 \$) le montant maximal du crédit annuel pouvant être demandé. Cette bonification rehausse les avantages du programme pour les Manitobains qui doivent assumer des coûts de plus en plus élevés liés aux traitements de fertilité.
- Dépôt d'un projet de loi visant à créer un nouveau crédit d'impôt pour la construction de logements locatifs, qui se veut un incitatif à la création de tels logements au Manitoba, notamment des unités à prix abordable. Le nouveau crédit remboursable donnera droit à un montant de 8 500 \$ pour chaque nouveau logement locatif ainsi qu'à un supplément de 5 000 \$ pour les unités désignées comme étant à prix abordable.
- Mise en œuvre du gel d'un an des tarifs de Manitoba Hydro, conformément à l'engagement prévu dans le mandat du ministère.

Department Performance Measurement

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

Vision

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

Mission

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

Values

- We are responsible stewards of public data, funds and information.
- We provide impartial, reliable and open services.
- We foster awareness, understanding and collaboration.
- We aim to be fair, professional, diverse and inclusive.

Provincial Themes and Department Objectives

Lowering Costs for Families

1. Lower costs for families.

Growing Our Economy

2. Help set the conditions for a strong provincial economy.

A Government that Works for You

3. Enhance government transparency and engagement.
4. Balance the budget through prudent fiscal management.
5. Enhance effectiveness and productivity to deliver results.

Mesure de la performance du ministère

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

Vision

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

Mission

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

Valeurs

- Nous faisons une gestion responsable des données, des fonds et des renseignements publics.
- Nous fournissons des services impartiaux, fiables et ouverts.
- Nous favorisons la sensibilisation, la compréhension et la collaboration.
- Nous cherchons à être une organisation juste, professionnelle, diversifiée et inclusive.

Thèmes provinciaux et objectifs ministériels

Réduire les coûts pour les familles

1. Réduire les coûts pour les familles.

Faire croître notre économie

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

Un gouvernement qui travaille pour vous

3. Améliorer la transparence et l'engagement du gouvernement.
4. Équilibrer le budget grâce à une gestion financière prudente.
5. Améliorer l'efficacité et la productivité pour obtenir des résultats.

Department Performance Measurement - Details

The following section provides information on key performance measures for Manitoba Finance for the 2024-25 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in 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.

Lowering Costs for Families

1. Lower Costs for Families

Key Initiatives

- **Pause the provincial gas tax:** The provincial fuel tax on gasoline, natural gas, marked gasoline and diesel fuel used in operating motor vehicles was paused from January 1 to December 31, 2024. As a result, the average Manitoba family with two cars saved approximately \$250 during the nine-month period (April to December). On January 1, 2025, the Province of Manitoba introduced a permanent cut of 10 per cent to the fuel tax rate on gasoline, diesel and marked gasoline.
- **Give renters a break by enhancing the renter's tax:** The credit, renamed from Renters Tax Credit to Renters Affordability Tax Credit, aims to ease financial burdens for renters in Manitoba. For the 2025 tax year, the credit was increased from an annual maximum of \$525 to \$575, or \$47.92 per month. This enhancement directly contributes to the broader goal of reducing expenses for families, particularly within the housing market.
- **Work with Environment and Climate Change to help families switch to geothermal energy:** In the 2023 Speech from the Throne, geothermal heating systems were identified as a priority for ensuring affordability for Manitobans. The department continues to work with Environment and Climate Change and Manitoba Hydro to develop the mechanism that will help families switch to geothermal heating systems.
- **Work with Manitoba Environment and Climate Change to introduce an electric vehicle rebate:** The departments of Finance and Environment and Climate Change, in conjunction with Manitoba Public Insurance, have implemented an electric vehicle rebate to encourage Manitobans to purchase a zero emissions electric vehicle. Every light duty internal combustion vehicle replaced by an electric vehicle preserves the environment by saving an average of 4.3 to 4.8 tonnes of greenhouse gas emissions annually. Eligible purchasers of an electric vehicle can obtain a rebate of \$4,000 for a qualifying new electric vehicle and \$2,500 for a qualifying used vehicle. Over 2,500 electric vehicle rebate applications were approved and paid in 2024-25, which aligns with our goal of reducing costs for families and fostering environmentally conscious transportation choices.
- **Homeowners Affordability Tax Credit:** Manitoba's overall system of school tax credits and rebates was reformed starting in 2025, and the School Tax Rebate and Education Property Tax Credit were replaced by the new Homeowners Affordability Tax Credit (HATC), which provides rebates of up to \$1,500 on principal residences. The majority of Manitoba homeowners received as much or more in school tax relief compared to the previous system. The HATC will be increasing to up to \$1,600 for 2026.
- **Delivered a One-year Rate Freeze:** Consistent with the mandate commitment, Manitoba Hydro rates were frozen for one-year, beginning January 1, 2025.

Performance Measures

Measure	2022 Actual	2023 Actual	2024 Target	2024 Actual
1. a Rate of Consumer Price Index (CPI) growth for all-items category in Manitoba per year	7.9%	3.5%	2.0%	1.1%

Measure	2021 Actual	2022 Actual	2023 Target	2023 Actual
1. b Percentage of Manitobans in low income according to the Market Basket Measure (MBM) per year	8.8%	11.5%	-	10.9%

1. a Rate of CPI growth for all-items category in Manitoba per year: This measure reflects the year-over-year change in CPI for all items, each calendar year. It is calculated by subtracting last year's CPI from the current year and expressing this difference as a percentage of the previous year's data, with a decrease signifying reduced prices. The department identifies this measure as a key performance indicator (KPI) as it is widely used to gauge inflation and consumer affordability, and to inform policy decisions to support stable and sustained improvement in affordability for families, despite broad economic, environmental and geopolitical influences. The target is based on the Bank of Canada's target for CPI growth (1 to 3 per cent). Sudden growth in 2022 was due to pent-up demand combined with global supply chain issues that pushed up prices. The annual average CPI for Manitoba in 2024 stands at 160.3, with a year-over-year inflation rate of 1.1 per cent, the lowest among provinces in Canada. This is due in part to the provincial gas tax holiday, which put Manitoba's CPI growth below the target of 2.0 per cent but within the Bank of Canada's target range of 1 to 3 per cent. This measure was previously listed as "CPI growth rate for all-items category in Manitoba per year."

1. b Percentage of Manitobans in low income according to the MBM per year: This measure tracks the percentage of individuals in low income according to the MBM, each calendar year. The MBM is based on the cost of a specific basket of goods and services representing a modest, basic standard of living including expenses such as food, clothing, shelter, transportation, and other items for a reference family. It is calculated by subtracting the total MBM costs from disposable income for each Manitoba household, then dividing the total number of households below the threshold by the total population and representing that result as a percentage. The department identifies this measure as a KPI as it provides data to support efforts to lower and sustain improvements to Manitoba's overall cost of living, but the KPI is impacted by broader societal and global forces. Data lags each year, with the latest data from 2023. In 2020 and 2021, the percentage of low-income individuals decreased in Manitoba, and across Canada. This was likely due to the introduction of pandemic income supports. This is a new measure, and this year was used to collect data to establish a baseline and target for 2025-26.

Growing Our Economy

2. Help Set the Conditions for a Strong Provincial Economy

Key Initiatives

- **Pursue opportunities for simplifying the provincial tax system:** Create and maintain a well-designed tax system that does not expose taxpayers to unnecessary administrative costs. The department continues to focus on an efficient, trusted system that supports taxpayers in determining their tax liability, accessing tax benefits and paying their taxes. This is an ongoing initiative and Manitoba Finance continues to seek opportunities to simplify the tax system, and to implement the various amendments and measures resulting from The Budget Implementation and Tax Statutes Amendment Act). To support this initiative, the sales tax registration threshold was increased from \$10,000 to \$30,000 in annual taxable sales. Businesses with under \$30,000 in taxable sales no longer have to register to collect tax but instead pay tax on their goods at time of purchase. In addition, the \$50 tax clearance certificate fee has been eliminated, resulting in reduced costs and administration for taxpayers selling their businesses. The department has also implemented the issuance of notice of assessments at the conclusion of every taxation audit. This provides taxpayers with clear information on the results of the audit and information on their right to appeal the audit results.
- **Advance Indigenous economic reconciliation:** Prioritize and build reciprocal working relationships with First Nations leadership, with a view to identifying opportunities to strengthen and modernize tax agreements that support the principles of Truth and Reconciliation. The department will be an important participant in determining opportunities for the Manitoba government to contribute to the development of Naawi-Oodena. In partnership with Manitoba Indigenous Reconciliation Secretariat, Manitoba Municipal and Northern Relations and Indigenous Economic Development, and other departments, Manitoba Finance will contribute to discussions regarding fiscal arrangements and taxation options that promote economic growth, job creation and community development. The department has been engaged in updating the agreements for the Tobacco Band Assessment Program as part of the renewal that will take place in 2025. The Tobacco Band Assessment Program serves as a source of revenue for discretionary use by participating Manitoba First Nations.
- **Modernize the Manitoba film and video production tax credit:** Continued to work with Manitoba Sport, Culture, Heritage and Tourism to explore improvements to the credit, in consultation with industry. This review is part of a broader effort to be undertaken, to aid in identifying modernization opportunities, including potential savings where credits are not achieving intended outcomes and ensuring alignment with government priorities.

Performance Measures

Measure	2022 Actual	2023 Actual	2024 Target	2024 Actual
2. a Rate of employment growth in Manitoba per year	3.2%	2.5%	-	2.5%
2. b Rate of private capital investment growth in Manitoba per year	8.0%	11.3%	-	- 0.6%

Measure	2022 Actual	2024 Target
2. c Ratio of private sector business entrants and exits in Manitoba per year	1.25	-

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
2. d Percentage of Manitoba corporate income tax relative to Gross Domestic Product (GDP) per year	1.4%	1.0%	1.0%	1.0%

Measure	2022 Actual	2023 Actual	2024 Target	2024 Actual
2. e Rate of labour force participation for Indigenous population in Manitoba per year	64.2%	65.4%	-	63.9%

2. a Rate of employment growth in Manitoba per year: This measure tracks the annual change in employment for individuals aged 15 years and over, each calendar year. It is calculated by dividing the number of people employed in the current year by the number employed in the previous year and expressing the result as a percentage. Monitoring employment fluctuations provides insight into workforce dynamics, informing decisions and workforce development strategies to support a strong provincial economy. The department identifies this measure as a KPI as it is influenced by broader economic, financial, and global dynamics. This is a new measure, and this year was used to collect data to establish a baseline and target for 2025-26. This measure was previously listed as “Employment growth rate in Manitoba per year.”

2. b Rate of private capital investment growth in Manitoba per year: This measure tracks the year-over-year growth rate of private capital investment in our province, each calendar year. Data is collected through an annual survey capturing capital expenditure intentions and expenditures from the previous two years. It is calculated by subtracting the last year’s private capital investment from the current year, then dividing the result by the previous year’s data and expressing it as a percentage. The department identifies this measure as a KPI as it aids in assessing Manitoba’s economic vitality, offering insights into its investment climate. Broader economic, financial, and global dynamics also influence outcomes. Capital investment is highly cyclical and tends to fluctuate year to year. The dip seen in 2024 appears to be a result of high interest rates in 2023 and 2024. This is a new measure, and this year was used to collect data to establish a baseline and target for 2025-26. The 2023 actual has been updated following the publication of the 2025-26 Supplement to the Estimates Expenditure, due to a data recalculation. This measure was previously listed as “Private capital investment growth rate in Manitoba per year.”

2. c Ratio of private sector business entrants and exits in Manitoba per year: This measure tracks the number of new private sector businesses entering our province each calendar year and compares it to the number exiting. It is calculated by dividing the number of private sector business entrants by the number of exits. The department identifies this measure as a KPI as it informs strategies that support business growth and a robust economy but is influenced by broader economic, technological and market forces. Data lags

each year, with the latest data from 2022. New data is expected in December 2025. This is a new measure and needs more data to establish a baseline and target.

2. d Percentage of Manitoba corporate income tax relative to GDP per year: This measure collects data on corporate income taxes as compared to GDP, as an indicator of year-over-year progress in decreasing tax liability on businesses. It is calculated by dividing corporate tax revenue by the total economic output and representing it as a percentage for the fiscal year. Improving this figure spurs economic activity in the province and reduces business tax liability. The eight-year fiscal GDP average (2016 to 2024) was 0.9 per cent, and the three-year fiscal average (2021 to 2024) was 1.1 per cent. Based on this, the target was set at 1 per cent.

2. e Rate of labour force participation for Indigenous population in Manitoba per year: This measure tracks the percentage of Indigenous people, aged 15 years and over, actively participating in the workforce each calendar year. It is calculated by dividing the number of Indigenous people actively working by the total Indigenous population in that age group and expressing the result as a percentage. The department identifies this measure as a KPI as it aids in assessing progress towards inclusivity and equitable economic opportunities, both vital elements of a strong provincial economy and competitive business environment. Other factors are influenced by historical context, societal attitudes, and broader economic realities. This is a new measure, and this year was used to collect data to establish a baseline and target for 2025-26. This measure was previously listed as “Labour force participation rate for Indigenous population in Manitoba per year.”

A Government that Works for You

3. Enhance Government Transparency and Engagement

Key Initiatives

- **Make public engagements more visible and accessible:** Advance the use of EngageMB across departments to ensure a robust public engagement framework that is visible and accessible to Manitobans. This initiative is supported by training of staff, promotion, and advertising of EngageMB, and the adoption and implementation of the government’s Public Engagement Framework. Enhancing the capabilities of public servants through training and giving them effective tools for public engagement will increase the quality of government engagements. In 2024-25, a strategic plan was developed to guide continued implementation and collaboration, and a new contract was signed to deliver International Association for Public Participation (IAP2) training for government staff. More than 40 new members from across departments joined the EngageMB Community of Practice, broadening the range of perspectives and strengthening cross-government collaboration on public engagement initiatives. These efforts contributed to more than 284,000 engagement touchpoints across the government in 2024-25, significantly surpassing the target of 190,000 and demonstrating the reach and impact of public engagement activities.
- **Gain more public opinion insights through Manitoba survey:** Continue with a quarterly survey of Manitobans to gather regular and effective data on issues and engagement with the Manitoba government. Public insights can strengthen transparent decision-making and strategic engagement planning across government. In 2024-25, one province-wide public opinion survey was completed, providing insights to inform strategic advice to the government and support future public engagement planning. A representative sample of 800 Manitobans were surveyed on current issues, perceptions of the government’s performance, and levels of trust and confidence in the government. Insights from this survey provided the first data point for a new performance measure tracking public confidence in Manitoba’s public service, which is now included in this year’s report and intended for continued use in

future reporting. This marks the final year for reporting on this initiative, as future efforts will be reflected through performance measures rather than tracked separately.

- Reduce the backlog in access to information requests:** Increase compliance with The Freedom of Information and Protection of Privacy Act (FIPPA) by assisting departments in responding to access to information requests within legislated time limits, reducing the number of overdue requests. Improving compliance with FIPPA promotes the government’s commitment to transparency. In 2024-25, departments continued to face challenges meeting timelines. However, transparency was strengthened through increased visibility of overdue files, centralized tracking, and the promotion of accountability across departments. This initiative concluded in 2024-25 and has been integrated into a broader effort to modernize FIPPA service delivery and improve applicant experience through centralized tools and consistent processes.
- Improve access to information:** Continue to implement a new, centralized intake process and software solution for access to information requests under FIPPA to increase the efficiency of processing requests, improve consistency, and enhance the client’s experience. Leveraging technology and best practice will improve engagement between the government and applicants. In 2024-25, Manitoba Finance expanded use of the shared system across the government, improving co-ordination, strengthening the applicant experience, and laying the groundwork for more consistent and accountable service delivery.
- Strengthen the Manitoba government’s privacy practice:** Explore the development of a breach management protocol to support government departments with addressing privacy breaches and complying with FIPPA’s notification requirements. This protocol will advance transparency by fostering timely and informative communication with individuals affected by a privacy breach. In 2024-25, work continued to lay the foundation for improved privacy practices across government. This included follow-up on all outstanding privacy impact assessments (PIAs), development of a new PIA tool to support more consistent risk assessments, and work on breach response guidance. These efforts are intended to inform a future privacy action plan. While a formal action plan has not yet been finalized, departments are benefitting from clearer tools and more structured support in addressing privacy obligations.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
3. a Number of individual engagement touchpoints connected to Manitoba Finance per year	50,242	66,846	55,000	58,665
3. b Number of individual engagement touchpoints across the Manitoba government per year	179,693	196,548	190,000	284,384
3. c Percentage of on-time FIPPA responses from Manitoba Finance per quarter	54.30%	48.33%	100.00%	56.34%
3. d Percentage of on-time FIPPA responses from Manitoba government departments per quarter	68.20%	65.71%	100.00%	52.88%

3. e Percentage of survey responses indicating Manitobans are confident in public service work and information per quarter	-	-	-	59.00%
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3. a Number of individual engagement touchpoints connected to Manitoba Finance per year: This measure tracks the number of times Manitobans engage with Manitoba Finance through public engagement activities like EngageMB, town halls, surveys, in-person consultations and other front-line engagement tools. This measure does not reflect unique individuals given that individuals can participate in multiple activities. The measure includes only those engagement activities led by Manitoba Finance and is an indicator of growth in engagement with the department. It is calculated by totalling the number of individual touchpoints for each public engagement activity. In 2024-25, Manitoba Finance recorded 58,665 engagement touchpoints, exceeding the target of 55,000 by 3,655. All engagement activity captured by this measure was part of the annual pre-budget consultation process, which included online surveys, town halls, and other opportunities for Manitobans to provide input on government priorities. This strong participation reflects continued public interest in contributing to the budget process and demonstrates the value of accessible and visible engagement activities.

3. b Number of individual engagement touchpoints across the Manitoba government per year: This measure tracks the number of times Manitobans engage with the government through public engagement activities hosted on EngageMB by departments. This measure does not reflect unique individuals given that individuals can participate in multiple activities. The measure includes all government departments, given Manitoba Finance’s role as a central service, and is an indicator of the growth of engagement opportunities throughout government. This measure is calculated by adding the total number of visits to EngageMB and the total number of active participants in EngageMB engagements. In 2024-25, government-wide engagement activity reached 284,384 touchpoints, significantly exceeding the target of 190,000 by 94,384. This growth reflects both continued use of EngageMB for regular consultation and several higher-interest projects that drew increased public participation. A total of 19 projects were hosted, covering a range of topics and departments.

3. c Percentage of on-time FIPPA responses from Manitoba Finance per quarter: This measure tracks the percentage of responses completed on time according to FIPPA, with the goal of improving overall on-time response and strengthening public trust in government. On-time responses include requests that received an extension and completed the response within that extension. Measure data includes only requests to Manitoba Finance. This measure is calculated on a quarterly basis by dividing the number of on-time responses by the total number of responses and representing the result as a percentage, with the annual data averaged across the four quarters. Based on legislated response requirements, the target will continue to be 100 per cent. In 2024-25, the on-time response rate for Manitoba Finance was 56.34 per cent. While the target was not met, the result is an improvement from prior years and highlights variability in processing timelines. Work is ongoing to support more consistent and timely completion of requests.

3. d Percentage of on-time FIPPA responses from Manitoba government departments per quarter: This measure tracks the percentage of responses completed on time according to FIPPA, with the goal of improving overall on-time response on an annual basis. Improving the on-time response rate will strengthen public trust in government. The measure includes all departments, given Manitoba Finance’s role as a central service. On-time responses include requests that received an extension and completed the response within that extension. This measure is calculated on a quarterly basis by dividing the number of on-time responses by the total number of responses and representing the result as a percentage, with the annual data averaged

across the four quarters. Based on legislated requirements for on-time responses, the target for this metric will continue to be 100 per cent. In 2024-25, the on-time response rate across departments was 52.88 per cent. While the result falls below the target, it reflects variability in processing timelines. Work continues to support departments in improving consistency and timeliness in responding to access to information requests.

3. e Percentage of survey responses indicating Manitobans are confident in public service work and information per quarter: Using a quarterly third-party public opinion research poll, this measure tracks the per cent of Manitobans surveyed who respond that they are confident in the work Manitoba's public service does and the information it provides. This information supports transparent decision-making and improved survey results will show evidence of increased public trust in government. This measure is calculated by dividing the total number of respondents who answered 'confident' and 'somewhat confident' to the question, by the total number of respondents to that question, and expressing it as a percentage. One survey was conducted in October 2024. This is a new performance measure, and more data is needed to establish a baseline and target for 2026-27.

4. Balance the Budget through Prudent Fiscal Management

Key Initiatives

- **Balance the budget within the Manitoba government's first term:** Support informed decision-making to strategic, fiscally-responsible use of budgetary funds. In 2024-25, the recruitment and onboarding of key analytical personnel allowed for expansion in the design and implementation of internal controls and fiscal management techniques aimed at reducing inefficiencies and unnecessary spending. These improvements enhanced Manitoba Finance's ability to provide decision-makers with accurate financial forecasts, cash flow insights, variance reports and planning information for sound operational and fiscal management. The additional resources also allowed for more in-depth review of departmental budget allocations and spurred opportunities to streamline resources to eliminate unnecessary costs.
- **Increase the accuracy in budget expenditure forecasting for Manitoba Finance:** Enhance accuracy and reduce variances in budget forecasts to provide decision-makers with insights to control spending more effectively, leverage opportunities for cost savings, and allocate funds strategically. Internal review processes were designed and implemented to improve monitoring of fund allocation. Enhancements to the processes included efficient and detailed verification procedures, delegation of the final review point to positions with intimate knowledge of departmental budgets, and increased written analysis requirements. These changes ensured that all funding proposals received detailed and comprehensive analysis, and that they were supported by the newly established budgetary controls.
- **Increase the accuracy in revenue forecasting for the Manitoba government:** To support prudent fiscal management and improve the reliability of the government's budget planning, Manitoba Finance undertook a comprehensive initiative to modernize its tax revenue forecasting processes to sustainably improve forecast accuracy and reduce variances. Key improvements in 2024-25 included redesigning forecasting models to better capture economic trends and tax policy impacts, preserving institutional knowledge, and integrating lessons learned from past cycles to refine methodologies. New tools and techniques were introduced to enhance forecast precision and responsiveness. The high accuracy of this year's tax revenue forecast – now at 98.7 per cent – reflects the reliability of Manitoba's fiscal planning processes in supporting sound budgeting and informed decision-making to maintain public trust.
- **Increase the accuracy in public debt expense forecasting for the Manitoba government:** Provide a more precise estimate of anticipated debt servicing costs to support informed decisions regarding budget allocations and mitigate financial risks. This is supported by leveraging historical data, incorporating economic indicators, and increasing communication with departments to provide timely forecasts and updates as information is known. Implementation of a new Treasury Management System began in March

2025 and is expected to be completed March 2026. It includes an integrated public debt forecasting model to reduce reliance on manual processes. Once optimized, the model is anticipated to shorten forecast preparation time, enabling time for deeper analysis to increase accuracy. As of December 31, 2024, the updated forecast to Budget 2024 variance was 4.2 per cent, primarily due to borrowing volumes and interest rates.

- **Strengthen Manitoba’s credit worthiness:** Supported Manitoba’s credit ratings through a diverse and stable economic base, a track-record of solid fiscal policies; improving operating performance; timely debt servicing; and transparent financial management practices. Fostered open communication with credit rating agencies and investors and provided regular updates on economic indicators and fiscal policies. One of the highlights was the domestic investor relations trip conducted by the Manitoba Finance Minister, Deputy Minister, and Assistant Deputy Minister of Treasury Division, following Budget 2024, with stops in Toronto, Montreal and New York. In addition to meeting with investors, the Minister also met with the three credit rating agencies to provide an update on the economic and fiscal situation of the Province.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
4. a Percentage of actual tax revenue relative to summary budget for the Manitoba government per year	10.0%	2.1%	5.0%	1.3%

4. a Percentage of actual tax revenue relative to summary budget for the Manitoba government per year:

This measure compares major sources of government own-source revenue (income tax, commodity tax, payroll tax, etc.) to projected revenue at budget. It does not include federal transfers or fines, fees and other secondary sources. It is calculated by subtracting the actual revenue from the projected revenue, then dividing this difference by the forecast and representing it as a percentage. Accurate revenue projections allow the government to set and achieve revenue expectations, establish departmental spending targets, and execute the annual budget as planned. This year’s tax revenue forecast was 98.7 per cent accurate, within the five per cent error tolerance, reflecting the reliability of the department’s tax revenue forecasting processes. This measure was previously listed as “Percentage of actual revenue relative to summary projections for the government per year.”

5. Enhance effectiveness and productivity to deliver results

Key Initiatives

- **Foster a culture of comptrollership and improve financial comptrollership capacity:** Strengthen financial oversight and promote a culture of accountability. In 2024-25, all staff were required to complete foundational comptrollership training, with advanced modules for those in key financial roles. Dedicated comptrollership analyst personnel were recruited to further comptrollership efforts and to work with departments in improving internal controls, financial policies and processes. Through the shared services model, these efforts expanded support across departments, helping to reduce inefficiencies, improve planning, and ensure more strategic use of public funds.

- **Implement a new Treasury Management System:** Provide the functionality to better identify, measure and address risk, and to improve financial forecasting, accounting, investing, and payment processing. Implementation of a new Treasury Management System began in December of 2024 with the Statement of Work, Design Document and Blueprinting sessions completed by March 31, 2025. Implementation is expected to be completed by the end of 2025-26. Transitioning from manual processes to industry standard processes will strengthen Manitoba Finance's financial risk management capabilities and enhance its analytical capacity. Additionally, the software will enable the department to quickly implement and comply with new regulatory requirements.
- **Enhance return on investment for purchasing communication and engagement services:** Ensure Manitobans receive good value-for-money in delivering communication products, such as advertising campaigns. Manitoba Finance, in its role as a central service, supports the government in planning and purchasing media. Projects that support this initiative include improving the standing offers model for media purchasing and developing a reporting mechanism for advertising campaigns. Continuously improving processes will strengthen efficiencies and purchasing practices. In 2024-25, significant progress was made in updating the list of pre-approved suppliers (known as standing offers) used by departments to purchase communications and engagement services. All 12 standing offer categories will be brought up to date by early 2025-26. Work also began on drafting a process to strengthen and modernize the standing offers model to improve efficiency and transparency in procurement.
- **Strengthen internal controls to address the Office of the Auditor General (OAG) recommendations:** Ensure that all recommendations made by the OAG are reviewed and examined. In 2024-25, significant efforts were made to work with departments, and the Office of the Provincial Comptroller, to address all outstanding OAG recommendations. Every recommendation was either implemented or resolved by confirming that existing internal controls were sufficient. The OAG's new tracking system enhanced monitoring of response metrics, including response duration, status, and outstanding documentation. These improvements increased engagement, minimized duplication of effort, and led to more accurate and efficient response times, thereby ensuring internal control systems are effectively supported and maintained.
- **Adopt the Enterprise Resource Planning system and standardize the Manitoba government's financial transactions:** Work continues to adopt a new system that prioritizes strong fiscal accountability and promotes efficient and accurate processing. In 2024-25, cross-departmental teams were created and leveraged to ensure that the system addresses the varying needs and gaps across the government. Partnerships with Shared Health as well as consulting firms, this past fiscal year, have resulted in productive discussions and cross-jurisdictional reviews to capitalize on lessons learned.
- **Increase efficiencies in Manitoba government client services:** Improve the consistency of the customer experience and ensure the public can easily navigate government services. Through the modernization of Manitoba.ca, the department continued to work collaboratively to find alignment of web and call centre services. Building on this, the department also began exploring opportunities to align resources for the Manitoba Government Inquiry Contact Centre to analyze inquiry services across government and leverage expertise and best practices to develop a more centralized and client-focused service model.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
5. a Percentage of cashed cheques subject to fraud activities per quarter	-	-	-	0.57%
5. b Percentage of survey responses indicating Manitobans are satisfied with Manitoba General Inquiry Contact Centre per quarter	85.00%	91.85%	85.00%	94.00%

5. a Percentage of cashed cheques subject to fraud activities per quarter: This measure tracks the percentage of cashed cheques that are subject to external fraud activities on a quarterly basis. It is calculated by dividing the number of fraud-impacted cheques by total cashed cheques and expressing the result as a percentage, with the annual data averaged across the four quarters. Measure data excludes fraud attempts on transactions that are processed outside of the Bank Reconciliation and Central Accounts Payable branches. Understanding new and emerging fraud patterns allows for proactive actions to reduce losses incurred through successful fraud attempts. This measure was previously listed as “Percentage of cheque and EFT payments subject to fraud activities per quarter.” This revised measure is focused on the point at which fraud can be accurately detected. This is the first year of data collection was used to establish a baseline and target.

5. b Percentage of survey responses indicating Manitobans are satisfied with Manitoba General Inquiry Contact Centre per quarter: This measure uses an intercept survey to track the percentage of Manitobans who have accessed the Manitoba General Inquiry Contact Centre. These insights can be used to improve operational efficiencies by better understanding service delivery. This measure is calculated on a quarterly basis by dividing the total number of respondents who rate satisfaction as ‘somewhat’ or ‘very satisfied’ with the service they received, by the total number of respondents to that question, and expressing it as a percentage, with the annual data averaged across the four quarters. In 2024-25, data was available for two of the four quarters. Reported satisfaction rates during those periods were high, at 96 per cent and 92 per cent, exceeding the annual target of 85 per cent. While the available results suggest continued strong service delivery, the limited data set does not support a full-year trend analysis. Manitoba Finance remains committed to delivering high-quality client service and will continue working to improve data consistency in future reporting cycles.

FINANCIAL DETAILS

Consolidated Actual Expenditures

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

Manitoba Finance includes the following OREs:

- Manitoba Financial Services Agency and Insurance Council of Manitoba are consolidated within Manitoba Finance appropriations; Deposit Guarantee Corporation of Manitoba and Manitoba Hydro net income are consolidated as part of summary revenue.

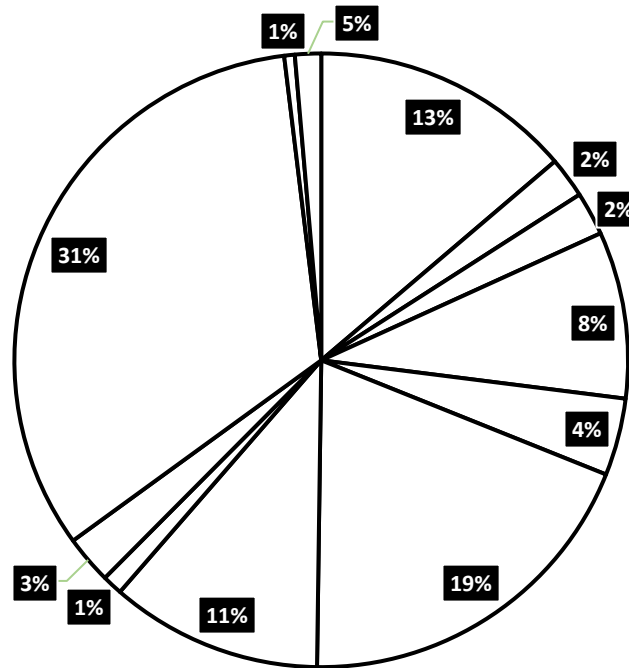
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2024-25 Actual	2023-24 Actual
Administration and Finance	8,477	6,006	-	14,483	15,939
Corporate Services	2,258	-	-	2,258	2,259
Finance Policy and Research	2,405	-	-	2,405	2,304
Communications and Engagement	9,243	-	-	9,243	7,008
Treasury	2,643	1,637	-	4,280	3,973
Taxation	20,136	-	400	20,536	20,615
Treasury Board Secretariat	11,745	-	-	11,745	11,554
Community and Economic Development Secretariat	1,122	-	-	1,122	1,914
Intergovernmental Affairs	2,673	-	200	2,873	2,701
Manitoba Indigenous Reconciliation Secretariat	34,772	-	-	34,772	17,175
Costs Related to Capital Assets (NV)	332	253	-	585	467
Reconciliation (Reorg)	-	-	-	-	2
Interfund Activity	-	-	5,746	5,746	3,766
TOTAL	95,806	7,896	6,346	110,048	89,677

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2024-2025, Actuals



31%	Manitoba Indigenous Reconciliation Secretariat
19%	Taxation
13%	Administration and Finance
11%	Treasury Board Secretariat
8%	Communications and Engagement
4%	Treasury
3%	Intergovernmental Affairs
2%	Corporate Services
2%	Finance Policy and Research
1%	Community and Economic Development Secretariat
1%	Costs Related to Capital Assets (Non-Voted)
5%	Interfund Activity

Summary of Authority

Part A – OPERATING	2024-25 Authority \$ (000's)
2024/25 MAIN ESTIMATES – PART A	67,966
Allocation of funds from: Enabling vote & Internal Service Adjustments	28,500
Sub-total	96,466
In-year re-organization from:	-
Sub-total	-
2024/25 AUTHORITY	96,466

Part B – Capital Investment	2024-25 Authority \$ (000's)
2024/25 MAIN ESTIMATES – PART B	-
Allocation of funds from:	-
Sub-total	-
In-year re-organization from:	-
Sub-total	-
2024/25 Authority	-

Part C – Loans and Guarantees	2024-25 Authority \$ (000's)
2024/25 MAIN ESTIMATES – PART C	-
Allocation of funds from:	-
Sub-total	-
In-year re-organization from:	-
Sub-total	-
2024/25 Authority	-

Part D – Other Reporting Entities Capital Investment	2024-25 Authority \$ (000's)
2024/25 MAIN ESTIMATES – PART D	706,384
In-year re-organization from:	-
Sub-total	-
2024/25 Authority	706,384

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

Detailed Summary of Authority	2024-25 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2024-25	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Administration and Finance	8,263	-	214	-	8,477	-
Corporate Services	2,096	-	162	-	2,258	-
Finance Policy and Research	2,518	-	(113)	-	2,405	-
Communications and Engagement	8,694	-	549	-	9,243	-
Treasury	2,497	-	146	-	2,643	-
Taxation	16,986	-	(1,000)	-	15,986	-
Treasury Board Secretariat	10,908	-	837	-	11,745	-
Community and Economic Development Secretariat	1,738	-	(507)	-	1,231	-
Intergovernmental Affairs	3,023	-	(288)	-	2,735	-
Manitoba Indigenous Reconciliation Secretariat	10,906	-	-	28,500	39,406	-
Subtotal	67,629	-	-	28,500	96,129	-
Part A – OPERATING (Non-Voted)						
Costs Related to Capital Assets (NV)	337	-	-	-	337	-
TOTAL PART A - OPERATING	67,966	-	-	28,500	96,466	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT	706,384	-	-	-	706,384	-

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
07-1 ADMINISTRATION AND FINANCE					
47	(a) Ministers' Salary Minister of Finance	47	55	(8)	
1,098	(b) Executive Support Salaries and Employee Benefits	1,099	1,276	(177)	
99	Other Expenditures	98	87	11	
4,666	(c) Central Finance Salaries and Employee Benefits	4,693	4,897	(204)	
906	Other Expenditures	635	2,039	(1,404)	1
(560)	Less: Recoverable from Other Appropriations	(462)	(451)	(11)	
1,386	(d) Public Utilities Board Salaries and Employee Benefits	1,445	1,336	109	
835	Other Expenditures	922	584	338	
8,477	Subtotal	8,477	9,823	(1,346)	
07-2 CORPORATE SERVICES					
1,958	(a) Corporate Services Salaries and Employee Benefits	2,000	2,026	(26)	
300	Other Expenditures	258	233	25	
2,258	Subtotal	2,258	2,259	(1)	
07-3 FINANCE POLICY AND RESEARCH					
2,168	(a) Finance Policy and Research Salaries and Employee Benefits	2,163	1,999	164	
237	Other Expenditures	242	305	(63)	
2,405	Subtotal	2,405	2,304	101	
07-4 COMMUNICATIONS AND ENGAGEMENT					
7,327	(a) Communications and Engagement Salaries and Employee Benefits	8,019	6,042	1,977	2
2,677	Other Expenditures	2,165	1,769	396	
(761)	Less: Recoverable from Other Appropriations	(941)	(803)	(138)	
9,243	Subtotal	9,243	7,008	2,235	
07-5 TREASURY					
2,497	(a) Treasury Salaries and Employee Benefits	2,581	2,447	134	
146	Other Expenditures	62	74	(12)	
2,643	Subtotal	2,643	2,521	122	

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
07-6 TAXATION					
	(a) Taxation Administration				
3,712	Salaries and Employee Benefits	3,907	3,884	23	
2,859	Other Expenditures	7,267	4,995	2,272	3
	(b) Tax Information				
2,152	Salaries and Employee Benefits	1,958	2,124	(166)	
202	Other Expenditures	175	349	(174)	
	(c) Audit				
6,262	Salaries and Employee Benefits	6,268	6,361	(93)	
783	Other Expenditures	560	545	15	
	(d) Tax Appeals Commission				
16	Other Expenditures	1	57	(56)	
15,986	Subtotal	20,136	18,315	1,821	
07-7 TREASURY BOARD SECRETARIAT					
	(a) Treasury Board Secretariat				
10,476	Salaries and Employee Benefits	10,652	10,062	590	
1,269	Other Expenditures	1,093	1,492	(399)	
11,745	Subtotal	11,745	11,554	191	
07-8 COMMUNITY AND ECONOMIC DEVELOPMENT SECRETARIAT					
	(a) Community and Economic Development Secretariat				
1,131	Salaries and Employee Benefits	1,081	1,791	(710)	4
100	Other Expenditures	41	123	(82)	
1,231	Subtotal	1,122	1,914	(792)	
07-9 INTERGOVERNMENTAL AFFAIRS					
	(a) Federal-Provincial Relations				
2,054	Salaries and Employee Benefits	1,950	2,043	(93)	
681	Other Expenditures	723	658	65	
2,735	Subtotal	2,673	2,701	(28)	

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
07-9.1 MANITOBA INDIGENOUS RECONCILIATION SECRETARIAT					
	(a) Executive Administration				
968	Salaries and Employee Benefits	846	817	29	
85	Other Expenditures	31	74	(43)	
	(b) Administration				
223	Salaries and Employee Benefits	236	267	(31)	
10	Other Expenditures	43	-	43	
	(c) Indigenous Health, Justice and Social Sciences				
1,121	Salaries and Employee Benefits	1,202	888	314	
235	Other Expenditures	92	125	(33)	
12,502	Grant Assistance	12,096	13,491	(1,395)	
	(d) Land and Resources				
695	Salaries and Employee Benefits	485	611	(126)	
70	Other Expenditures	53	8	45	
	(e) Engagement and Co-Development				
472	Salaries and Employee Benefits	432	-	432	
25	Other Expenditures	28	-	28	
500	Grant Assistance	500	723	(223)	
	(f) Indigenous Reconciliation Initiatives Fund				
22,500	Grant Assistance	18,728	171	18,557	5
39,406	Subtotal	34,772	17,175	17,597	
07-10 COST RELATED TO CAPITAL ASSETS					
	(a) Costs Related to Capital Assets				
337	Amortization	332	337	(5)	
337	Subtotal	332	337	(5)	
	Reconciliation (Reorg)	-	2	(2)	
96,466	Total Expenditures	95,806	75,913	19,893	

Explanation(s):

1. Variance is due to promotional advertising.
2. Variance is primarily due to filling more positions than in prior year.
3. Variance is due to an increase to the year end Allowance for Doubtful Accounts required for Retail Sales Tax, Health and Education Tax and Tobacco Tax.
4. Variance is due to vacancies and related staffing costs.
5. Variance is due to the Prairie Green Landfill Search activities.

Overview of Capital Investments, Loans and Guarantees

	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Part B – Capital Investment				
Provides for the acquisition of Equipment General Assets	-	-	-	

	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Part C – Loans and Guarantees				
Loans and Guarantees	-	-	-	

	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Part D – Other Reporting Entities Capital Investment				
The Manitoba Hydro-Electric Board	643,400	706,384	(62,984)	1

Explanation(s):

1. Variance is primarily due to Manitoba Hydro-Electric Board Keeyask project being less than budgeted due to a favourable arbitration settlement.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Actual 2023-24	Actual 2024-25	Increase (Decrease)	Expl. No.	Source	Actual 2024-25	Estimate 2024-25	Variance Over/(Under)	Expl. No.
Taxation								
4,468,463	4,265,013	(203,450)		Individual Income Tax	4,265,013	4,670,400	(405,387)	1
899,979	1,293,000	393,021		Corporation Income Tax	1,293,000	918,000	375,000	2
2,700,930	2,823,503	122,573		Retail Sales Tax	2,823,503	2,751,800	71,703	3
215,659	234,912	19,253		Corporation Capital Tax	234,912	219,000	15,912	4
155,499	161,750	6,251		Insurance & Credit Unions Corporations Tax	161,750	145,000	16,750	5
9,534	47,230	37,696		Mining Tax	47,230	3,000	44,230	6
237,818	92,275	(145,543)		Fuel Taxes	92,275	158,800	(66,525)	7
4,008	4,017	9		Environmental Protection Tax	4,017	3,500	517	
774	963	189		Emissions Tax Petroleum Coke	963	234	729	
-	-	-		Mining Claim Lease Tax	-	100	(100)	
587,298	624,453	37,155		Levy for Health and Education	624,453	612,000	12,453	8
123,257	109,121	(14,136)		Tobacco Tax	109,121	100,000	9,121	9
-	1,632	1,632		Manitoba portion of Federal Vaping Tax	1,632	1,300	332	
9,403,219	9,657,869	254,650		Subtotal	9,657,869	9,583,134	74,735	
Other Revenue								
1,099	254	(845)		Fees and Cost Recoveries	254	292	(38)	10
48,741	110,272	61,531		Recovery of Prior Years' Expenditures	110,272	29,100	81,172	11
40	41	1		Statutory Publications Fees	41	50	(9)	
1,098	919	(179)		Public Utilities Board Cost Recovery	919	1,132	(213)	
609	530	(79)		Sundry	530	419	111	
51,587	112,016	60,429		Subtotal	112,016	30,993	81,023	
Government of Canada								
597,217	611,987	14,770		Canada Social Transfer (CST)	611,987	613,000	(1,013)	12
1,870,483	1,884,977	14,494		Canada Health Transfer (CHT)	1,884,977	1,889,000	(4,023)	13
2,839	18,162	15,323		Government of Canada Subsidy	18,162	2,740	15,422	14
3,509,626	4,352,202	842,576		Equalization	4,352,202	4,351,600	602	15
5,980,165	6,867,328	887,163		Subtotal	6,867,328	6,856,340	10,988	

Explanation(s):

1. **Individual Income Tax:**

\$(203,450) under 2023/24 Actual: Variance is primarily due to tax cut measures in 2023 and 2024 (basic personal exemption and bracket increases), and a \$72 million negative prior year adjustment (PYA).

\$(405,387) under 2024/25 Estimate: Variance is primarily due to less than expected gross tax assessment for 2024 as reflected in Canada Revenue Agency (CRA) year to date (YTD) assessments, which has reduced the revenue base used for forecasting 2025 and subsequent years. Additionally, there is a negative prior-year adjustment (PYA) of \$72 million from the 2023/24 fiscal year.

2. **Corporation Income Tax:**

\$393,021 over 2023/24 Actual: Variance is primarily due to strong growth in business income and \$143 million positive PYA.

\$375,000 over 2024/25 Estimate: Variance is primarily due to stronger 2024 taxable income assessments as reflected in CRA YTD assessment data (16.1% growth in preliminary Q4 2024/25 vs. 2.8% in Budget 2024). A positive PYA of \$143 million from the 2023/24 fiscal year also contributed to the higher revenue.

3. **Retail Sales Tax:**

\$122,573 over 2023/24 Actual: Variance is due to year-over-year increases in retail sales and household consumption expenditure.

\$71,703 over 2024/25 Estimate: Variance is primarily due to stronger than anticipated increase in household spending on services, especially in accommodation, food, and professional services.

4. **Corporation Capital Tax:**

\$19,253 over 2023/24 Actual: Variance is due to year-over-year growth in nominal gross domestic product (GDP) of the finance industry and remittances by crown corporations.

\$15,912 over 2024/25 Estimate: Variance is driven by higher-than-expected remittances during the first three quarters of the fiscal year.

5. **Insurance & Credit Unions Corporations Tax:**

\$6,251 over 2023/24 Actual: Variance is primarily due to year-over-year profits in the insurance and credit union sectors.

\$16,750 over 2024/25 Estimate: Variance is due to a projected increase in the nominal GDP of the insurance industry in 2024/25.

6. **Mining Taxes:**

\$37,696 over 2023/24 Actual: Variance is due to a rise in profits, driven by high gold prices and the taxpayer's record cost performance.

\$44,230 over 2024/25 Estimate: Variance is due to significant rise in mining firms due to high gold prices and record cost performance in 2024/25.

7. **Fuel Taxes:**

\$(145,543) under 2023/24 Actual: Variance is primarily due to the fuel tax holiday which reduced the 14 ¢ provincial fuel tax to zero from April to December 2024.

\$(66,525) under 2024/25 Estimate: Variance is primarily due to the fuel tax holiday which suspended the 14¢/litre provincial fuel tax on clear gasoline and diesel from April to December 2024 and the permanent rate cut implemented in January 2025.

8. **Levy for Health and Education:**
- \$37,155 over 2023/24 Actual: Variance is due to year-over-year rise in wages and salaries for employees in 2024.
- \$12,453 over 2024/25 Estimate: Variance is due to a stronger growth in the forecast of 2024 wages and salaries (of employees).
9. **Tobacco Tax:**
- \$(14,136) under 2023/24 Actual: Variance is due to a year-over-year reduction in tobacco consumption in 2024/25.
- \$9,121 over 2024/25 Estimate: Variance is driven by higher-than-expected remittances in fiscal year 2024/25.
10. **Fees and Cost Recoveries:**
- \$(845) under 2023/24 Actual: Variance is due to collections under the International Fuel Tax Agreement for member jurisdictions not being offset as a result of Manitoba's Fuel Tax Holiday in prior year.
11. **Recovery of Prior Years' Expenditure:**
- \$61,531 over 2023/24 Actual: Variance is primarily due to one-time transactions for various departments' accrual reversals
- \$81,172 over 2024/25 Estimate: Variance is primarily due to one-time transactions for various departments' accrual reversals.
12. **Canada Social Transfer (CST):**
- \$14,770 over 2023/24 Actual: Increase is due to an increase in the size of the total CST program. The CST grows by a fixed 3% per year and is allocated to provinces and territories on an equal per capita basis.
- \$(1,013) under 2024/25 Estimate: Decrease is due to a negative in-year payment re-estimate. The CST amounts are based on each provinces' and territory's share of the national population. The second estimate of the July 1, 2024, population for the calculation of the 2024/25 CST amounts was released on October 1, 2024. Manitoba's share of the population decreased in the second estimate (compared to the first estimate). Therefore, Manitoba was subject to a negative in-year adjustment for 2024/25 its CST payments. The negative variance was slightly offset by the prior-year adjustment CST payment for 2023/24, received in October 2024.
13. **Canada Health Transfer (CHT):**

\$14,494 over 2023/24 Actual: Increase is due to an increase in the size of the total CHT program. Annual growth in the CHT is based on a three-year moving average of national nominal GDP growth, with a minimum increase of 3% (minimum 5% increase from 2023/24 to 2027/28) and is allocated to provinces and territories on an equal per capita basis.

\$(4,023) under 2024/25 Estimate: Decrease is due to a negative in-year payment re-estimate. The CHT amounts are based on each province's and territory's share of the national population. The second estimate of the July 1, 2024, population for the calculation of the 2024/25 CHT amounts was released on October 1, 2024. Manitoba's share of the population decreased in the second estimate (compared to the first estimate). Therefore, Manitoba was subject to a negative in-year adjustment for 2024/25 its CHT payments. The negative variance was slightly offset by the prior-year adjustment CHT payment for 2023/24, received in October 2024.

14. **Government of Canada Subsidy**

\$15,323 over 2023/24 Actual: Increase is due to a one-time contribution from the federal government for the Landfill Search.

\$15,422 over 2024/25 Estimate: Increase is due to a one-time contribution from the federal government for the Landfill Search.

15. **Equalization**

\$842,576 over 2023/24 Actual: Increase is due to an increase in the size of the total Equalization program and an increase in Manitoba's share of the program. The Equalization program grows in line with a three-year average of national nominal GDP growth. Manitoba's share is based on its relative fiscal capacity compared to the other provinces.

Departmental Program and Financial Operating Information

Administration and Finance (Res. No. 7.1)

Main Appropriation Description

Provides executive support and management for Manitoba Finance. Provides shared financial services and comptrollership leadership for various departments. Provides centralized processing and administrative functions related to central accounts payable, central payroll services and bank reconciliation.

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

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

Administration and Finance

Sub-Appropriations	2024-25	2024-25 Authority	
	Actual \$(000s)	FTEs	\$(000s)
Ministers' Salary	47	1.00	47
Executive Support	1,197	9.00	1,197
Central Finance	4,866	59.00	5,012
Public Utilities Board	2,367	14.00	2,221
TOTAL	8,477	83.00	8,477

Minister's Salary (7.1a)

Sub-Appropriation Description

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

1 (a) Ministers' Salary

Expenditures by Sub-Appropriation	Actual 2024-25	Authority 2024-25		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Minister of Finance	47	1.00	47	-	
Total Sub-Appropriation	47	1.00	47	-	

Executive Support (7.1b)

Sub-Appropriation Description

Provides financial leadership to government and administrative leadership to Manitoba Finance.

Key Results Achieved

Provided strategic and innovative leadership to the department, ensuring alignment with government priorities and objectives.

Guided the organization through evolving fiscal and policy landscapes, fostering collaboration and reinforcing a results-driven culture.

Supported the development and implementation of initiatives that advanced the department's mandate and strengthened public service delivery through ongoing engagement with internal and external partners, and executive leadership.

1 (b) Executive Support

Expenditures by Sub-Appropriation	Actual 2024-25	Authority 2024-25		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	1,099	9.00	1,098	1	
Other Expenditures	98	-	99	(1)	
Total Sub-Appropriation	1,197	9.00	1,197	-	

Central Finance (7.1c)

Sub-Appropriation Description

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

Key Results Achieved

Supported Manitoba's economy and businesses by processing 263,000 payments for grants, supplies and services to corporations, firms and other recipients based on documents and supporting information provided by the Manitoba government's operating departments; of this total, 173,000 were direct deposit payments to vendors.

Delivered strategic financial and administrative guidance to partner departments to support balanced budgeting, accurate forecasting, and the responsible management of public funds through strong fiscal oversight and accountability.

Performed payroll transactions that included 384,836 direct deposits and 128 cheques while adhering to all deadlines and within policies, regulations, and acts.

Ensured prompt and accurate payment of 30,851 accounts payable transactions with adherence to policies, regulations, and acts, ensuring the safeguarding of public funds.

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

Monitored and mitigated fraud to ensure that public funds were accounted for and used for services and programs that better the lives of Manitobans. This work will serve as the foundation for future division improvements in fraud detection. As of March 31, 2025, only 0.57 per cent of cashed cheques were affected by external fraud, demonstrating the effectiveness of current measures and reinforcing the need for continued, targeted prevention efforts across the government.

1 (c) Central Finance

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,693	59.00	4,666	27	
Other Expenditures	635	-	906	(271)	
Less: Recoverable from Other Appropriations	(462)	-	(560)	98	
Total Sub-Appropriation	4,866	59.00	5,012	(146)	

Public Utilities Board (7.1d)

Sub-Appropriation Description

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

Key Results Achieved

Held one public hearing over 19 days in 2024-25. As a result of this public hearing and paper-based hearings, issued a total of 149 Board Orders and 8 gas brokering licenses.

Utility	Pre-Hearing Conferences	Hearing Days	Orders Issued
Manitoba Hydro	0	0	58
Centra Gas	0	0	17
Natural Gas	0	0	4
Manitoba Public Insurance	1	12	20
Payday Loans and Gov't Cheque Cashing	0	5	2
Efficiency Manitoba	0	0	0
PUB's motion	0	0	1
W&W Utilities	0	2	47
TOTALS	1	19	149

1 (d) Public Utilities Board

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	1,445	14.00	1,386	59	
Other Expenditures	922	-	835	87	
Total Sub-Appropriation	2,367	14.00	2,221	146	

Manitoba Financial Services Agency (7.1e)

Sub-Appropriation Description

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

Key Results Achieved

Significant progress made on the development of the Manitoba Financial Services Authority Act, which reconstitutes the Agency as a statutory, board governed corporation.

Adopted new forms of Offers to Purchase used for transactions involving single family residences or condominium units.

Issued a number of investor alerts warning the public of investment frauds.

Worked in conjunction with other securities regulators as part of the Canadian Securities Administrators.

Facilitated the transition to a T+1 settlement process for securities transactions.

Issued an interim report on value referenced crypto assets, also known as stablecoins.

Corporate Services (Res. No. 7.2)

Main Appropriation Description

Supports the department to achieve its mandate, including central government priority initiatives, through co-ordination and support to executive strategic planning, project management, communications and public correspondence, as well as the development, implementation, and ongoing maintenance and control of corporate policies and business processes. Provides governance and accountability management functions for defined Crown Corporations.

2 (a) Corporate Services

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	2,000	21.00	1,958	42	
Other Expenditures	258	-	300	(42)	
Total Sub-Appropriation	2,258	21.00	2,258	-	

Key Results Achieved

Facilitated access to resources, learning opportunities and information through the Employee Development and Inclusion site, which strengthened staff capabilities in promoting truth and reconciliation, diversity, inclusion and accessibility. The site saw a 24.72 per cent increase in visits, reflecting sustained employee engagement with these critical initiatives.

Promoted and coordinated employee engagement events throughout the year, averaging 100 participants per event. Highlights include the department's annual Learn @ Work Week, which drew 347 attendees; a 63 per cent increase from the previous year, and the Mental Health Series, which contributed to consistently strong participation and engagement across initiatives.

Advanced Truth and Reconciliation by organizing a department-wide Town Hall attended by over 150 employees, fostering meaningful dialogue on the department's role in reconciliation. The session emphasized economic reconciliation, nation-to-nation relationships and the integration of reconciliation principles into daily operations.

Finance Policy and Research (Res. No. 7.3)

Main Appropriation Description

Provides research, analysis, and support on local, national, and international economic, fiscal, and tax policies, including fiscal implications and projects. Provides financial modeling and research support for the department and government.

3 (a) Finance Policy and Research

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	2,163	25.00	2,168	(5)	
Other Expenditures	242	-	237	5	
Total Sub-Appropriation	2,405	25.00	2,405	-	

Key Results Achieved

Provided financial relief for renters in Manitoba by increasing the Renters Affordability Tax Credit from an annual maximum of \$525 to \$575, or \$47.92 per month, for the 2025 tax year. The credit will be further increased to \$625 for the 2026 tax year. The top-up for seniors is also being proportionately increased.

Collaborated with government departments to enhance data literacy and foster a more efficient, informed, and data-driven public sector, and ultimately supported better decision-making that benefits businesses across Manitoba.

Played a key role in developing several new data dashboards, designed for easy access by other government departments. These dashboards enhance the timely dissemination of accurate and reliable information to support informed decision-making.

Supported the approval of several enhancements to the Canada Pension Plan, including a death benefit of \$5,000 where no other Canada Pension Plan benefit has been paid (with the exception of the orphan's benefit) and a new child's benefit for dependent children who are in part-time attendance at school. These changes came into effect in January 2025.

Communications and Engagement (Res. No. 7.4)

Main Appropriation Description

Leads high-quality communications and engagement policy and practice across government and provides communications and engagement services to government departments and Crown agencies, including strategic communications planning, public information and consultation, employee communications and engagement, media engagement and support, and advertising planning and purchasing. It also provides government-wide administration of access to information and privacy protection, and support for Manitoba.ca and operates central contact centre operations.

4 (a) Communications and Engagement

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	8,019	87.00	7,327	692	
Other Expenditures	2,165	-	2,677	(512)	
Less: Recoverable from Other Appropriations	(941)	-	(761)	(180)	
Total Sub-Appropriation	9,243	87.00	9,243	-	

Key Results Achieved

Developed a strategic plan to guide implementation of the Public Engagement Framework, advancing public engagement and support. A new IAP2 training contract was signed, and the EngageMB Community of Practice grew to 610 members, strengthening internal capacity across departments.

Began beta site development of the redesigned Manitoba.ca platform, continuing Manitoba.ca modernization. This work was supported by new governance structures, standardized publishing infrastructure, and analytics capabilities to improve accessibility, usability, and performance monitoring.

Expanded access to information modernization with further implementation of the centralized intake process and case management system across departments. These changes improved consistency and the applicant experience. While on-time response rates remained below target (56 per cent for Manitoba Finance and 53 per cent government-wide), 1,598 FIPPA files were processed, and foundational improvements continue to support departments in meeting legislative requirements.

Improved privacy oversight foundations through a review of all outstanding PIAs. Work also began on a standardized PIA tool for departments, and initial breach response tools were developed to promote consistent and timely handling of privacy incidents.

Modernized communications procurement with significant progress in updating the standing offer categories. All 12 were current as of early 2025-26. Work also began on drafting a process to strengthen and modernize the standing offers model, supporting more efficient and consistent procurement practices.

Streamlined internal service requests with the launch of new fillable forms using Smartsheet. These forms introduced automated approval flows and email confirmations for business cards, general service requests, and short-run digital printing — improving clarity, tracking, and turnaround times.

Delivered responsive inquiry and media services with the Manitoba Government Inquiry Contact Centre fielding 40,288 inquiries, primarily from the public. Client satisfaction averaged 94 per cent across two quarters of available data, exceeding the 85 per cent target. The division also coordinated 1,487 media inquiries, averaging 124 per month across government.

Promoted plain language and accessibility in communications through the release of the updated Manitoba Writing Style Guide in September 2024. The guide featured expanded content on inclusive language, accessibility, plain language, and writing for the web, and reflected broad cross-government collaboration, shaped by survey input, an advisory committee, and staff review sessions.

Strengthened internal collaboration and knowledge-sharing by growing participation across existing Communities of Practice and assuming the management of a fourth, reaching a combined total of 1,001 members. Co-ordination was improved through a dedicated content manager and a member-informed programming calendar.

Enhanced employee engagement and workplace culture through a wide range of initiatives aligned with divisional priorities and staff feedback. A new internal information and learning series was launched, in-person town halls were hosted, and the 2024–2028 Employee Engagement Strategy was developed. Recognition and team-building events helped foster connection and a culture of appreciation.

Engaged all staff in strategic planning through workshops, team discussions and individual conversations. Feedback directly informed a more inclusive, transparent planning approach aligned with internal priorities. Activities will continue to finalize the division’s plan in 2025-26.

Delivered web and digital content services across government, with the web team processing 8,176 content and service requests in 2024-25. These included updates to Manitoba.ca, legislative and engagement-related content, public inquiries, and technical corrections such as broken links. The team also added 100 news video conference recordings to news releases, improving the accessibility of government communications. This work supported the continued modernization of Manitoba.ca and helped ensure timely, accurate information for both the public and internal clients.

Treasury (Res. No. 7.5)

Main Appropriation Description

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

5 (a) Treasury

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$(000s)	Over/(Under)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	2,581	24.00	2,497	84	
Other Expenditures	62	-	146	(84)	
Total Sub-Appropriation	2,643	24.00	2,643	-	

Key Results Achieved

Successfully executed the Manitoba government's \$6.5 billion borrowing program to secure funding to support Manitoba's priorities, enabling continued investment in infrastructure and essential services. Raised 59 per cent of funding secured through Canadian capital markets and 41 per cent internationally, including the province's first Australian dollar public bond issuance, which brought in approximately \$550 million Canadian equivalent. This expanded Manitoba investor base and demonstrated strong international confidence in the province's diversified economy and prudent fiscal management.

Reinforced Manitoba's fiscal credibility and investor confidence through the timely and accurate processing of public debt payments totalling approximately \$15 billion across nine currencies. This consistent performance supports Manitoba's credit rating and demonstrates the government's commitment to fiscal responsibility and financial stewardship, helping to lower borrowing and preserve more public dollars for essential frontline services.

Maintained strong relationships with financial institutions, investors and credit rating agencies to enhance Manitoba's global financial reputation. As part of these efforts, the division led the planning and execution of a 2024 post-budget investor relations tour to Toronto, Montreal, and New York, with participation from the Manitoba Finance minister, deputy minister, and Treasury Division officials. This proactive engagement helped reinforce investor confidence, support Manitoba's credit rating and ensure continued access to cost-effective financing that benefits Manitobans.

Updated and implemented a comprehensive debt management strategy ensuring borrowing and investment decisions remain aligned with the government's long-term fiscal objectives. Public debt costs were effectively managed within 4.2 per cent of the budget forecast, in accordance with approved risk parameters. This strengthens the government's ability to manage financial risks, respond effectively to changing economic conditions and manage the cash resources of the government, ensuring adequate liquidity is available to meet financial obligations.

Managed the banking services for all government departments, through a coordinated and centralized approach, to ensure efficiency, security and alignment with government financial objectives. As part of this work, the division led an initiative to ensure compliance with Payment Card Industry Standard Version 4,

focusing on network security, fraud prevention and protection of payee credit card information used in revenue collection through point-of-sale terminals and online payments. In collaboration with Moneris, approximately 200 point-of-sale terminals were successfully replaced. This modernization effort strengthens Manitoba's payment infrastructure, enhances the security of credit card transactions and ensures the protection of sensitive payee information, supporting safe, efficient, and reliable revenue collection across government operations.

Progressed toward increasing analytical capacity in the division through the issuance of a Request for Proposal for a new Treasury Management System and selection of a qualified, experienced vendor. Implementation of the new system began in December 2024 and is expected to be completed by the end of 2025-26. Once fully implemented the new system will enhance decision-making, improve efficiency in managing public funds, and support the government's long-term financial planning and risk management.

Taxation (Res. No. 7.6)

Main Appropriation Description

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

Taxation	2024-25	2024-25 Authority	
	Actual	FTEs	\$(000s)
Sub-Appropriations	\$(000s)		
Taxation Administration	11,174	61.10	6,571
Tax Information	2,133	28.00	2,354
Audit	6,828	76.00	7,045
Tax Appeals Commission	1	-	16
TOTAL	20,136	165.10	15,986

Taxation Administration (7.6a)

Sub-Appropriation Description

Administers provincial taxes and programs, efficiently and effectively, minimizing tax compliance costs for businesses and government. Provides administrative support to Audit and the Tax Information Branch.

Key Results Achieved

Collected 97.7 per cent of all taxes reported under provincially administered tax acts.

Accurately processed 11,750 refunds within, on average, 10 weeks of receiving the claim.

Maintained an effective and efficient tax administration system supporting the creation and closure of 5,376 accounts — an increase in net new tax registrations totalling 1,800 accounts.

Advanced public tax information technology systems by successfully implementing International Fuel Tax Agreement additional decal requests online through TAXcess, and successfully implemented the delivery of electronic documents to TAXcess users.

Strengthened measures to collect tax revenues with modernized collection policies and procedures.

6 (a) Taxation Administration

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance Over/(Under) \$(000s)	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)		
Salaries and Employee Benefits	3,907	61.10	3,712	195	
Other Expenditures	7,267	-	2,859	4,408	1
Total Sub-Appropriation	11,174	61.10	6,571	4,603	

Explanation(s):

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

Tax Information (7.6b)

Sub-Appropriation Description

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

Key Results Achieved

Supported effective and efficient tax administration with the successful implementation of the permanent 10 per cent cut to the fuel tax. Together with the Tax Administration Branch, electronic fuel tax reporting was implemented to enable fuel businesses to remit the fuel tax on their fuel tax inventories, as of January 1, 2025.

Advanced public tax information technology with the adoption of the Primary Caregiver Tax Credit online portal. This portal enables eligible caregivers to register for the \$1,400 Primary Caregiver Tax Credit. In 2024-25, the first full year of the portal's operation, approximately 43 per cent of the 10,800 applications and renewals were submitted using the online portal.

Maintained an effective and efficient tax administration system by providing taxpayers with updated information bulletins that meet accessibility requirements and access to tax information presentations. A total of 17 information bulletins and notices were issued or updated in 2024-25. Tax Information Branch staff conducted six tax information presentations to various groups and businesses throughout the year.

Maintained an effective and efficient tax administration system by continually monitoring public inquiry call wait times. The average call wait time was 3.16 minutes for the approximately 30,000 tax inquiries received in 2024-25.

6 (b) Tax Information

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	1,958	28.00	2,152	(194)	
Other Expenditures	175	-	202	(27)	
Total Sub-Appropriation	2,133	28.00	2,354	(221)	

Audit (7.6c)

Sub-Appropriation Description

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

Key Results Achieved

Increased compliance through the following activities:

- Conducted 736 audits, resulting in tax recoveries of \$49,374,388, including 51 voluntary disclosures with tax recoveries of \$4,458,651.
- Worked closely with police services across the province to investigate the illicit tobacco trade, resulting in seizures of unmarked tobacco products.
- Conducted Retail Sales Tax investigations, resulting in charges and recovered tax.

Continued updating various audit documents, based on feedback from Audit working groups and testers. The final versions will launch in summer of 2025.

Updated audit letters, policies, procedures and working papers for the notice of assessment requirement implementation, effective January 1, 2025.

Worked to enhance staff recruitment, development and succession planning by working to become a Chartered Professional Accountant (CPA) of Manitoba Pre-Approved Program Route (PPR) Employer. Becoming a PPR Employer will assure future CPA candidates that their required work experience will be completed within 30 months of working in the Audit Branch. Discussions with Manitoba CPA are ongoing and we are close to obtaining approval. Explored other recruitment strategies including partnering with universities and colleges, attending career fairs and pursuing open competitions.

Continued revitalizing existing policies and procedures along with introducing new policies as part of the ongoing modernization project to ensure compliance with current law enforcement practices and to support the recovery of unpaid taxes and decrease tax evasion through investigations. Forged new partnerships with other law enforcement and intelligence agencies through the modernization project.

Conducted presentations on Manitoba tax law enforcement and provided tobacco educational reference material to key stakeholders as part of the modernization process.

6 (c) Audit

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	6,268	76.00	6,262	6	
Other Expenditures	560	-	783	(223)	
Total Sub-Appropriation	6,828	76.00	7,045	(217)	

Tax Appeals Commission (7.6d)

Sub-Appropriation Description

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

Key Results Achieved

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

- Received three new appeals in 2024-25, in addition to the three outstanding appeals in progress at the beginning of the year.
- Two appeals were withdrawn. Four tax assessment appeals remain open at the end of 2024-25.

6 (d) Tax Appeals Commission

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Other Expenditures	1	-	16	(15)	1
Total Sub-Appropriation	1	-	16	(15)	

Explanation(s):

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

Treasury Board Secretariat (Res. No. 7.7)

Main Appropriation Description

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

7 (a) Treasury Board Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	10,652	94.00	10,476	176	
Other Expenditures	1,093	-	1,269	(176)	
Total Sub-Appropriation	11,745	94.00	11,745	-	

Key Results Achieved

Led the Budget 2025 and estimates process for the summary government. Led the development of the annual Estimates of Expenditures which accompanies the Manitoba Summary Budget.

Supported the effective functioning of the Treasury Board through analysis and recommendations on fiscal management, program and organizational performance and financial policy.

Worked with departments throughout the year to ensure program and capital investment outcomes aligned with the Manitoba government priorities and expenditures were maintained within the approved Budget. Departments' submissions have increasingly received a high approval rate due to the work that goes into analysis.

Continued whole-of-government analysis and leadership of multi-year capital plan and multi-year fiscal planning exercise in the annual Manitoba Summary Budget, to support the government's plan to return to a balanced budget.

Prepared the 5-year capital plan.

Reduced lapse by maintaining flexibility in departmental allocations through The Appropriation Act and the enabling appropriation for Capital. Managed debt-funded capital investments to a sustainable level to help support the province's credit rating.

Led the preparation of the government's public facing fiscal reporting, including the quarterly fiscal and economic update reports, and partnered with Treasury Division on presentations to credit rating agencies.

Responsible for the modernization of The Financial Administration Act, a multi-year initiative to ensure the financial management and accountability of departments and reporting entities.

Responsible for managing expenditure authority through the annual Appropriation Act, and Interim Appropriation Act and special warrants.

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

Maintained the financial policy framework of the Financial Administration Manual and Comptrollership Framework.

Provided training to departments on financial reporting, audit readiness and major accounting standards such as government transfers, liability for contaminated sites and asset retirement obligations.

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

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

Completed internal audit projects and comptrollership review projects in accordance with the 2024-25 risk-based audit plan.

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

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

Delivered performance measurement training and presentations to government employees.

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

Worked with multiple departments throughout the year to conduct detailed analysis of government programs for strategic decisions such as review of the Vehicle and Equipment Management Agency and the application process for the funding stream of Manitoba's Sustainable Canadian Agricultural Partnership program.

Community and Economic Development Secretariat (Res. No. 7.8)

Main Appropriation Description

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

8 (a) Community and Economic Development Secretariat

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	1,081	12.00	1,131	(50)	
Other Expenditures	41	-	100	(59)	
Total Sub-Appropriation	1,122	12.00	1,231	(109)	

Intergovernmental Affairs (Res. No. 7.9)

Main Appropriation Description

Provides strategic advice, analysis, and support on priorities and issues related to Manitoba's relationships with the federal government, and other provincial and territorial governments; international relations, activities, and interests; and international and domestic trade policy and agreements.

9 (a) Federal-Provincial Relations

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	1,950	23.00	2,054	(104)	
Other Expenditures	723	-	681	42	
Total Sub-Appropriation	2,673	23.00	2,735	(62)	

Key Results Achieved

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

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

Supported the premier and ministers for intergovernmental meetings including the Council of the Federation and Western Premiers' Conference.

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

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

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

Manitoba Indigenous Reconciliation Secretariat (Res. No. 7.10)

Main Appropriation Description

Leads Manitoba's response to Reconciliation. Develops policy and research, co-ordinates intergovernmental initiatives, and undertakes strategic initiatives. Oversees the implementation of The Path to Reconciliation Act, and leads engagement planning for multi-departmental complex engagements with Indigenous peoples.

Manitoba Indigenous Reconciliation Secretariat

Sub-Appropriations	2024-25 Actual	2024-25 Authority	
	\$(000s)	FTEs	\$(000s)
Executive Administration	877	10.00	1,053
Administration	279	2.00	233
Indigenous Health, Justice and Social Services	13,390	12.00	13,858
Land and Resources	538	8.00	765
Engagement and Co-Development	960	5.00	997
Indigenous Reconciliation Initiatives Fund	18,728	-	22,500
TOTAL	34,772	37.00	39,406

Executive Administration (7.10a)

Sub-Appropriation Description

Provides strategic advice to the premier and Executive Council as it relates to the Secretariat's mandate. Responsible for executive planning, management and control of the Indigenous Reconciliation Secretariat's policies and programs.

Key Results Achieved

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

10 (a) Executive Administration

Expenditures by Sub-Appropriation	Actual 2024-25	Authority 2024-25		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)		
Salaries and Employee Benefits	846	10.00	968	(122)	
Other Expenditures	31	-	85	(54)	
Total Sub-Appropriation	877	10.00	1,053	(176)	

Administration (7.10b)

Sub-Appropriation Description

Develops policy and research, coordinates intergovernmental initiatives, and undertakes strategic initiatives. Leads Manitoba's response to Reconciliation, oversees the implementation of The Path to Reconciliation Act, and leads engagement planning for multi-department and complex Indigenous and stake-holder engagements.

Key Results Achieved

Provided strategic leadership to advance government-wide coordination that supports the objectives and priorities of the Manitoba Indigenous Reconciliation Secretariat and the Manitoba government's efforts to advance Reconciliation.

10 (b) Administration

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	236	2.00	223	13	
Other Expenditures	43	-	10	33	
Total Sub-Appropriation	279	2.00	233	46	

Indigenous Health, Justice and Social Services (7.10c)

Sub-Appropriation Description

Provides strategic advice related to complex, high-impact and high-profile matters regarding health, education, justice and social services as they relate to Indigenous peoples in Manitoba. Leads and coordinates Manitoba's response to Indian Residential Schools.

Key Results Achieved

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

Provided financial support to various community-driven projects through the Indigenous Reconciliation Initiatives Fund.

Developed and implemented the Orange Shirt Day Fund, which provided funding for projects and initiatives that create opportunities for Manitobans to come together in observation, reflection and commemoration of September 30 (Orange Shirt Day).

Administered funding, totalling approximately \$2.7 million, for core operating grants to Indigenous and northern organizations in Manitoba.

Continued the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province in partnership with Indigenous Nations and organizations.

10 (c) Indigenous Health, Justice and Social Services

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	1,202	12.00	1,121	81	
Other Expenditures	92	-	235	(143)	
Grant Assistance	12,096	-	12,502	(406)	
Total Sub-Appropriation	13,390	12.00	13,858	(468)	

Lands and Resources (7.10d)

Sub-Appropriation Description

Provides sophisticated and strategic advice related to complex, high-impact and high-profile matters impacting lands, economies and resources as they relate to Indigenous peoples in Manitoba.

Key Results Achieved

Provided collaborative feedback, strategic advice, and reconciliation-focused support to the following departments: Agriculture; Business, Mining, Trade and Job Creation; Environment and Climate Change; Municipal and Northern Relations; Natural Resources and Indigenous Futures; and Transportation and Infrastructure.

Coordinated meetings between Indigenous Nations' representatives and various departments. Participated in trilateral initiatives and discussions with Indigenous Nations and Canada pertaining to economic development, lands and natural resources.

Provided research and strategic advice and support to the deputy minister and the premier on various complex and sensitive files.

10 (d) Lands and Resources

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	485	8.00	695	(210)	
Other Expenditures	53	-	70	(17)	
Total Sub-Appropriation	538	8.00	765	(227)	

Engagement and Co-Development (7.10e)

Sub-Appropriation Description

Provides strategic advice in support of government's commitment to ongoing partnership and collaboration with Indigenous Nations in Manitoba. Leads the development and implementation of Manitoba's provincial Reconciliation Strategy.

Key Results Achieved

Provided strategic advice to the premier, members of the Executive Council and the deputy minister in support of government-to-government relationships with Indigenous Nations, including a historic joint Manitoba government-Manitoba Métis Federation Cabinet Meeting.

Developed and provided tools and resources to assist in knowledge transfer, cultural guidance and capacity building throughout government.

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

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

10 (e) Engagement and Co-Development

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$ (000s)	Over/(Under)	No.
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	432	5.00	472	(40)	
Other Expenditures	28	-	25	3	
Grant Assistance	500	-	500	-	
Total Sub-Appropriation	960	5.00	997	(37)	

Indigenous Reconciliation Initiatives Fund (7.10f)

Sub-Appropriation Description

Supports relationship-building projects that align with the principles of reconciliation as outlined in The Path to Reconciliation Act: respect, engagement, understanding and action. Supports community-driven activities designed to strengthen Indigenous Nationhood that align with the four pillars of Nationhood: land, culture, language, and people.

Key Results Achieved

Provided funding support to 25 approved projects, selected through a prioritization process that supports initiatives advancing truth and reconciliation with Indigenous peoples and Manitoba communities, including the following:

- Provided funding to support the delivery of culturally appropriate supports to affected families during the criminal trial, and throughout the search of Prairie Green Landfill.
- Launched the inaugural Orange Shirt Day Fund and provided funding to 67 organizations throughout the province for events designed to bring communities together in observation, reflection and commemoration of Orange Shirt Day.
- Issued funding support for a reunion and gala for Survivors and intergenerational Survivors of the Assiniboia Residential School.
- Provided support for Anishinaabemowin and Swampy Cree language initiatives to strengthen language revitalization opportunities for First Nation youth.
- Supported Indigenous-led training and employment opportunities to advance economic reconciliation.

10 (f) Indigenous Reconciliation Initiatives Fund

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl.
	2024-25	FTEs	\$(000s)	Over/(Under)	No.
	\$(000s)		\$(000s)	\$(000s)	
Grant Assistance	18,728	-	22,500	(3,772)	1
Total Sub-Appropriation	18,728	-	22,500	(3,772)	

Explanation(s):

1. Variance is due to expenditures related to the Prairie Green Landfill being delayed to 2025/26.

Costs Related to Capital Assets (Non-Voted)

Description

Provides for the amortization expense related to capital assets.

11 Costs Related to Capital Assets

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Amortization Expense	332	-	337	(5)	
Total Sub-Appropriation	332	-	337	(5)	

Other Key Reporting

The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Finance and the Manitoba Financial Services Agency for fiscal year 2024-25.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2024-25
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	1
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	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. The statistic reflects employment equity representation at the department level.

Equity Group	Benchmarks	% Total Employees as at March 31, 2025
Women	50%	62%
Indigenous Peoples	16%	8.6%
Visible Minorities	13%	9.2%
Persons with Disabilities	9%	35%

Appendices

Appendix A - Special Operating Agencies (SOAs)

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

The following SOAs are accountable to the minister:

Manitoba Financial Services Agency

Manitoba Financial Services Agency is an SOA under The Special Operating Agencies Act.

The Manitoba Financial Services Agency seeks to foster a better financial future for all Manitobans through responsive regulation that promotes fairness, honesty and openness within Manitoba's financial services and real estate sectors.

Manitoba Financial Services Agency

Expense by Type	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
	\$ (000s)				
Salaries and Employee Benefits	4,476	42.60	4,831	(355)	
Other Expenditures	1,560	-	2,025	(465)	
Total Sub-Appropriation	6,036	42.60	6,856	(820)	

For more information, please visit: www.moneysmartmanitoba.ca

Appendix B – Other Reporting Entities

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

The following OREs form part of Manitoba Finance’s consolidated results:

Deposit Guarantee Corporation of Manitoba

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

Deposit Guarantee Corporation of Manitoba guarantees member deposits and maintain confidence in the Manitoba credit union and caisse populaire system, by focusing on sound business practices, governance, performance and risk management.

For more information please visit: www.dgcm.ca

Insurance Council of Manitoba

The Insurance Council of Manitoba (ICM) was created under the provisions of The Insurance Act (Manitoba). The purpose of the ICM is to act in the public interest to protect Manitoba consumers of insurance products, and to regulate all licensees, agents, brokers, sellers of incidental insurance and adjusters to ensure standards are maintained for public protection. ICM is composed of two industry councils (Life Insurance Council and General Insurance Council) who act as quasi-administrative tribunals to review disciplinary matters for licenced agents (and former agents) and licence suitability for applicants for a licence, and the Manitoba Council, which sits as an oversight and governance body for ICM’s administration.

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

Manitoba Hydro-Electric Board

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

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

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

Appendix C - Statutory Responsibilities

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

- The Auditor General Act C 39
- The Chartered Professional Accountants Act C 71
- The Commodity Futures Act C 152
- The Cooperatives Act [section 7.1] C 223
- The Corporations Act [Part XXIV] C 225
- The Corporation Capital Tax Act..... C 226
- The Credit Unions and Caisses Populaires Act C 301
- The Crocus Investment Fund Act [section 11]..... C 308
- The Crown Corporations Governance and Accountability Act..... C 336
- The Emissions Tax on Coal and Petroleum Coke Act..... E 90
- The Financial Administration Act..... F 55
- The Fire Insurance Reserve Fund Act F 70
- The Fiscal Responsibility and Taxpayer Protection Act F 84
- The Freedom of Information and Protection of Privacy Act F 175
- The Fuel Tax Act..... F 192
- The Health and Post Secondary Education Tax Levy Act H 24
- The Income Tax Act [except sections 7.13 to 7.16, 10.4, 10.5 and 11.8 to 11.21] I 10
- The Insurance Act I 40
- The Insurance Corporations Tax Act..... I 50
- The Manitoba Investment Pool Authority Act I 100
- The King's Printer Act K 15
- The Labour-Sponsored Venture Capital Corporations Act
[except Part 2 and sections 16 to 18 as they relate to Part 2] L 12
- The Mining Claim Tax Act M 165
- The Mining Tax Act M 195
- The Mortgage Brokers Act M 210
- The Municipal Taxation and Funding Act [except Part 2] M 265
- The Pari-Mutuel Levy Act P 12
- The Property Tax and Insulation Assistance Act
[Parts I, I.1, III, III.3, IV, V.1 and V.2, and section 1 and Part VI as they relate
to subjects covered under Parts I, I.1, III, III.3, IV, V.1 and V.2] P 143
- The Public Officers Act P 230
- The Public Sector Executive Compensation Act P 264
- The Public Sector Compensation Disclosure Act P 265
- The Public Utilities Board Act P 280
- The Real Estate Services Act R 21
- The Retail Sales Tax Act R 130
- The Securities Act S 50

The Securities Transfer Act	S 60
The Special Operating Agencies Act	S 185
The Statistics Act	S 205
The Suitors' Moneys Act	S 220
The Tax Administration and Miscellaneous Taxes Act	T 2
The Tax Appeals Commission Act	T 3
The Tobacco Tax Act	T 80

Other Statutory Responsibilities:

The Manitoba Hydro Act	H 190
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Manitoba Indigenous Reconciliation Secretariat

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

The Path to Reconciliation Act	R 30.5
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In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Glossary

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

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

Appropriation – This is the 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 – This is 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, authority 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, 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.

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

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

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

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

Interfund Activities – These are Public Sector Accounting Standards adjustments, including Health and Education Levy, Employee Pension and Other Contributions, which are 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.

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

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

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

Other Reporting Entity (ORE) – These are reporting organizations in the Government Reporting Entity 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 the Public Sector Accounting Board (excludes core government).

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

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

Provincial Themes: Provincial themes are the overarching strategic priorities that align departmental activities with government's direction.

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

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

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

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

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

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