

Manitoba Economic Development, Investment and Trade

Développement économique, Investissement et Commerce Manitoba

Annual Report
Rapport Annuel

21 | 22

Indigenous Land Acknowledgement

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

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

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

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

Reconnaissance du territoire

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

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

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

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

Economic Development, Investment and Trade

Room 352 Legislative Building
Winnipeg, MB R3C 0V8

Phone: 204-945-5600

Fax: 204-948-2203

Email: DMEDIT@leg.gov.mb.ca

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

This publication is available in alternate formats, upon request, by contacting:
Accessibility Co-ordinator, Stephen Marfo at 204-914-0609



MINISTER
OF ECONOMIC DEVELOPMENT, INVESTMENT AND TRADE

Room 358
Legislative Building
Winnipeg, Manitoba R3C 0V8

Her Honour, the Honourable Janice C. Filmon, C.M., O.M.

Lieutenant-Governor of Manitoba

Room 235 Legislative Building

Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Economic Development, Investment and Trade for the fiscal year ending March 31, 2022.

The COVID-19 pandemic continued to challenge global economies throughout 2021/22, placing considerable strain on our Manitoba business owners and workers. Through a collaborative approach with our partners and regular engagement with stakeholders we responded to these unprecedented impacts with a suite of responsive economic development tools, business supports, and skills training programs. Together we were able to advance our economic recovery by investing in programs and services to support our businesses, facilitate growth and investment and create the jobs and opportunities to benefit Manitobans. As we recover together, we will continue to listen to our stakeholders to ensure we are building the conditions necessary to advance Manitoba's economy.

Respectfully submitted,

Original Signed By

Honourable Cliff Cullen

Minister of Economic Development, Investment and Trade





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

Bureau 358
Palais législatif
Winnipeg (Manitoba) R3C0V8
CANADA

Son Honneur l'honorable Janice C. Filmon, C.M., O.M.

Lieutenante-gouverneure du Manitoba

Palais législatif, bureau 235

Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère Développement économique, de l'Investissement et du Commerce Manitoba, pour l'exercice qui s'est terminé le 31 mars 2022.

La pandémie de COVID-19 a continué de représenter un défi pour les économies mondiales en 2021-2022, exerçant une grande pression sur les propriétaires d'entreprise et les travailleurs au Manitoba. Grâce à une approche collaborative avec nos partenaires et à notre collaboration régulière avec les parties prenantes, nous sommes intervenus face à ces répercussions sans précédent avec une gamme d'outils de développement économique adaptés, des mesures de soutien aux entreprises et des programmes de formation axée sur les compétences. Ensemble, nous avons pu faire avancer notre reprise économique en investissant dans des programmes et des services afin d'aider nos entreprises, de faciliter la croissance et les investissements et de créer des emplois et des possibilités avantageuses pour les Manitobains. Alors que nous nous rétablissons ensemble, nous continuerons d'être à l'écoute de nos parties prenantes afin de nous assurer de mettre en place les conditions requises pour faire avancer la reprise économique du Manitoba.

Le tout respectueusement soumis.

Original signé par

Cliff Cullen

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





Deputy Minister of Economic Development, Investment and Trade

Room 352, Legislative Building Winnipeg,

Winnipeg, Manitoba R3C 0V8

T 204-945-5600

The Honourable Cliff Cullen

Minister of Economic Development, Investment and Trade

Room 358 Legislative Building

Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2021/22 Annual Report of the Department of Economic Development, Investment and Trade.

Respectfully submitted,

Original Signed By

Kathryn Gerrard

Deputy Minister of Economic Development, Investment and Trade





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

Palais législatif, bureau 352
Winnipeg (Manitoba) R3C 0V8
Canada
Tél. 204 945-5600

Monsieur le Ministre Cliff Cullen

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

Palais législatif, bureau 358
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère Développement économique, de l'Investissement et du Commerce Manitoba pour l'exercice financier 2021-2022.

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

Original signé par

Kathryn Gerrard

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



Table of Contents

Minister’s Letter of Transmittal	1
Lettre d’accompagnement du ministre	2
Deputy Minister’s Letter of Transmittal	3
Lettre d’accompagnement du sous-ministre	4
Introduction	7
Department At a Glance – 2021/22 Results	8
Departmental Responsibilities	9
Responsabilités ministérielles	10
Organizational Structure	12
Structure organisationnelle	13
2021/22 Key Achievement Highlights	14
Principales réalisations en 2021-2022	16
Department Strategy Map	18
Vision	18
Mission	18
Values	18
Department Balanced Scorecards Priorities and Objectives	18
Schéma stratégique ministériel	20
Vision	20
Mission	20
Valeurs	20
Priorités et objectifs des tableaux de bord équilibrés ministériels	20
Department Balanced Scorecards Priorities and Objectives - Details	22
Quality of Life – Improving Outcomes for Manitobans	22
Working Smarter – Delivering Client-Centred Services	23
Public Service – Delivering Client-Service Excellence	24
Value for Money – Protecting Manitoba’s Bottom Line	25
FINANCIAL DETAILS	26
Consolidated Actual Expenditures	26
Summary of Authority	28
Part A: Expenditure Summary by Appropriation	30
Overview of Capital Investments and Loans Activity	32
Revenue Summary by Source	33
Departmental Program and Financial Operating Information	34
Administration and Finance (Res. No. 10.1)	34

Industry Programs and Partnerships (Res. No.10.2)	38
Workforce Training and Employment (Res. No. 10.3).....	41
Economic Development Board Secretariat (Res. No. 10.4).....	43
Costs Related to Capital Assets (Non-Voted)	44
Other Key Reporting	45
Departmental Risk	45
Regulatory Accountability and Red Tape Reduction	47
The Public Interest Disclosure (Whistleblower Protection) Act	48
Equity and Diversity Benchmarks	48
Appendices	49
Appendix A - Performance Reporting.....	49
Appendix B – Other Reporting Entities.....	52
Appendix C - Statutory Responsibilities.....	53
Appendix D – Community Revitalization Grants	54
Glossary	61

Introduction

Overview to the Annual Report

This Annual Report is organized in accordance with department's appropriation structure as at March 31, 2022, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report has been enhanced to include Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As the balanced scorecards continue to be developed, reporting is included where available, with continued inclusion of previous Performance Reporting in the appendix to ensure transparency of results.

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

Aperçu du rapport annuel

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2022, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel a été étoffé et comprend maintenant des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Alors que l'établissement des tableaux de bord équilibrés se poursuit, les renseignements sont fournis quand ils sont disponibles et des rapports antérieurs sur le rendement continuent d'être inclus en annexe pour assurer la transparence des résultats.

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

Department At a Glance – 2021/22 Results

Department Name & Description	The Department of Economic Development, Investment and Trade is responsible for driving economic growth for Manitoba through investment, trade, and a skilled and diverse workforce.
Minister	Honourable Cliff Cullen
Deputy Minister	Kathryn Gerrard

Other Reporting Entities	6	<ul style="list-style-type: none"> • Communities Economic Development Fund • Economic Development Winnipeg • Manitoba Development Corporation • Manitoba Opportunities Fund • Research Manitoba • Rural Manitoba Economic Development Corporation
---------------------------------	----------	---

Summary Expenditure (\$M)	
302,665	281,674
Restated Budget	Actual

Core Expenditure (\$M)		Core Staffing	
280,381	273,123	369.40	369.40
Authority	Actual	Authority	Actual

Departmental Responsibilities

The Minister of Economic Development, Investment and Trade is the Vice-Chair of the Economic Development Board and through Economic Development, Investment and Trade facilitate economic growth for Manitoba.

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

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

The Minister is also responsible for:

- Six Other Reporting Entities that contribute to economic development and growth within the province, the listing has been provided on page 52.

Department Shared Services

Finance and Corporate Services Shared Division

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

Responsabilités ministérielles

Le ministre du Développement économique, de l'Investissement et du Commerce est le vice-président du Conseil du développement économique, et il favorise, par l'intermédiaire du ministère du Développement économique, de l'Investissement et du Commerce, la croissance économique du Manitoba.

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

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

La liste des textes de loi sous la responsabilité du ministre se trouve dans l'annexe.

Autres responsabilités du ministre :

- six autres entités comptables contribuant au développement économique et à la croissance dans la province, dont la liste se trouve à la page 52.

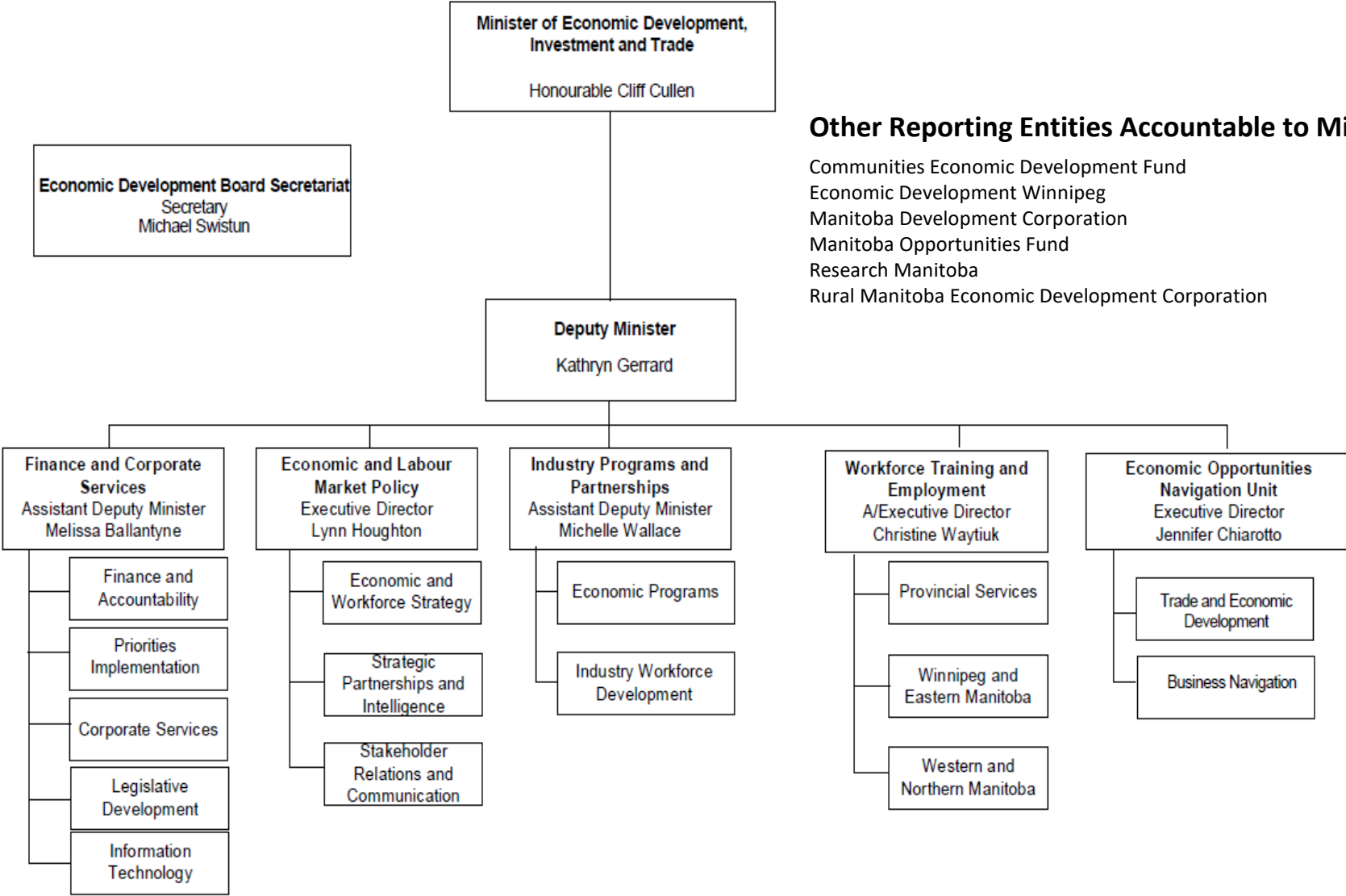
Services partagés du ministère

Division partagée des finances et des services ministériels

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

Organizational Structure

Economic Development, Investment and Trade as of March 31, 2022

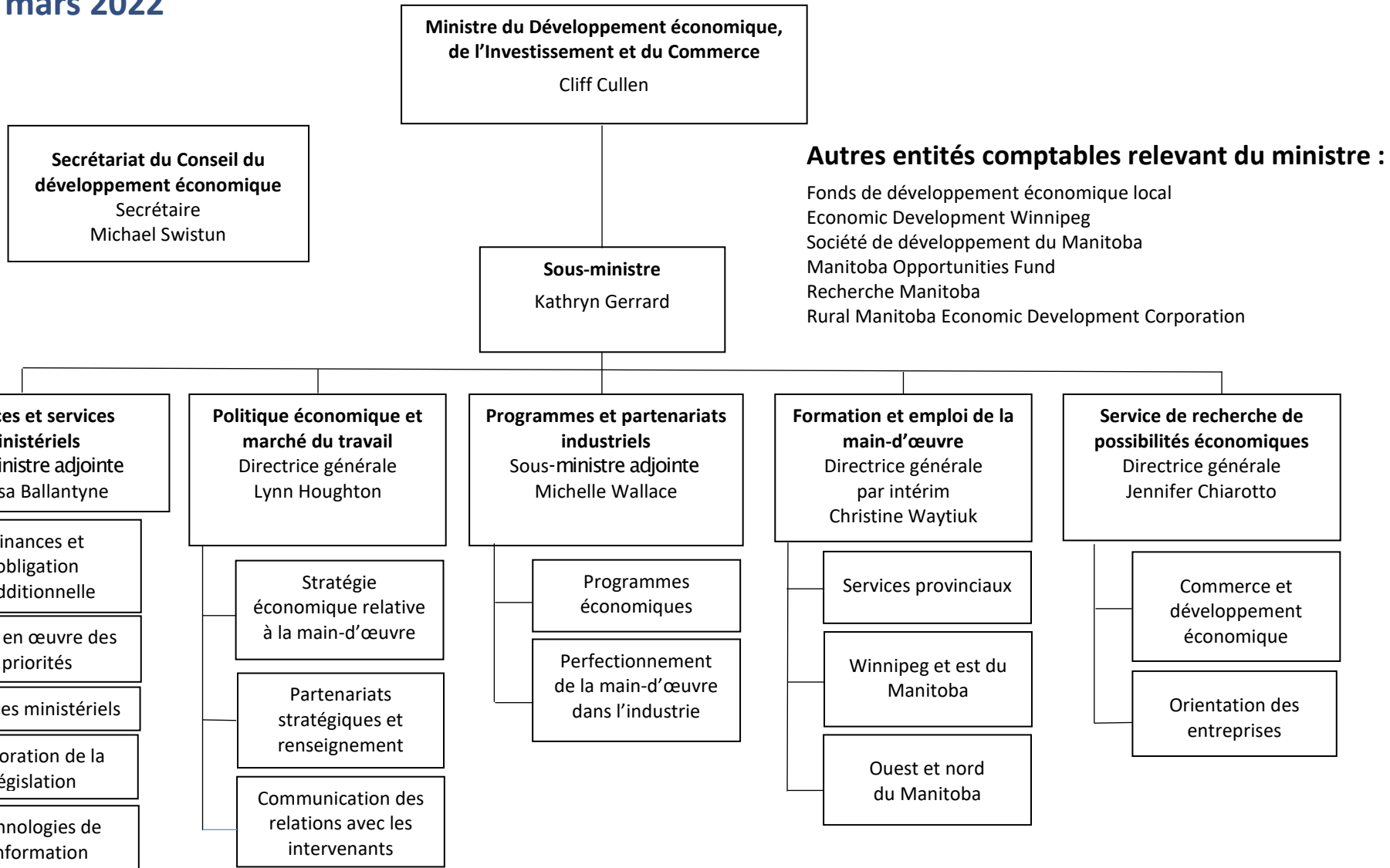


Other Reporting Entities Accountable to Minister:

- Communities Economic Development Fund
- Economic Development Winnipeg
- Manitoba Development Corporation
- Manitoba Opportunities Fund
- Research Manitoba
- Rural Manitoba Economic Development Corporation

Structure organisationnelle

Ministère du Développement économique, de l'Investissement et du Commerce en date du 31 mars 2022



2021/22 Key Achievement Highlights

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

- The department worked collaboratively with stakeholders to assist Manitoba businesses cope with, and recover from, the impacts of the COVID-19 pandemic. Various initiatives were delivered including:
 - The department engaged the Manitoba Chambers of Commerce to administer a number of high impact projects as part of the \$50.0 million Long-Term Recovery Fund. This included the Digital Manitoba Initiative which provided financial assistance to over 1,000 small businesses to create or augment their digital and e-commerce platforms, and Retrain Manitoba which provided training and skills development grants to help nearly 700 eligible Manitoba businesses in sectors significantly impacted by the COVID-19 pandemic.
 - An additional \$2.0 million was provided to the Manitoba Chambers of Commerce to expand the Dine-in Restaurant Relief Program in partnership with the Manitoba Restaurant and Foodservices Association. The program supported 732 restaurants to shift their operations toward a delivery model during pandemic restrictions.
 - A Charter Transport Recovery Program provided \$2.0 million to 24 air and bus charter transport companies to help them recover from the impacts of public health order restrictions.
 - COVID-19 wage relief programs (Healthy Hire Manitoba and Manitoba Youth Jobs Program), which provided \$37.0 million in funding for nearly 15,000 employees to over 3,200 unique employers.
 - Provided industry and business stakeholders with dedicated COVID-19 inquiry support through the Stakeholder Response Unit (SRU). The SRU worked closely with Public Health officials to help businesses interpret and implement public health order requirements and responded to complex inquiries from local, national and international stakeholders. The SRU responded to over 1,500 unique inquiries throughout the pandemic.
- The department worked in partnership with the Federal government to provide the following:
 - A Remote Air Service program to distribute \$11.0 million in federal funding to support air services to remote communities in 2021/22.
 - Administered over \$108.0 million in federal funding from the bilateral Labour Market Development and Workforce Development Agreements. This included \$16.0 million in funding from a one-time increase to the Workforce Development Agreement which was allocated to programs and projects that encouraged upskilling and assisted Manitobans in preparing for and accessing employment opportunities.
- Invested \$50.0 million in a new venture capital fund to grow and rebuild the economy as it recovers from the impacts of the pandemic. The fund will give Manitoba companies much-needed access to equity, innovation funding and expansion capital, which will create and maintain jobs in Manitoba.
- Established a dedicated business navigation team to support businesses in navigating the challenging competitive business environment, both domestically and internationally.
- Delivered employment and training services to 29,700 Manitoba jobseekers, including a wide range of targeted and universal services to support unemployed and underemployed individuals, existing workers, persons with a disability, newcomers and youth including:
 - In partnership with 45 community-based organizations delivered employment assistance programming for unemployed individuals across the province. More than 17,000 Manitobans benefited from these services in 2021/22.
 - Administered skills development funding to individual Manitobans to fill high demand jobs in Manitoba's economy. In 2021/22, this funding assisted more than 6,250 Manitobans who needed skills training to find employment.
 - Supported community-based organizations to break down barriers for Indigenous Manitobans by providing necessary life, essential and technical skills, formal training opportunities, education and training supports and employment opportunities. In 2021/22, the department supported 7,500 Indigenous Manitobans with employment and training supports.
 - Delivered targeted programs like the Refugee Employment Development Initiative and the Manitoba Adult Language Training for Immigrants Initiative to support the needs of newcomers who faced unique challenges in finding and accessing employment, including upgrading their language skills. Manitoba provided support for 7,800 newcomers.

- Supported nearly 2,000 adults with disabilities through the Employability Assistance for People with Disabilities and Supported Employment programs.
- Through three equity tax credits (the Small Business Venture Capital Tax Credit, the Community Enterprise Development Tax Credit and the Employee Share Purchase Tax Credit), access to equity capital for business was improved within Manitoba by providing a 45% provincial tax credit to Manitoba investors who supply cash equity to eligible Manitoba business. These programs helped 36 Manitoba small businesses raise equity capital through \$22.1 million in issued shares during the 2021 tax year.
- Through the Industry Workforce Development Branch administered four main employer facing programs:
 - Canada-Manitoba Job Grant (CMJG) provided \$5.092 million in funding to support 247 companies training 4,127 workers. 207 of the companies were small businesses (under 100 employees).
 - Industry Expansion Program provided \$1.977 million in funding to support 12 companies training 4,594 workers. Many of the agreements are multi-year.
 - Workforce Development Program provided \$706.0 thousand in funding to support 11 companies training 680 workers. Many of the agreements were multi-year. 5 companies were small and medium sized businesses (under 100 employees).
 - Sector Council Program provided \$4,315 million in funding to support industry sector specific training through 10 non profit organizations. Training delivered to 14,591 participants, sector awareness reached 17,204 individuals and 5,437 individuals participated in engagement events. (*Note - These numbers reflect January – December 2021). Program leveraged \$6.8 million from industry in 2021
- Through the Innovation Growth Program, 16 Manitoba companies were approved to receive up to \$727,500 in non-repayable financial assistance. Since its creation, the program has awarded \$2.48 million to support 32 innovation projects.

Principales réalisations de 2021-2022

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

- Le travail en collaboration avec les intervenants pour aider les entreprises manitobaines à faire face aux répercussions de la pandémie de COVID-19 et à s'en remettre. Parmi les différentes initiatives mises en œuvre, notons :
 - l'embauche de la Manitoba Chambers of Commerce pour exécuter certains projets à forte incidence dans le cadre du Fonds de relance à long terme de 50 millions de dollars. Ces projets comprenaient la Digital Manitoba Initiative, qui a fourni une aide financière à plus de 1 000 petites entreprises afin de créer ou d'accroître leurs plateformes numériques et de commerce en ligne, et Retrain Manitoba, qui a fourni des bourses de formation et d'acquisition de compétences pour aider près de 700 entreprises manitobaines admissibles dans les secteurs gravement touchés par la pandémie de COVID-19;
 - le versement d'une somme additionnelle de deux millions de dollars à la Manitoba Chambers of Commerce pour élargir le programme d'aide aux restaurants avec service de salle à manger en partenariat avec la Manitoba Restaurant and Foodservices Association. Le programme a aidé 732 restaurants à réorienter leurs activités vers un modèle de livraisons pendant les périodes de restrictions de la pandémie;
 - l'aide de deux millions de dollars versée par le Programme de relance du secteur du transport nolisé du Manitoba aux compagnies de transport nolisé aérien et par autobus pour les aider à se remettre des effets des restrictions imposées en vertu des ordres de santé publique;
 - le versement de 37 millions de dollars par les programmes d'aide salariale (Programme du Manitoba pour l'embauche de personnel en bonne santé et Programme d'emplois jeunesse du Manitoba) en raison de la COVID-19 à plus de 3 200 employeurs uniques pour près de 15 000 employés;
 - le service de réponse aux intervenants pour répondre aux demandes d'information sur la COVID-19 des intervenants de l'industrie et des entreprises. Ce service était offert en étroite collaboration avec les responsables de la santé publique pour aider les entreprises à interpréter et à mettre en œuvre les exigences des ordres de santé publique, et a permis de répondre à des questions complexes de la part d'intervenants locaux, nationaux et internationaux. Le service a répondu à plus de 1 500 demandes d'information au cours de la pandémie.
- Le travail en partenariat avec le gouvernement fédéral en vue de :
 - la réception d'un financement de onze millions de dollars du programme fédéral de services aériens en région éloignée pour soutenir les services aériens des collectivités éloignées en 2021-2022;
 - l'administration de plus de 108 M\$ en financement fédéral en vertu des ententes sur le développement du marché du travail et sur le développement de la main-d'œuvre. Cette somme comprenait un financement de 16 M\$ issu d'une augmentation unique de l'entente sur le développement de la main-d'œuvre, qui a été affectée aux programmes et aux projets qui favorisaient le perfectionnement et qui ont aidé les Manitobains à se préparer aux possibilités d'emploi et à accéder à celles-ci.
- Un investissement de 50 millions de dollars dans un nouveau fonds de capital de risque pour faire croître et rebâtir l'économie à mesure qu'elle se rétablit des répercussions de la pandémie. Le fonds donnera aux entreprises manitobaines l'accès dont elles ont tant besoin à du capital-actions, à des fonds d'innovation et à du capital de développement, ce qui permettra de créer et de conserver des emplois au Manitoba.
- L'établissement d'une équipe dédiée à l'orientation des entreprises pour aider celles-ci à naviguer l'environnement complexe du commerce concurrentiel, à l'échelle nationale et internationale.
- La fourniture de services d'emploi et de formation professionnelle à 29 700 chercheurs d'emploi manitobains, y compris une vaste gamme de services ciblés et universels pour soutenir les personnes sans emploi ou sous-employées, les travailleurs existants, les personnes handicapées, les nouveaux arrivants et les jeunes :
 - la fourniture, en partenariat avec 45 organismes communautaires, d'un programme d'aide à l'emploi et au revenu pour les personnes sans emploi à l'échelle de la province. Plus de 17 000 Manitobains ont bénéficié de ces services au cours de l'exercice 2021-2022;

- le versement de fonds pour le perfectionnement professionnel à des particuliers manitobains afin de doter les postes pour des emplois à forte demande dans l'économie manitobaine. En 2021-2022, ce financement a aidé plus de 6 250 Manitobains qui avaient besoin d'acquérir des compétences pour trouver un emploi;
 - le soutien des organismes communautaires afin d'éliminer les obstacles auxquels se heurtent les Manitobains autochtones, en leur fournissant les compétences de vie, essentielles et techniques nécessaires, des possibilités de formation officielle, des soutiens à l'éducation et à la formation et des possibilités d'emploi. Au cours de l'exercice 2021-2022, le ministère a aidé près de 7 500 Manitobains autochtones en leur offrant un soutien à l'emploi et à la formation;
 - la fourniture de programmes ciblés comme l'Initiative de développement de l'emploi pour les réfugiés et la formation linguistique des adultes immigrants pour répondre aux besoins des nouveaux arrivants qui ont fait face à des défis uniques pour trouver et obtenir un emploi, notamment l'amélioration de leurs compétences langagières. Le Manitoba a fourni du soutien à 7 800 nouveaux arrivants;
 - le soutien de près de 2 000 adultes handicapés dans le cadre des programmes d'aide à l'employabilité des personnes handicapées et de soutien en milieu de travail.
- L'amélioration, dans le cadre de trois crédits d'impôt relatifs aux capitaux propres (le crédit d'impôt pour capital de risque de petites entreprises, le crédit d'impôt pour l'expansion des entreprises dans les collectivités et le crédit d'impôt au titre de l'achat d'actions destiné aux employés), de l'accès aux capitaux propres au Manitoba en offrant un crédit d'impôt provincial de 45 % aux investisseurs manitobains qui fournissent des capitaux propres aux entreprises manitobaines admissibles. Ces programmes ont aidé 36 petites entreprises manitobaines à mobiliser des capitaux en émettant 22,1 millions de dollars en actions au cours de l'année d'imposition 2021.
 - L'exécution, dans le cadre de la Direction du perfectionnement de la main-d'œuvre dans l'industrie, de quatre grands programmes s'adressant aux employeurs :
 - la Subvention canadienne pour l'emploi – Manitoba a versé un financement de 5 092 M\$ pour soutenir 247 entreprises dans la formation de 4 127 travailleurs. Quelques 207 de celles-ci étaient de petites entreprises (moins de 100 employés);
 - le Programme d'expansion de l'industrie a fourni 1 977 M\$ en financement pour soutenir 12 entreprises dans la formation de 4 594 travailleurs. Bon nombre des ententes sont pluriannuelles;
 - le Programme d'entente sur le développement de la main-d'œuvre a fourni 706 000 \$ en financement pour soutenir onze entreprises dans la formation de 680 travailleurs. Bon nombre des ententes étaient pluriannuelles. Cinq entreprises étaient de petites et moyennes entreprises (moins de 100 employés);
 - le Programme de conseils sectoriels a fourni un financement de 4 315 M\$ à dix organismes sans but lucratif pour soutenir la formation dans des secteurs particuliers de l'industrie. De la formation a été fournie à 14 591 participants, la sensibilisation dans le secteur a permis d'atteindre 17 204 personnes et 5 437 particuliers ont participé à des activités. (*Remarque – Ces chiffres reflètent de janvier à décembre 2021.) Le programme a permis d'obtenir 6,8 M\$ de l'industrie en 2021.
 - L'approbation du versement d'une aide financière non remboursable de 727 500 \$ à 16 entreprises manitobaines dans le cadre du Programme de croissance de l'innovation. Depuis sa création, le programme a versé 2,48 millions de dollars en soutien à 32 projets d'innovation.

Department Strategy Map

The Department Economic Development, Investment and Trade was officially formed on January 18, 2022. As a result, the department did not produce content until 2022/23, which is included in the 2022/23 Supplement to the Estimates of Expenditure. The department did develop/complete a number of key initiatives, objectives and performance measures throughout the year, which will be described in this report.

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

Progress on performance measures achieved during the fiscal year are described in further detail following the strategy map.

Vision

Jobs and opportunities for a prosperous Manitoba.

Mission

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

Values

At Economic Development, Investment and Trade we,

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

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

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

Working Smarter – Delivering Client-Centred Services

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

Public Service – Delivering Client-Service Excellence

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

Value For Money – Protecting Manitoba’s Bottom Line

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

Schéma stratégique ministériel

Le Développement économique, de l'Investissement et du Commerce a officiellement été établi le 18 janvier 2021. Par conséquent, le ministère n'a pas produit de contenu avant 2022/23, qui se trouve dans le budget complémentaire 2022-2023. Tout au long de l'exercice, le ministère a élaboré ou mené à bien plusieurs initiatives clés, objectifs et mesures du rendement, qui seront décrits dans ce rapport.

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

Les progrès réalisés au cours de l'exercice concernant les mesures du rendement sont décrits plus en détail à la suite de ce schéma.

Vision

Emplois et possibilités pour un Manitoba prospère.

Mission

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

Valeurs

Au ministère du Développement économique et de l'Emploi, nous :

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

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie – Améliorer les résultats pour les Manitobains

13. Préparer les Manitobains à réussir sur le marché du travail
14. Faire progresser la réconciliation
15. Stimuler l'investissement privé pour favoriser la croissance économique

Gestion plus ingénieuse – Fournir des services axés sur le client

16. Transformer notre façon de travailler
17. Réduire la bureaucratie
18. Mobiliser nos clients et nos partenaires

Fonction publique – Offrir un service à la clientèle d'excellence

- 19. Investir dans nos gens
- 20. Favoriser l'inclusion
- 21. Renforcer le respect dans nos milieux de travail

Optimisation des ressources – Protéger les résultats financiers du Manitoba

- 22. Dépenser judicieusement
- 23. Équilibrer le budget
- 24. Renforcer notre fonction de contrôleur financier et notre responsabilisation

Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key initiatives for Economic Development, Investment and Trade for the 2021/2022 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports. However, as the Department of Economic Development, Investment and Trade was officially formed on January 18, 2022, Performance Measures were not developed until late 2021/22.

The department did produce Performance Measure content for the 2022/23 fiscal year which can be found in the 2022/23 Supplement to the Estimates of Expenditure (<https://www.gov.mb.ca/jec/reports/estimates.html>). Manitoba's Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. The previous Performance Reporting has also been included in the appendix for consistent reporting of results.

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

Quality of Life – Improving Outcomes for Manitobans

1. Prepare Manitobans for Labour Market Success

Key Initiatives

- Delivered employment and training services to 27,723 Manitoba jobseekers, including a wide range of targeted and universal services to support unemployed and underemployed individuals, Indigenous peoples, persons with a disability, newcomers and youth.
- Supported 15,092 Manitobans with employment and training services through 13 Manitoba Jobs and Skill Development Centres located across the province.
- In 2021-22, Manitoba provided \$1.5 million to 12 companies to support the hiring and training of 542 new employees and training 458 existing employees through the Industry Expansion and Workforce Development programs.
- Invested \$4.3 million through the Sector Council program, leveraging \$6.8 million in industry contribution to develop and deliver sector-wide training in partnership with sector councils and industry associations in 10 key sectors of the economy.
- Administered over \$108 million in federal funding from the bilateral Labour Market Development and Workforce Development Agreements. This included \$16 million in funding from a one-time increase to the Workforce Development Agreement which was allocated to programs and projects that encouraged upskilling and assisted Manitobans in preparing for and accessing employment opportunities.
- Supported innovative employment and training experiences for youth aged 15-29 to increase the likelihood of sustainable employment in the future through the First Jobs Fund. In 2021/22 the department provided \$414,000 in funding to organizations who will help develop the next generation of workers.

2. Advance Reconciliation

Key Initiatives

- Acting in the spirit of Truth and Reconciliation Commission of Canada: Calls to Action number 92, supported community-based organizations to break down barriers for Indigenous Manitobans by providing necessary life, essential and technical skills, formal training opportunities, education and training supports and employment opportunities. In 2021/22, 7,500 Indigenous Manitobans were provided with formal training opportunities, education and training supports and employment opportunities

3. Foster Private Investment for Economic Growth

Key Initiatives

- Established the Economic Development Board and Secretariat to assist with fostering strong economic growth, attracting investment, promoting trade and creating high-quality jobs for Manitobans.
- Made the Small Business Venture Capital Tax Credit (SBVCTC) permanent through legislative changes. This program provides a mechanism to incent investment in small business. The percentage utilization rate for the SBVCTC for the three years ended December 2021 is 60%. 25 Manitoba companies and 221 Manitoba investors used the program in calendar year 2021.
- Continued to administer the Manitoba Works Capital Incentive (MWCI), which uses Tax Increment Financing to encourage major business investment or expansion. Six projects were approved in 2021/22 under MWCI with a total estimated private investment of \$397.6 million, further details have been included in the appendix.

Working Smarter – Delivering Client-Centred Services

4. Transform the Way We Work

Key Initiatives

- The department launched a new webpage with general information on the tax implications related to the financial assistance Manitobans receive through the department's employment and training programs.
- The department standardized and streamlined its decision review process for Manitobans accessing training supports through the department to provide greater transparency and better service. A new webpage was developed outlining what decisions are eligible for review and the process for requesting a decision review.

5. Reduce Red Tape

Key Initiatives

- Implemented a wide range of red tape reduction initiatives including streamlining application forms and supporting documents for the Industry Expansion, Workforce Development and Sector Council programs as well as third party employment assistance services agencies. These initiatives helped reduce paper work involved in accessing department programs.
- Reduced the department's regulatory requirements by 5,983, further details are provided on page 47.

- Reduced red tape by repealing several disused, not proclaimed, duplicative or restrictive requirements, such as The Design Institute Act (disused), The Churchill Arctic Port Act (never used, not proclaimed) and The Thompson Nickelbelt Sustainability Act.

6. Engage Our Clients and Partners

Key Initiatives

- The department engaged and consulted with Innovation Growth Program applicants to inform process improvements designed to increase uptake and success rate of applications. Feedback helped inform a revised website to improve user navigation, a streamlined application, and a new application support document to guide participants through the application process.
- The department had on-going engagement with stakeholders to assist Manitoba businesses cope with, and recover from the impacts of the COVID-19 pandemic. This included weekly stakeholder roundtables to provide information and receive feedback.
- Established a knowledge sharing working group as a vehicle for on-going information exchange and dialogue between the Interactive Digital Media industry, sector and government.

Public Service – Delivering Client-Service Excellence

7. Invest in Our People

Key Initiatives

- Improved communication regarding the department's strategic objectives and assist with advancing those objectives, through the development of a department intranet for staff. Implemented annual performance development conversations along with focused discussions and support of employee's individual professional development and learning goals. Together these actions aim to help employees meet expectations of their current and future roles within Manitoba's Public Service will result in increased employee satisfaction.

8. Advance Inclusion

Key Initiatives

- Provided opportunities for staff to participate in inclusion training to improve awareness of inclusion principles and foster an inclusive work environment.

9. Strengthen Respect in Our Workplaces

Key Initiatives

- Fostered a positive environment that highlights the importance of a respectful and safe work environment free from harassment and bullying. This included requiring all staff to annually take respectful workplace training.

Value for Money – Protecting Manitoba’s Bottom Line

10. Provide Value for Money

Key Initiatives

- Conducted program reviews to ensure programs are effective, meeting labour market needs and are providing value for money. The department recently completed Stage 1 of a review of the Innovation Growth Program in May 2022. This has resulted in a revised web page presentation and additional information to assist applicants in completing the application process.

11. Balance the Budget

Key Initiatives

- Recorded revenue and expenditures and monitored and controlled expenditures to ensure a balanced budget. Finance and Corporate Services continues to work directly with each division to provide financial analysis and advice. Quarterly financial reporting is conducted to ensure on-going monitoring of expenses.

12. Strengthen Our Financial Comptrollership and Accountability

Key Initiatives

- Internal controls were reviewed and revised accordingly for COVID-19 financial assistance programs delivered by the department to ensure control and accountability for grant funds, while providing emergency funding to businesses in a timely fashion.
- Provided opportunities for staff to participate in comptrollership training to cultivate an environment of financial accountability in the stewardship of public funds.

FINANCIAL DETAILS

Consolidated Actual Expenditures

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

Economic Development, Investment and Trade includes the following OREs:

- Communities Economic Development Fund
- Economic Development Winnipeg
- Manitoba Development Corporation
- Manitoba Opportunities Fund
- Research Manitoba
- Rural Manitoba Economic Development Corporation

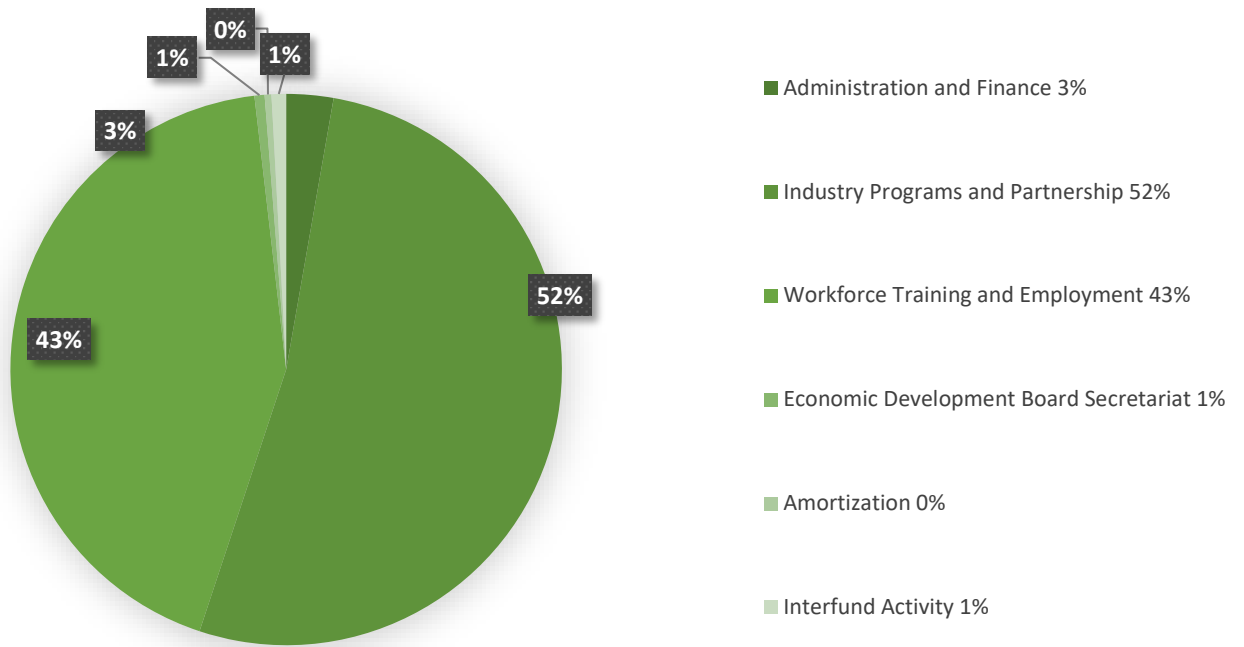
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2021/22 Actual	2020/21 Actual
Administration and Finance	7,771			7,771	6,669
Industry Programs and Partnership	141,358	23,111	(17,073)	147,396	166,314
Workforce Training and Employment	121,320			121,320	112,790
Economic Development Board Secretariat	1,664			1,664	2,256
Amortization	1,010	113		1,123	1,136
Interfund Activity			2,400	2,400	(1,700)
TOTAL	273,123	23,224	(14,673)	281,674	287,465

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2021/22, Actuals



Summary of Authority

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

Detailed Summary of Authority	2021/22 Printed Estimates	In-Year Re-organization	Virement	Enabling Authority	Authority 2021/22	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Administration and Finance	9,881	99			9,980	
Industry Programs and Partnership	117,616	(34,504)		62,811	145,923	
Workforce Training and Employment	88,547	2,500		34,000	125,047	
Economic Development Board Secretariat	-	2,222			2,222	
Amortization	1,029				1,029	
Subtotal	217,073	(29,683)	-	96,811	284,201	-
Part A – OPERATING (Non-Voted)						
TOTAL PART A - OPERATING	217,073	(29,683)	-	96,811	284,201	-
Part B – CAPITAL INVESTMENT	839				839	
Part C – LOANS AND GUARANTEES	8,000				8,000	
Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT	-				-	

Part A – OPERATING	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART A	
Allocation of funds from:	
2021/22 Expenditure Estimates	217,073
Sub-total	217,073
In-year re-organization from:	
Department of Finance	2,222
Department of Sports, Culture and Heritage	(13,865)
Department of Advanced Education, Skills and Immigration	(18,040)
Sub-total	(29,683)
2021/22 Authority	187,390

Part B – Capital Investment	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART B	
Allocation of funds from: Information Technology Projects	839
Sub-total	839
In-year re-organization from: N/A	
Sub-total	-
2021/22 Authority	839
Part C – Loans and Guarantees	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART C	
Communities Economic Development Fund	8,000
In-year re-organization from: N/A	
Sub-total	-
2021/22 Authority	8,000
Part D – Other Reporting Entity Capital Investment	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART D	
In-year re-organization from: N/A	
Sub-total	-
2021/22 Authority	-

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$'000s)

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	10-1 Administration and Finance				
42	(a) Minister's Salary	47	42	5	
	(b) Executive Support			-	
694	(1) Salaries and Employee Benefits	670	692	(22)	
73	(2) Other Expenditures	68	62	6	
	(c) Finance and Corporate Services			-	
4,998	(1) Salaries and Employee Benefits	4,434	3,787	647	1
614	(2) Other Expenditures	313	401	(88)	
	(d) Economic Labour and Market Policy			-	
3,215	(1) Salaries and Employee Benefits	2,099	1,541	558	1
344	(2) Other Expenditures	140	144	(4)	
9,980	Subtotal 10-1	7,771	6,669	1,102	

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	10-2 Industry Partnerships and Programs				
	(a) Economic Development and Growth				
4,307	(1) Salaries and Employee Benefits	3,554	4,165	(611)	2
3,203	(2) Other Expenditures	2,439	2,612	(173)	
52,445	(3) Financial Assistance	44,729	37,204	7,525	3
62,811	(4) Grant Assistance	69,351	38,708	30,643	3
(1,500)	(5) Other Expenditures - Recovery	(1,446)	(1,801)	355	
2,263	(b) Innovation Growth Program	605	967	(362)	4
22,394	(c) Industry Partnerships	22,126	75,810	(53,684)	5
145,923	Subtotal 10-2	141,358	157,665	(16,307)	

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	10-3 Workforce Training and Employment				
	(a) Workforce Training and Employment				
13,988	(1) Salaries and Employee Benefits	12,605	13,098	(493)	
2,411	(2) Other Expenditures	1,847	1,926	(79)	
115,633	(3) Financial Assistance	113,137	101,790	11,347	3
772	(4) Grant Assistance	1,488	3,733	(2,245)	6
(7,757)	(b) Financial Assistance - Recovery	(7,757)	(7,757)	-	
125,047	Subtotal 10-3	121,320	112,790	8,530	

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	10-4 Economic Development Board Secretariat				
	(a) Economic Development Board Secretariat				
1,854	(1) Salaries and Employee Benefits	1,426	1,902	(476)	2
368	(2) Other Expenditures	238	354	(116)	
2,222	Subtotal 10-4	1,664	2,256	(592)	

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	10-5 Costs Related to Capital Assets				
	(a) General Assets				
1,029	(1) Amortization Expense	1,010	1,001	9	
1,029	Subtotal 10-5	1,010	1,001	9	

Explanations:

1. Decreased voluntary reduced work-week savings from previous year and filling of vacant positions.
2. Increased vacancy rate from previous year.
3. Increase in one-time COVID-19 pandemic support programs.
4. Lower than anticipated grant applications.
5. Completion of one-time COVID-19 pandemic support programs.
6. Realignment of grant and financial assistance.

Overview of Capital Investments and Loans Activity

	2021/22 Actual	2021/22 Authority	Variance Over/(Under)	Expl.
	\$(000s)	\$(000s)	\$(000s)	
Part B – Capital Investment				
Provides for Technology Information Projects	337	839	(502)	1

Explanation:

1. Timing of upgrades.

	2021/22 Actual	2021/22 Authority	Variance Over/(Under)	Expl.
	\$(000s)	\$(000s)	\$(000s)	
Part C – Loans and Guarantees				
Provides for Communities Economic Development Fund	4,700	8,000	(3,300)	2

Explanation:

2. Lower program demand for commercial fishing loans.

	2021/22 Actual	2021/22 Authority	Variance Over/(Under)	Expl.
	\$(000s)	\$(000s)	\$(000s)	
Part D – Other Reporting Entity Capital Investment				
Provides for N/A			-	

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Actual 2020/21	Actual 2021/22	Increase (Decrease)	Expl. No.	Source	Actual 2021/22	Estimate 2021/22	Variance Over/ (Under)	Expl. No.
Taxation								
-	-	-						
-	-	-						
				Subtotal	-	-	-	
Other Revenue								
17,782	8,198	(9,584)	a	Sundry	8,198	2,015	6,183	1
		-						
17,782	8,198	(9,584)		Subtotal	8,198	2,015	6,183	
Government of Canada								
30,316	28,821	(1,495)	b	Canada-Manitoba Workforce Development Agreement	28,821	45,014	(16,193)	2
			c	Canada-Manitoba Labour Market Development Agreement				
59,596	64,092	4,496			64,092	63,841	251	
		-						
89,912	92,913	3,001		Subtotal	92,913	108,855	(15,942)	
				Total Revenue	101,111	110,870	(9,759)	
107,694	101,111	(6,583)						

Explanations

- a. One-time revenue from Manitoba Opportunities Fund special fund remediation in prior year, offset by Community Revitalization Fund revenue shifted from special fund to departmental revenue line to increase transparency.
 - b. Decrease in recognized deferred revenue and program revenue.
 - c. Increase in recognized deferred revenue and program revenue.
1. Community Revitalization Fund revenue shifted from a special fund to a departmental revenue line to increase transparency, offset by reductions of other miscellaneous.
 2. Federal funding to support COVID-19 recognized by the Department of Finance.

Departmental Program and Financial Operating Information

Administration and Finance (Res. No. 10.1)

Main Appropriation Description

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

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
(a) Minister's Salary	47	1.00	42
(a) Executive Support	738	8.00	767
(c) Finance and Corporate Services	4,747	65.00	5,612
(b) Economic and Labour Market Policy	2,239	37.00	3,559
TOTAL Administration and Finance	7,771	111.00	9,980

Minister's Salary

Sub-Appropriation Description

Provides additional compensation to which individuals appointed to the Executive Council are entitled.

10-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/2022	FTEs	\$(000s)	Over/(Under)	
	\$(000s)			\$(000s)	
Salaries and Employee Benefits	47	1.00	42	5	
Total Sub-Appropriation	47	1.00	42	5	

Executive Support

Sub-Appropriation Description

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

10-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	670	8.00	694	(24)	
Other Expenditures	68		73	(5)	
Total Sub-Appropriation	738	8.00	767	(29)	

Finance and Corporate Services

Sub-Appropriation Description

Provides corporate leadership and coordination of strategic initiatives, financial management, legislative and regulatory development, and information technology services to support the department and related agencies in achieving their mandates.

Note: Finance and Corporate Services including financial services are a shared service provider to Economic Development, Investment and Trade and Advanced Education, Skills and Immigration.

Key Results Achieved

- Led departmental development and coordination of the Balanced Scorecard performance measurement systems. This included completing a balanced scorecard exercise to develop strategic content launched in 2022/23 fiscal year including performance measures and targets.
- Provided leadership and support of strategic planning, comptrollership, effective use of information technology resources, legislative and regulatory development for the department.
- Recorded revenue and expenditures, monitored and controlled expenditures, prepared financial reports and provided financial analysis and advice.
- Developed and applied appropriate administrative, financial, legislative, and information communications technology standards, policies and procedures including the sustainment and updating of business continuity plans, and implementation of red tape reduction measures.
- Prepared departmental estimates, Supplement to the Estimates of Expenditures and annual reports.

10-1(c) Finance and Corporate Services

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,434	65.00	4,998	(564)	1
Other Expenditures	313		614	(301)	2
Total Sub-Appropriation	4,747	65.00	5,612	(865)	

Explanations:

1. The under expenditure reflects vacant positions and reduced work-week savings.
2. Operational savings resulting from vacant positions.

Economic and Labour Market Policy

Sub-Appropriation Description

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

Key Results Achieved

- Coordinated Manitoba's effective participation in federal, provincial, and territorial (FPT) partnerships. This included participating in intergovernmental tables relating to economic development and innovation, trade and labour market matters and sharing information to identify common issues and priorities, particularly in response to the COVID-19 pandemic and economic recovery.
- Updated the EDIT website to improve access to information on department programs, services and supports. This included the design and implementation of a new menu system to improve visibility of programs, services and supports; an updated dynamic-content window for important notifications and announcements; and an embedded, real-time @MBGovBusiness Twitter feed.
- The department prepared and released the 2021 – 2025 Manitoba Labour Market Outlook, a five year forecast of the expected supply and demand for labour in the province. Prepared annually with support from Workplace Education Manitoba and other stakeholders, the report is an important component of Manitoba's economic and labour market information system, identifying anticipated job openings and labour gaps across occupations and industry to support planning, policy development and decision making.
- Implemented a wide range of red tape reduction initiatives including streamlining application forms and supporting documents for the Industry Expansion, Workforce Development and Sector Council programs as well as third party employment assistance services agencies.
- Provided technical expertise in the development of strategic and program-specific policy for the department's economic and workforce programs, including research, analysis, policy development and evaluation activities.
- Reported to Canada the plans and results of the Canada-Manitoba Labour Market Development Agreement and the Canada-Manitoba Workforce Development Agreement.

10-1(d) Economic and Labour Market Policy

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,099	37.00	3,215	(1,116)	1
Other Expenditures	140		344	(204)	
Total Sub-Appropriation	2,239	37.00	3,559	(1,320)	

Explanation:

1. The under expenditure reflects vacant positions and reduced work-week savings.

Industry Programs and Partnerships (Res. No. 10.2)

Main Appropriation Description

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

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
(a) Industry Programs and Partners	118,627	47.00	121,266
(b) Innovation Growth Program	605	0.00	2,263
(c) Industry Partnership	22,126	0.00	22,394
TOTAL Industry Programs and Partnerships	141,358	47.00	145,923

Industry Programs and Partnerships

Sub-Appropriation Description

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

Key Results Achieved

- The COVID-19 pandemic and the related restrictions created unprecedented economic instability in Manitoba, in Canada and across the globe. The Division worked with industry to develop and deliver financial assistance programs, that provided immediate relief to sustain existing businesses as well as funding to support a successful and sustainable economic recovery.
- Finalized the sale of the Industrial Technology Centre's (ITC), including corresponding legislative and regulatory requirements.
- Though the Industry Workforce Development Branch administered four main employer facing programs:
 - Canada-Manitoba Job Grant (CMJG) provided \$5.092 million in funding to support 247 companies training 4,127 workers. 207 of the companies were small businesses (under 100 employees).
 - Industry Expansion Program provided \$1.977 million in funding to support 12 companies training 4,594 workers. Many of the agreements are multi-year.
 - Workforce Development Program provided \$706.0 thousand in funding to support 11 companies training 680 workers. Many of the agreements were multi-year. 5 companies were small and medium sized businesses (under 100 employees).
 - Sector Council Program provided \$4,315 million in funding to support industry sector specific training through 10 non profit organizations. Training delivered to 14, 591 participants, sector awareness reached 17, 204 individuals and 5, 437 individuals participated in engagement events. (*Note - These numbers reflect January – December 2021). Program leveraged \$6.8 million from industry in 2021

10-2(a) Industry Programs and Partners

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,554	47.00	4,307	(753)	1
Other Expenditures	2,439		3,203	(764)	1
Financial Assistance	44,729		52,445	(7,716)	2
Grant Assistance	69,351		62,811	6,540	2
Other Expenditures - Recovery	(1,446)		(1,500)	54	
Total Sub-Appropriation	118,627	47.00	121,266	(2,639)	

Explanations:

1. The under expenditure reflects vacant positions and reduced work-week savings.
2. Operational savings resulting from vacant positions.

Innovation Growth Program

Sub-Appropriation Description

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

Key Results Achieved

- The Innovation Growth Program (IGP) was launched in June 2019 and provides cost-sharing assistance to Small and Medium-Sized Enterprises to assist them in developing and commercializing new innovative products and processes. In 2020/21 16 Manitoba companies were approved to receive up to \$727.5 thousand in non-repayable financial assistance. Since its creation, the program has awarded \$2.48 million to support 32 innovation projects.

10-2(b) Innovation Growth Program

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	605		2,263	(1,658)	4
Total Sub-Appropriation	605	-	2,263	(1,658)	

Explanation:

4. Lower than anticipated grant applications.

Industry Partnerships

Sub-Appropriation Description

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

Key Results Achieved

- The division worked closely with economic development partners to understand and respond to the needs of businesses to sustain operations throughout the pandemic and to begin recovery efforts. Organizations took an agile approach to delivering programs and services that addressed immediate and emerging needs during this unprecedented business interruption.
- Under the \$50.0 million long term recovery funding provided to the Manitoba Chambers of Commerce in 2020/21, two programs were developed and delivered by the Chamber and Economic Development Winnipeg in 2021/22:
 - Retrain Manitoba - \$13.925 million was launched in November 2021 to provide support over 1,000 Manitoba businesses to access training programs to upskill existing or new employees. This funding also supported the creation of an online portal that highlights the inventory of training and other micro-credential programs available to Manitoba businesses post-pandemic.
 - Digital Manitoba Initiative - \$15.3 million was launched in October 2021 to provide assistance to nearly 700 Manitoba businesses to establish or enhance their on-line business platforms; support was provided for training to enhance the digital/e-commerce capacity of small business and to launch or expand their digital platforms.
- The department developed and delivered the Charter Transport Recovery Program, providing \$2.0 million to support 24 charter air carriers and bus companies in Manitoba that were impacted by the COVID-19 pandemic and public health restrictions.

10-2(c) Industry Partnership

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	22,126		22,394	(268)	
Total Sub-Appropriation	22,126	-	22,394	(268)	

Workforce Training and Employment (Res. No. 10.3)

Main Appropriation Description

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

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
(a) Workforce Training and Employment	121,320	196.40	125,047
TOTAL Workforce Training and Employment	121,320	196.40	125,047

Workforce Training and Employment

Sub-Appropriation Description

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

Key Results Achieved

- Administered COVID-19 federal funding through the Canada-Manitoba Workforce Development Agreement (WDA). In 2021/22, \$16.09 million was allocated to 34 programs and projects that encouraged upskilling and assisted Manitobans in preparing for and accessing employment opportunities.
- Delivered the COVID-19 wage relief programs (Healthy Hire Manitoba and Manitoba Youth Jobs Program), which provided \$37.0 million in funding for nearly 15,000 employees to over 3,200 unique employers.
- In partnership with 45 community-based organizations delivered employment assistance programming for unemployed individuals across the province. More than 17,000 Manitobans benefited from these services in 2021/22.
- Administered skills development funding to individual Manitobans to fill high demand jobs in Manitoba's economy. In 2021/22, this funding assisted more than 6,250 Manitobans who needed skills training to find employment.
- Supported community-based organizations to break down barriers for Indigenous Manitobans by providing necessary life, essential and technical skills, formal training opportunities, education and training supports and employment opportunities. In 2021/22, the department supported 7,500 Indigenous Manitobans with employment and training supports.
- Delivered targeted programs like the Refugee Employment Development Initiative and the Manitoba Adult Language Training for Immigrants Initiative addressed needs of newcomers who faced unique challenges in finding and accessing employment, including upgrading their language skills. Manitoba provided support for 7,800 newcomers.
- Supported nearly 2,000 adults with disabilities through the Employment Assistant for People with Disabilities and Supported Employment programs.

10-3(a) Workforce Training and Employment

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	12,605	196.40	13,988	(1,383)	1
Other Expenditures	1,847		2,411	(564)	1
Financial Assistance	113,137		115,633	(2,496)	2
Grant Assistance	1,488		772	716	
Other Expenditures - Recovery	(7,757)		(7,757)	-	
Total Sub-Appropriation	121,320	196.40	125,047	(3,727)	

Explanations:

1. The under expenditure reflects vacant positions and reduced work-week savings.
2. Reduced expenditures due to impacts of COVID-19 on projects.

Economic Development Board Secretariat (Res. No. 10.4)

Main Appropriation Description

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

Key Results Achieved

- Created a dedicated Secretariat to the Economic Development Board to assist with fostering strong economic growth, attracting investment, promoting trade and creating high-quality jobs for Manitobans.

10-4(a) Economic Development Board Secretariat

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,406	15.00	1,854	(428)	1
Other Expenditures	238		368	(130)	
Total Sub-Appropriation	1,644	15.00	2,222	(558)	

Explanation:

- The under expenditure reflects vacant positions and reduced work-week savings.

Costs Related to Capital Assets (Non-Voted)

Description

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

10-5(a) General Assets

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Amortization Expense	1,010		1,029	(19)	
Total Sub-Appropriation	1,010	-	1,029	(19)	

Other Key Reporting

Departmental Risk

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

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

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

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

Through fiscal year 2021/22, the department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Natural disaster – environmental (lack of disaster plan)	As a result of the COVID-19 pandemic, government offices were closed for an extended period of time and staff were required to work remotely from home. Consistent with the department's Business Continuity Plan, appropriate resources (laptops, VPN access, smartphones, computer applications, etc) were provided to staff for them to transition to working from home with very little impact to operations. The department also updated their websites so that the public knew how to get services while the offices were closed. Business processes were revised so that electronic documents and signatures were used as much as possible to replace traditional paper-based documents and wet signatures.
Damage to property	Despite having offices closed during the pandemic, designated staff went to the office to check on things periodically. The department's Comptrollership Plan was updated.
Fraud	Internal Controls were reviewed and revised accordingly for COVID-19 financial assistance programs the department delivered so that potential fraud could be identified before it occurred, or quickly mitigated if it did occur.

Overspending

Revenues and Expenditures were monitored regularly to ensure budgets weren't exceeded.

The COVID-19 financial assistance programs were constantly monitored and cash flow projections updated frequently to ensure funding was available to meet the needs of the public (businesses and individuals). Program parameters were revised and resources were reallocated as the needs evolved or new needs were identified.

IT system failure

IT Systems (hardware, software and websites) were enhanced to ensure they met the needs of the online service delivery model as a result of COVID-19 lockdowns to reduce the risk of an IT system failure. Procurement needs were prioritized, modified or delayed as a result of supply chain issues.

As a result of the COVID-19 pandemic, existing staff resources were shifted around to meet the unique needs of operating in a pandemic environment. They were also reallocated to meet the crucial demands of delivering the pandemic related programs.

Human resources management / workforce

Learning Plans were updated to help address the ongoing changes in the workforce and the way services were delivered.

During the lockdowns, emphasis was placed on the mental and physical well being of staff.

Mentoring and acting opportunities were employed to share knowledge and provide staff with additional experience to address the challenges created by retirements and departures of departmental staff.

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2021	March 31, 2022
Total number of regulatory requirements	30,758	24,775
Net change	-	-39
Percentage change	-	-0.13%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2021/22.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.

The Public Interest Disclosure (Whistleblower Protection) Act

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

Wrongdoing under the act may be 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 Economic Development, Investment and Trade for fiscal year 2021/2022.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2021/ 2022
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	Nil
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	Nil
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	Nil

Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2022
Women	50%	79%
Indigenous Peoples	16%	16%
Visible Minorities	13%	25%
Persons with Disabilities	9%	9%

Appendices

Appendix A - Performance Reporting

The Performance Reporting – Indicators of Progress against Priorities is being phased out with the adoption of Balanced Scorecards. 2021/22 will be the final year for this report as Balanced Scorecards will be fully implemented and performance results fully reported.

Example Table

NOTE: All information below is adapted from [Reporting to Manitobans on Performance 2005 Discussion Document](#), and is meant for illustrative purposes only. This table should contain follow-up on information about the measures of performance, which support key priority areas for the department

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 20__/20__ (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
Community Enterprise Development Tax Credit - provides a mechanism to improve the access to equity capital for community based businesses within Manitoba. Individual and corporate investors supplying cash equity to small businesses are entitled to apply a 45% Provincial tax credit against their Manitoba taxes payable. Support for small and medium-sized Manitoba business and entrepreneurs.	Small and medium-sized enterprises provide over 90% of private employment in Canada.	In 2014, one project was approved under the CED tax credit worth \$0.1 million in private investments. In 2015, two projects were approved to help raise \$0.1 million	During 2021, one organization issued \$1.2 million in shares. From 2004/05 through 2020/21, 35 applications have been approved and raised \$7.9 million in cash equity from 1,321 Manitoba Investors under the tax credit program.	Interest in the program has increased since the program was transferred to Economic Development and Training in 2016.	In Budget 2018, regulations were amended to clarify that Cooperatives can access the program.

<p>Employee Share Purchase Tax Credit - provides a mechanism to support employee's to own a portion of their Manitoba employer. Individual investors are entitled to apply a 45% Provincial tax credit against their Manitoba taxes payable. Support for small and medium-sized Manitoba business and entrepreneurs.</p>	<p>Small and medium-sized enterprises provide over 90% of private employment in Canada.</p>	<p>In 2015, two projects were approved to help raise \$0.5 million</p>	<p>During 2021, 10 organizations issued \$1.8 million in shares.</p> <p>From 2015/16 through 2020/21, 33 applications have been approved and raised \$11.7 million in cash equity</p>	<p>Interest in the program has been increasing since 2015.</p>	<p>In January 2019, responsibility for administration of this program was transferred from Finance to Economic Development, Investment and Trade.</p>
<p>Employment services for individuals include employment needs assessment, employment/career counseling, access to labour market and other information, job search assistance, access to computers and other employment services.</p>	<p>Assisting unemployed individuals to prepare for, find and keep employment is important for the economy, for the well-being of individuals and for the communities in which they reside. Many people make the transition from unemployment to employment without assistance. Use of</p>	<p>2001/02 Workforce Training and Employment- Employment services for Individuals Total Clients Served: 36,333</p>	<p>2021/22 Workforce Training and Employment - Employment Services for Individuals Total Clients Served: 27,723.</p>	<p>The number of clients served has decreased by 8,610 compared to the baseline year and decreased by 81 from the previous year (27,804 in 2020/21).</p>	<p>Employment services are delivered in 13 Manitoba Jobs and Skills Development Centres and funded third party organizations throughout Manitoba.</p>

employment services is a measure of how governments are helping those that do need assistance.

<p>Trends re: youth receiving pre-employment assistance and training, work placements, employment referrals, wage subsidies and business development support through provincial programs. Indicator(s): Tracking usage of employment readiness, employment referral, business development and career development programs.</p>	<p>To determine participation levels, if programs are meeting the needs of youth and what improvements can be made to programs.</p>	<p>2010/11 – 29,990 youth accessed pre-employment assistance and training, work placements, employment referrals, wage subsidies and business development supports.</p>	<p>2021/22 – 15,564 youth accessed pre-employment assistance and training, work placements, employment referrals, wage subsidies and business development supports.</p>	<p>The number of youth served through programming has decreased by 14,426 compared to the baseline year and increased by 3,606 from the previous year (11,958 in 2020/21).</p>	<p>In 2020/21, the number of youth served through targeted programming decreased significantly from the previous year due to the COVID-19 pandemic and the cancellation of the Manitoba Youth Jobs Centre, Young Entrepreneurs and First Jobs Fund.</p> <p>In addition, in 2020/21 the STEP Services program transferred to the Public Service Commission and is no longer being reported on by the department.</p>
--	---	---	---	--	---

Appendix B – Other Reporting Entities

The following OREs are accountable to the Minister:

Communities Economic Development Fund

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

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

Economic Development Winnipeg

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

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

Manitoba Development Corporation

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

Manitoba Opportunities Fund

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

Research Manitoba

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

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

Rural Manitoba Economic Development Corporation

The Rural Manitoba Economic Development Corporation is incorporated under The Corporations Act as a Non-Profit, Non-Share Corporation. The corporation was established to provide economic outcomes in Rural Manitoba through investment attraction, job creation, retention and expansion of existing businesses thereby enhancing the prosperity and quality of life of Manitobans.

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

Appendix C - Statutory Responsibilities

The department operates under the authority of the following acts of the Consolidated Statutes of Manitoba:

- The Communities Economic Development Fund Act (c. C155)
- The Community Development Bonds Act (c. C160)
- The Community Revitalization Tax Increment Financing Act (c. C166)
- The Convention Centre Corporation Act (S.M. 1988-89, c. 39 -)
- The Crocus Investment Fund Act [except section 11] (c. C308)
- The Manitoba Development Corporation Act (c. D60)
- The Electronic Commerce and Information Act [except Part 5] (c. E55)
- The Income Tax Act [sections 7.13 to 7.16, 10.5 and 11.8 to 11.21] (c. I10)
- The Innovation Funding Act (c. I37)
- The Invest Manitoba Act (c. I99)
- The Labour-Sponsored Venture Capital Corporations Act [Part 2, and sections 16 to 18 as they relate to Part 2] (c. L12)
- The Property Tax and Insulation Assistance Act [Part V, and section 1 and Part VI as they relate to subjects covered under Part V] (c. P 143)
- The Research Manitoba Act (c. R118)

Any statute that is not assigned to a particular Minister are the responsibility of the Minister of Justice.

Appendix D – Community Revitalization Grants

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

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

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

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

The department administers 19 grant agreements under the former TIF framework and 11 under the new Incentive. Six of the 11 were newly approved in 2021/22.

**Initiatives/Projects supported under *The Community Revitalization Tax Increment Financing Act*
as of March 31, 2022, by municipality**

City of Winnipeg

Initiative	Purpose of Grant Support	Status	Achievement
Downtown Winnipeg Residential Development Grant Program , a partnership between Manitoba and the City of Winnipeg.	To increase the number and diversity of housing options, increase mixed residential and commercial development, and redevelop vacant properties and surface parking lots. Grants incent housing developers who are paid once the development is completed.	Development is complete for all properties. Grant payments are ongoing.	Resulted in the development of 343 new rental units and 443 new condominium units for a total of 786 new residential units in downtown Winnipeg.
Strategic Downtown Investments Agreement between Manitoba, the City of Winnipeg, and CentreVenture Development Corporation to support the Sports, Hospitality and Entertainment District (SHED) .	To encourage and protect private and public investment in downtown Winnipeg and develop the 11-block SHED area where entertainment and related commercial activities can be encouraged. Grants support capital projects in public and shared spaces within defined Portage Avenue districts downtown.	Development complete. Grant payments are ongoing.	Developments include streetscape and pedestrian improvements surrounding Bell MTS Place, storefront and building enhancements and marketing and promotion of the SHED area.
Investors Group Field	Incremental taxes from the redevelopment of the former CanadInns Stadium site contribute to the stadium at Investors Group Field.	The two designated properties remain underdeveloped. Grant payments are ongoing but are lower than originally projected.	Investors Group Field opened June 2013.
University of Winnipeg Commons Housing Complex Project	Grants support a mixed-use complex, including student residences.	Development complete. Grant payments are ongoing.	Redevelopment of a surface parking lot into a mixed-use complex with 102 rental housing units, including 46 affordable units and 30 rent-geared-to-income units.
Exchange/Waterfront Neighbourhood Development Program , a partnership between Manitoba, the City of Winnipeg, and CentreVenture Development Corporation.	To support retail attraction and retention coordination; marketing/image and safety initiatives; parking initiatives; and capital investments.	Development complete. Grant payments are ongoing.	Physical improvements, including safety and walkway upgrades, are complete.

Initiative	Purpose of Grant Support	Status	Achievement
A partnership between Canada, Manitoba, the City of Winnipeg, and Parmalat Canada Inc.	Supports Manitoba's dairy value-added food industry by supporting the construction of a modern dairy processing facility, allowing the company to keep its dairy operation in Winnipeg while maintaining and increasing local employment. Grant supports the extension of waste water servicing to the new dairy processing plant.	Development complete. Grant payments are ongoing.	Construction was completed in September 2017.
Live Downtown: Rental Development Grant Program , a partnership between the Province of Manitoba and the City of Winnipeg.	To encourage the development of additional multi-family, mixed-income rental housing to increase and diversify the residential population of downtown Winnipeg. Grants incent rental housing developers, paid annually over 12-20 years after the development is complete.	Development complete on five of six designated properties. Final property will be completed by December 2022. Grant payments for completed properties are ongoing.	Program resulted in over 700 rental units in downtown Winnipeg.
Northland Sutton Place	This is a project to create a hotel and residences space in Winnipeg. Grant is intended to leverage private investment in downtown Winnipeg. The project produces economic benefits to Winnipeg by supporting the RBC Convention Centre through additional adjacent hotel space.	Construction at the site continues with an expected 2023/24 completion date.	N/A
RBC Convention Centre	Supports debt repayment on the Convention Centre's expansion. The project produces economic benefits to Winnipeg by helping the RBC Convention Centre attract larger scale events.	Grants are tied to the completion of Northland Sutton Place, which is under construction.	Expansion was completed in 2018.
True North Square – Street & Sky	A public plaza located in Winnipeg, offering green space, programmable space, additions to the sidewalk network, and streetscaping. Proponent also developed a commercial building. Grant leverages private investment in downtown Winnipeg.	Development complete. First grant flowed in FY 2021/22.	The plaza and skywalks are open to the public; commercial building is renting office and retail space.
True North Square – Residential	Proponent developed a residential complex containing 194 rental units. Grant leverages private investment in downtown Winnipeg.	Development complete. First grant flowed in FY 2021/22.	Residential building is renting units as planned.
390 Assiniboine	A one-time stand alone downtown Winnipeg condominium project, the grant leverages private	Development complete. First grant flowed in 2021/22.	This 92 unit condominium project is complete.

Initiative	Purpose of Grant Support	Status	Achievement
	investment in downtown Winnipeg residential development.		
The Forks Railside	The Parcel 4 Forks Rail Side Development project is part of a 20-year redevelopment and includes housing, office and retail uses, hotels, and restaurants. Grant is intended to support Phase 1 improvements to public spaces.	Construction pending.	NA
Richardson Innovation Centre	This facility will serve as a world-class collaboration site for agriculture research and product development. Grant funds support the centre's construction which is located in Downtown Winnipeg.	Development complete. First grant flowed in 2021/22.	A completed facility for food product research, development, validation and demonstration, analysis, and quality assurance; it created 16 new jobs.
The Zu <i>(New in 2021/22)</i>	A project that replaces two surface parking lots and a demolished hotel in Winnipeg's Osborne Village with three mixed-use retail and rental residential buildings. Grant is intended to leverage private investment in Winnipeg rental residential market.	Construction in progress.	N/A
Paulin Village <i>(New in 2021/22)</i>	Revitalizing the former Paulin Biscuit factory as two mixed use commercial and rental residential buildings in Winnipeg's Chinatown. Grant is intended to leverage private investment in downtown Winnipeg's rental residential market.	Construction in progress.	N/A
Market Lands <i>(New in 2021/22)</i>	Redevelopment of land formerly occupied by Winnipeg's Public Safety Building. Grant is intended to support development of the southern portion of the site as a means to attract investment in the northern portion. Southern portion will house a creative hub, a centre for art and design, a market incubator, a public realm, and up to 102 non-profit rental housing units.	Construction pending.	N/A
Maple Leaf Foods <i>(New in 2021/22)</i>	Grant funds support construction to expand an existing Winnipeg meat processing plant.	Construction complete. Grant funds expected to begin in 2022/23.	Expanded and modernized the existing pork processing plant in Winnipeg.

The City of Brandon

Initiative	Purpose of Grant Support	Status	Achievement
West Vic Common	Grant funds support the redevelopment and expansion of the West Vic Common strip mall in the City of Brandon.	Property remediation and redevelopment of the existing building are complete. Leasehold improvements are underway.	NA

The City of Dauphin

Initiative	Purpose of Grant Support	Status	Achievement
Vermillion Growers	Grant funds will support a commercial greenhouse development. The building will be a high tech, hydroponic, commercial greenhouse designed for vegetable production.	Construction pending.	NA
Best Western Hotel	Grant is intended to leverage private investment in the construction of a new hotel in the City of Dauphin.	Construction completed and the hotel is open for business. Grant funds expected to flow starting in FY 2022/23.	This new hotel supports tourists and business travellers to the region, which is under-served with respect to available lodging options. The hotel created 37 new jobs.

Municipality of Killarney-Turtle Mountain

Initiative	Purpose of Grant Support	Status	Achievement
HyLife Pork Feeds	Grant leverages private funds in support of pork sector expansion in Manitoba Grant supports costs associated with the new feed mill.	Grant funds began flowing in 2021/22.	As of December 2021, the mill produces approximately 16,500 metric tonnes of feed each month. Facility brought 12 mill jobs and 13 jobs in feed transportation.

Town of Neepawa

Initiative	Purpose of Grant Support	Status	Achievement
HyLife Foods	Grant leverages private funds in support of pork sector expansion in Manitoba Grant supports costs associated with the expanded pork processing plant.	Grant funds began flowing in 2021/22.	As of December 2021, the processing plant added 236

			staff as a result of the expansion.
--	--	--	-------------------------------------

Rural Municipality of Portage la Prairie

Initiative	Purpose of Grant Support	Status	Achievement
Roquette A partnership between Manitoba, the Rural Municipality of Portage la Prairie, and Roquette Freres Inc.	Grant leverages private and public funds to defray costs associated with the infrastructure needed to support a new pea processing plant.	Grant funds began flowing in 2021/22. Grant directed to the RM, not the company.	Required infrastructure is complete and the \$400M pea processing facility near Portage la Prairie is operational; 150 new jobs are expected.
Simplot A partnership between Manitoba, the Rural Municipality of Portage la Prairie and Simplot (II) Canada.	Grant leverages private and public funds to defray costs associated with the infrastructure needed to support the expanded potato processing facility.	One-time payment to the RM completed in 2021/22. Grant funds expected to begin flowing to the company in 2022/23.	Required infrastructure is complete. The expanded \$460M facility near Portage la Prairie is operational and will report on employment prior to obtaining its grant.

Rural Municipality of Rosser

Initiative	Purpose of Grant Support	Status	Achievement
CentrePort Canada	Grants will support future strategic wastewater infrastructure requirements for CentrePort industrial lands.	CentrePort properties designated in 2012 onward were de-designated on December 31, 2021. All accumulated levies are provided to the RM of Rosser to be held in the RM's Special Purpose Reserve Fund called "CentrePort North Wastewater Reserve."	N/A
O Foods / Patterson Global Foods	Grant leverages private funds to support a new oat mill's construction to expand the company's value-added agricultural processing capacity. Annual funds are expected to be reinvested in the facility.	No grant funds flowed to date.	NA
Merit Functional Foods	Grant leverages private funds to support the construction of a new food processing facility for peas and canola seeds.	No grant funds flowed to date.	NA

Initiative	Purpose of Grant Support	Status	Achievement
Viterra Canada <i>(New in 2021/22)</i>	Grant leverages private funds to support a new concrete grain elevator and 134 car loading track in Rosser for expanded grain transportation.	No grant funds flowed to date.	NA

City of Winkler

Initiative	Purpose of Grant Support	Status	Achievement
ICON Technologies <i>(New in 2021/22)</i>	Expansion of recreational vehicles manufacturing and parts plant in Winkler.	Construction is occurring in stages. No grant funds flowed to date.	N/A

Glossary

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

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

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

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

Authority – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure as well as any changes as a result of the January 18, 2022 government reorganization, allocations from Enabling Appropriations, or 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 (REESI).

Balanced Scorecard – is an integrated strategic planning and performance measurement tool.

Baseline - The current level of performance for all measures.

Cascading – This is the process of developing aligned balanced scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

Consolidation Impacts – The adjustments needed to bring the revenue and expenditure of the Other Reporting Entity (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (ex: a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).

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

Government Reporting Entity (GRE) – Core government and the prescribed reporting organizations, such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

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

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

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

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.

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

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

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

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

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

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives (the highest category of measures that sub-measures or key performance indicators tie into). The standard four perspectives are (Financial, Client, Internal Process, and Employee Learning and Growth).

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

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

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

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

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

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

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. Effective visions provide a word picture of what the organization intends to ultimately become — which may be 5, 10, or 15 years in the future. This statement should contain as concrete a picture of the desired state as possible, and also 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.