



Crown Services
Minister's Briefing
2021 Premier Transition
November 2021

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MANITOBA AT A GLANCE

DEMOGRAPHICS

 **Population 1,383,765**
(as at July 2021) – 5th highest in Canada

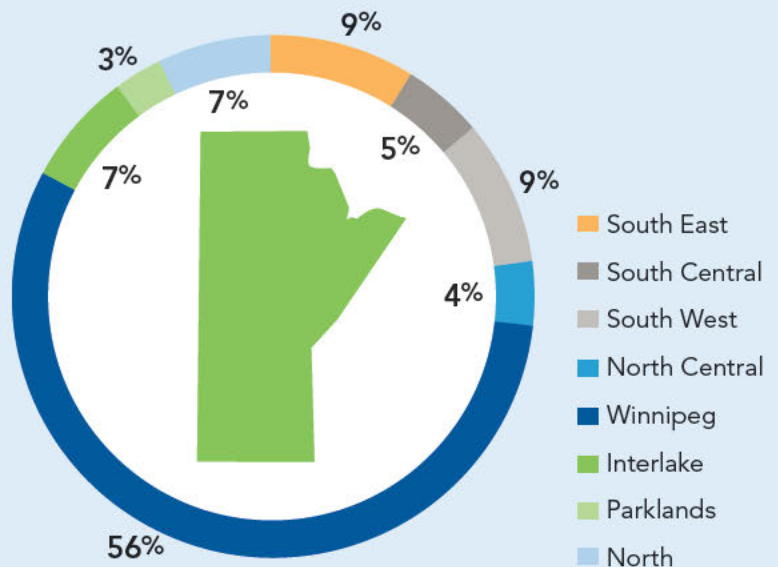
 **49.7%**
Male

 **50.3%**
Female


Median Age 37.8 years

Manitoba is the **youngest province**; third youngest including the territories. The **Indigenous population is 29.3 years on average**, approximately 8.5 years younger than the provincial median age.

Population by Economic Region



KEY ECONOMIC MEASURES

 **Real GDP is projected to grow 4.9%** in 2021, fully offsetting the worst economic downturn in Manitoba's history

Real GDP at market prices - \$64,454 million



Debt-to-GDP

37.7%

A ratio below 40 percent is desirable.



Manitoba has the 5th lowest greenhouse gas emissions out of 10 provinces

LABOUR FORCE



Unemployment Rate

5.6%

(lowest in Canada)

Youth unemployment 9.9%



Participation Rate

66.6%

(3rd best out of provinces)

MANITOBA AT A GLANCE *cont.*

HOUSEHOLD FINANCES

Median Income

\$68,147

(5th among the provinces - 2015)

Consumer Price Index

+4.7% from 2020

Shelter Cost

+7.3% from 2020

(2nd highest increase in Canada)



Average Weekly Earnings

\$1,023.26

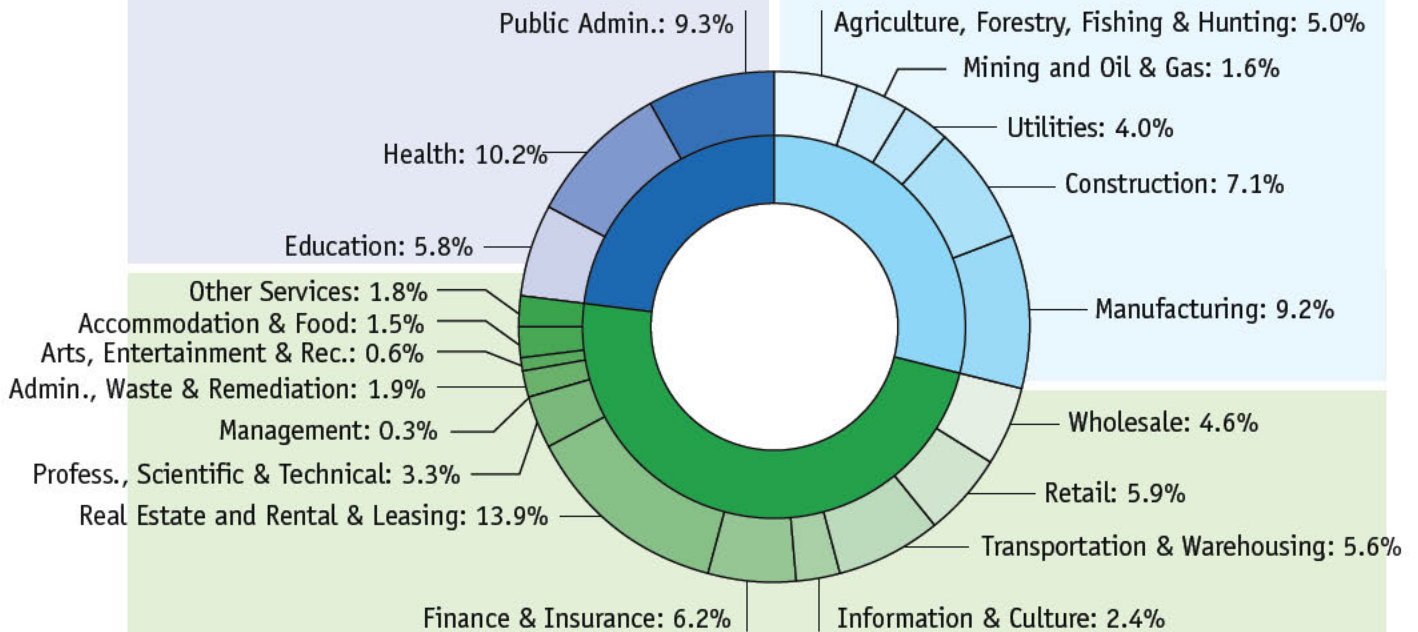
(7th in Canada)

LEADING SECTORS

Manitoba's Economic Diversity

Public Services: **25%**

Goods-Producing: **27%**



Private Services: **48%**

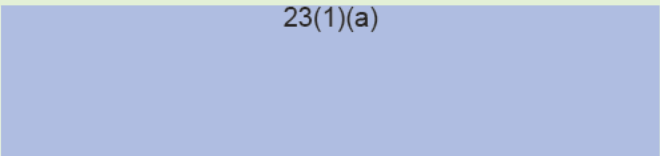
STATE OF MANITOBA - PANDEMIC IMPACTS

THE ECONOMY IS REBOUNDING, but there are major areas of concern – mental health and addictions, housing, youth learning loss, increasing labour slack, a significant backlog of medical treatments, and more.

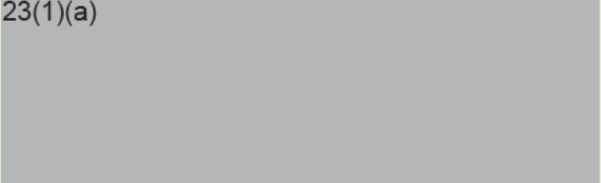
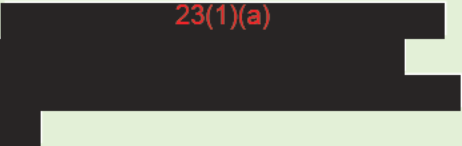
Manitoba may be close to a return to pre-pandemic metrics on growth and jobs, but still far behind pre-pandemic projections for 2022 – the province is facing a “growth gap”.

Vulnerable Manitobans have, in many ways, fallen further behind. This has increased the existing gap in wellbeing for many demographics.

HEALTH

- Based on self-reported data gathered during the second wave, **40% of Manitoba respondents indicated their mental health deteriorated since the onset of the pandemic.** There is increasing evidence of a mental health “echo pandemic”.
-  23(1)(a)
- Median wait times at Winnipeg emergency departments and urgent care centres are the highest in at least the past seven years.

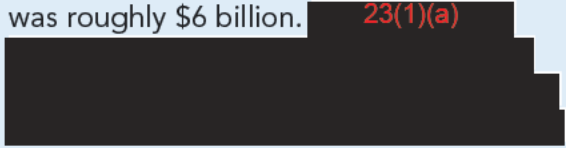
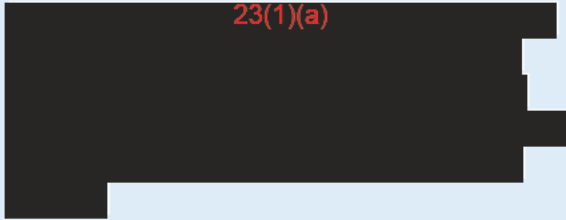
EDUCATION

- 23(1)(a) 
- Manitoba consistently ranks among the bottom of provinces and OECD countries in reading, math, and science scores.  23(1)(a)

COMMUNITY

- African, Filipino, Latin American, Indigenous and South Asian communities in Manitoba were disproportionately impacted by COVID-19, with both more cases of, and deaths from, the disease.
- Immigration numbers plummeted in 2020 as the world locked down. **Manitoba welcomed 8,628 immigrants, a decrease of 54 percent from 2019.** Low immigration causes strain on the labour market, tax base, post-secondary sector, and economy as a whole.
- A recent Winnipeg survey found 424 people experiencing absolute homelessness (not using shelters) – an 84% increase since 2018.
- Manitoba’s Crime Severity Index (CSI) score indicates a decrease in both violent and non-violent crimes by 11 percent and 10 percent respectively through the pandemic, a greater decrease than the national average. Across Canada, the CSI decreased by 8 percent in 2020 compared to 2019.

HOUSEHOLD INCOME

- In 2020, Manitoba household net savings was roughly \$6 billion.  23(1)(a)
-  23(1)(a)
- Manitoba has **the second-highest low-income persistence rate out of all provinces**, and a higher low-income immobility rate than the Canadian average.



PANDEMIC IMPACTS *cont.*

ECONOMY AND BUSINESS

- Across the board, key macroeconomic indicators in Manitoba are trending upwards in 2021, providing **early evidence of a strong recovery**.
- **The number of active businesses recovered** by May 2021, exceeding the pre-pandemic count in February 2020 by 130 businesses. The number has since fallen 0.3 percent and remains down 21 businesses compared to the pre-pandemic level.
- **Small businesses represent 98 percent of employers in Manitoba.** The majority (if not all) of the volatility in active business numbers can be attributed to small businesses.

GOVERNMENT

- The pandemic required significant unplanned spending, resulting in an actual deficit of \$2.1 billion in 2020/21, compared to the budgeted a deficit of \$220 million. **The First Quarter Report in 2021/22 forecasts a \$1.6 billion deficit for this year.**
- Own-source revenues fell by over \$1.1 billion.
- Government is required to balance the budget by 2028/29 under the Balanced Budget Legislation.

LABOUR

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- Labour slack: **over 89,651 Manitobans are looking for work or want to work more than they currently do.** While Manitoba's unemployment rate has returned to 5.6% (up 0.5 points from Feb 2020), labour slack has returned to 12.8% (up 1.4 points from Feb 2020).
- **Transportation & Warehousing is experiencing the highest job vacancy rate** in Manitoba at 6.4%. In contrast: nationally, the Accommodation & Food and Arts, Entertainment & Recreation sectors are experiencing considerably higher job vacancy rates at 9.0% and 8.4%.

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STATE OF MANITOBA – MANITOBA 2050

PLANNING FOR MANITOBA 2050 requires responding to the province's immediate needs while anticipating the demands of the future.

The medium- to long-term outlook for Manitoba is informed by factors that are reasonably certain, such as the growth and aging of the population, as well as more enigmatic factors such as climate change. At the same time, the COVID-19 pandemic is a reminder that disruptors of unknown scope and scale can occur at any time.

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POPULATION

- By 2050, **Manitoba's population could grow to between 1.7 million and 2 million residents**, compared to 1.3 million in 2021.
- In ten years, **21% of Manitoba's population will be First Nations or Métis.**
- **Despite the overall young age of the province, the fastest growing age group is seniors.** Projections show that, over time, the number of seniors will increase from 27 to 34 for every 100 workers, increasing demand for public services while reducing the tax base.
- **Immigrant attraction and retention will be crucial** to offsetting population loss to other provinces and a stagnant birth rate. **Manitoba's 5-year retention rate for the 2018 tax-year was 75%, ranking fifth nationally and below Canada's rate of 87%.**

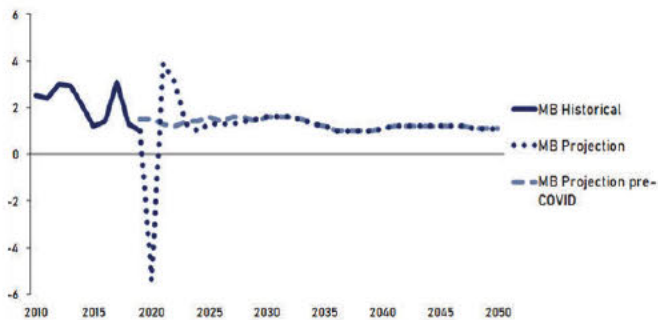


MANITOBA 2050 *cont.*

ECONOMIC OUTLOOK

- The pandemic is not anticipated to have persisting impacts on Manitoba's economy in the longer term.

Real Economic Growth (%), Manitoba, Past & Projected



Data Source: Stokes Economics

- Over the next three decades, **Canada's economy is projected to slightly outperform Manitoba's economy.**
- **Manitoba is the only province with more potential labour market entrants than potential retirees** and Manitoba will likely continue to have an **unemployment rate between 5 and 6%**, which is currently consistently among the lowest in Canada.
- The sectors with the greatest growth projections are, **transportation and warehousing, other services** (e.g. maintenance and repairs, personal and pet care, funerals, religious activities, and advocacy) and **health and social services sectors.**

CLIMATE CHANGE

- The **largest contributors to provincial emissions are transportation, agriculture, and stationary combustion.**
- **The Prairies, and Western Canada generally, have had the strongest warming to-date across southern Canada, especially in winter.**

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GOVERNMENT



- An aging population **will increase demand for services**, particularly in healthcare.
- Provincial government expenditures are projected to outpace revenue under current conditions.

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MANITOBA 2050 *cont.*

AN INDIGENOUS DRIVEN FUTURE

- **Manitoba has a high Indigenous population compared to other provinces**, and Winnipeg has more Indigenous residents per capita (11.1%) than any other major Canadian city.
- **First Nations communities in Manitoba have the lowest average Community Well-Being scores in Canada**, at 49.3 points. The score for non-Indigenous communities in Manitoba is 78 points.
- In 2016, **Indigenous people spent \$9.3 billion in Manitoba**. The bulk of that spending was by Indigenous businesses and created over 35,700 jobs, contributed \$2.3 billion to Manitoba's GDP and **\$231 million in taxes to federal and provincial governments**.
- Closing the significant opportunity gaps between Indigenous and non-Indigenous Canadians which, if addressed, would **boost Manitoba's economy by nearly \$3 billion annually**.
- The Indigenous population in Canada is young and growing. Since 2006, the Indigenous population across the country has grown at more than four times the rate of the non-Indigenous population.

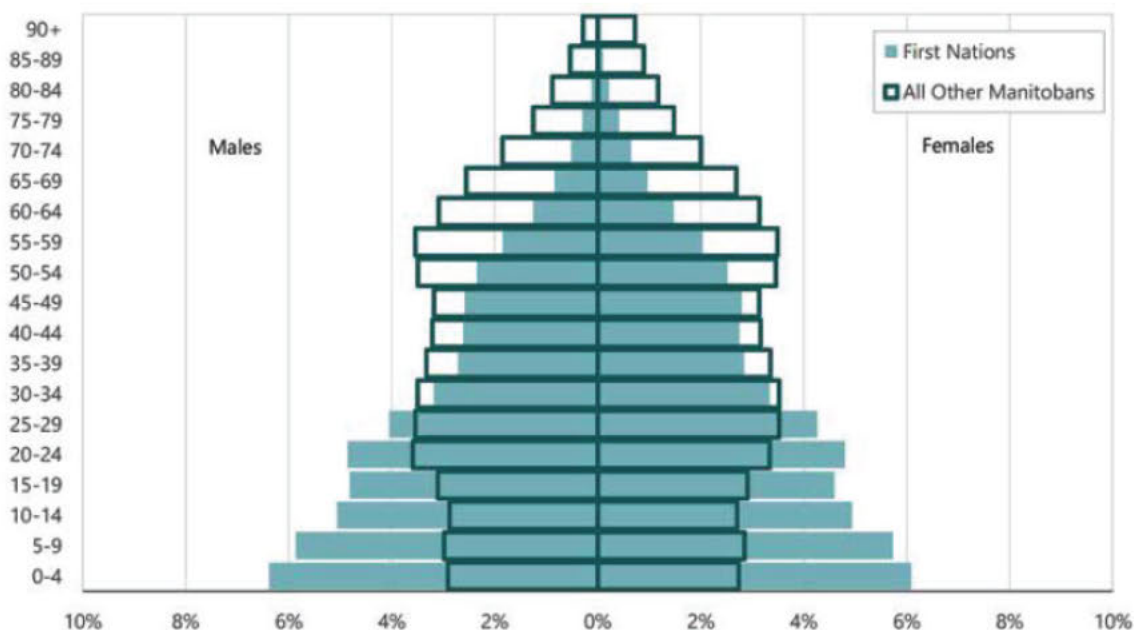


Age and Sex Distribution for Manitoba

Age Profile of Manitoba, 2016

First Nations: 141,965

All Other Manitobans: 1,209,214



Source: Manitoba Centre for Health Policy, Autumn 2019

II. Machinery of Government Summary

Machinery of Government

This section focuses on the existing structure, machinery, and procedure of government.

Premier's Office

Partisan political staff occupy 'technical' (non-civil service) positions in the Premier's Office and provide policy advice and support. Key staff and functional areas of support typically include the Principal Secretary, Chief of Staff, Communications and Stakeholder Relations, and the Premier's Secretariat.

Executive Council

The Executive Council is the central, senior executive authority in government. It is the Premier's Ministry – 'department of the Premier'. Its mission is to support the Premier and Cabinet in fulfilling their commitments and undertakings. Within Executive Council, members from the public service work in tandem with the Premier's Office to support the Premier and Cabinet and the achievement of the government's priorities.

Office of the Clerk of the Executive Council

Composed exclusively of public servants, the Office of the Clerk is responsible for supporting the work of the Clerk and of Cabinet. The Executive Council Office is comprised of three primary divisions: Cabinet Operations and Planning Division, Policy and Research Division, and the Communications and Engagement Division. The Cabinet Operations and Planning Division supports the Clerk on the planning and delivery of government's agenda as Cabinet Secretary. The Policy and Research Division advances strategic, long-term policy work across departments in alignment with overarching government priorities and whole-of-government thinking. Lastly, the Communications and Engagement Division is in the ECO and serves the whole-of-government in communicating to and from Manitobans.

Ministerial Office Staff

Administrative staff in Ministerial offices (e.g., Correspondence Secretaries, Assistants to Ministers, Appointment Secretaries) are public servants. Their experience and knowledge are critical to the effective operation of Minister Offices and departments. On a day-to-day basis, they function within the parameters set by ministers and their staff.

Cabinet

Cabinet is a forum for Ministerial consultation and coordination. It is the highest decision-making body in government. It offers the premier and Ministers the opportunity to meet with colleagues to make proposals, outline interests or concerns, and collectively

contribute to the decision-making of government. Fundamental Cabinet principles are confidentiality, consensus, and solidarity.

Cabinet Committees

Priorities and Planning (P&P)

Mandate: Advises on policy direction and priorities to Cabinet and oversees the implementation of government's priorities.

Treasury Board (TB)

Mandate: Treasury Board's role is to make resource allocation decisions within the context of Cabinet's direction. In fulfilling this objective, Treasury Board provides a forum for the specific review of the financial and human resources required to fulfill departmental proposals. Generally, even policy issues requiring Cabinet review would be considered first by Treasury Board from a resource requirement perspective prior to referral to Cabinet.

Regulatory Accountability Committee (RAC)

Mandate: RAC was established by legislation to oversee and promote regulatory accountability and red tape reduction across government. Its mandate has expanded to include review of all legislative proposals. RAC is mandated to oversee the modernization of regulatory development practices within government. This is accomplished by promoting alternatives to regulation and current best practices with departments and government agencies, encouraging simple, high quality, efficient regulatory requirements. The goal of these efforts is to reduce the administrative burden on external stakeholders associated with regulatory requirements and to reduce internal costs for government.

All Aboard (Poverty Reduction)

Mandate: Responsible for advising on poverty-related policies, programs and services. Provides advice on the poverty reduction strategy, monitors implementation, and facilitates community involvement in strategy development.

Public Sector Compensation Committee (PSCC)

Mandate: Review and consider public sector management and labour relations issues and resulting strategic options in a fiscally responsible and sustainable manner. Review and direct specific public sector compensation mandates for bargaining purposes, ensuring necessary oversight and consistency. Align direction with broader fiscal challenges and imperatives, ensuring that mandates reflect government's ability to pay. Ensure mandates reflect Manitoba's relative economic position within Canada. Ensure overall direction balances and supports government's priorities as to service delivery, through retention and recruitment of qualified and competent employees.

Economic Growth Committee of Cabinet (EGCC)

Mandate: Oversee a whole-of-government approach to growing the provincial economy and to deliver on the Economic Growth Action Plan's key outcomes. Mandate is to ensure that the government's approach towards economic development is comprehensive and strategically aligned across provincial departments and agencies.

Gender Based Violence Committee of Cabinet (GBVCC)

Mandate: Integrate services and takes a whole of government approach to co-ordinate policies, legislation and initiatives on pervasive issues such as domestic and sexual violence and harassment.

Central Agencies, Departments, and Supporting Bodies

Treasury Board Secretariat

Situated within Manitoba Finance, the Treasury Board Secretariat provides financial and analytical support and advice to the Chair of Treasury Board (normally the Minister of Finance) and to Treasury Board in fulfilling expenditure management responsibilities.

The Department of Finance

The department is responsible for managing the province's fiscal and financial resources, allocating funds to other governmental departments, labour relations and employment standards, consumer protection, business services and promoting an open government and engaged Manitobans.

The Regulatory Accountability Secretariat (RAS)

Currently located within the responsibility of Legislative and Public Affairs, the Regulatory Accountability Secretariat (RAS) provides analytical and operational support to the Regulatory Accountability Committee of Cabinet. The RAS also acts as the provincial government's representative on pan-Canadian forums to remove trade barriers that impede the free flow of labour, capital and goods and services amongst provinces.

Civil Service Commission

The Civil Service Commission (CSC) provides human resource services and management for the Manitoba government consistent with the provisions of The Civil Service Act. This organization reflects the consolidation of responsibility for the human resource function from departments to the CSC which occurred in 2010.

Intergovernmental and International Affairs

Intergovernmental Affairs provides strategic advice, analysis, and support to the Premier of Manitoba on matters of intergovernmental and international significance to Manitoba. This includes matters concerning Manitoba's relationships with the federal government, other provincial and territorial governments, as well as on Manitoba's international relations, activities, and interests, including trade agreements.

Central Services

The Department of Central Services was established in 2019 to focus on modernization of government services including procurement, Information Technology (IT), and capital management with the mandate to be the service delivery organization for government.

Legal Services Branch

The Legal Services Branch, situated within the Department of Justice, functions as the law firm to the provincial government. It provides legal services to all government departments, agencies, boards, commissions, committees and government corporations that do not have their own legal counsel. The role of the Legal Services Branch flows from the constitutional and statutory responsibilities of the Attorney General as the chief legal advisor to government and the guardian of the public interest.

Legislative Counsel

Legislative Counsel, situated in the Department of Justice, prepares all Manitoba bills, acts and regulations in English and French as well as consolidations of current acts and regulations. The office also provides advice and assistance as the Law Officer of the Legislative Assembly in the manner contemplated by the Rules of the Assembly. Publishes acts and regulations on the Manitoba Laws website, and provides French translation services to the Legislative Assembly.

Protocol Office

The Manitoba protocol office facilitates official visits to Manitoba; acts as Manitoba's principal point of contact for the numerous countries that comprise Winnipeg's Consular Corps; serves as the secretariat to the Order of Manitoba Advisory Council; provides event and travel support for the Premier's (or Deputy Premier's) office; provides logistical support for Cabinet Shuffles and ceremonial aspects of the Cabinet Swearing in event; and organizes ceremonial aspects of the Speech from the Throne Ceremony, among other responsibilities. Formally with Intergovernmental Affairs, it is now situated in the Office of the Minister of Legislative and Public Affairs.

Existing Departments

1. Advanced Education, Skills and Immigration (AESI)
2. Agriculture and Resource Development (ARD)
3. Central Services (CEN)
4. Civil Service Commission (CSC)
5. Conservation and Climate (C&C)
6. Crown Services (CS)
7. Economic Development and Jobs (EDJ)
8. Education (ED)
9. Families (FAM)
10. Finance (FIN)
11. Health and Seniors Care (HSAL)

12. Indigenous Reconciliation and Northern Relations (IRNR)
13. Intergovernmental Affairs (IGA)
14. Justice (JUS)
15. Legislative and Public Affairs (LPA)
16. Manitoba Infrastructure (MI)
17. Mental Health, Wellness and Recovery (MHWR)
18. Municipal Relations (MR)
19. Sport, Culture and Heritage (SCH)

Secretariats and Special Offices

1. Accessibility Compliance Secretariat
2. Francophone Affairs Secretariat
3. Manitoba Status of Women Secretariat (MSW)
4. Multiculturalism Secretariat
5. Climate and Green Plan Implementation Office
6. Social Innovation Office

Deputy Ministers

The highest ranking public servants, namely the Deputy Ministers and the Clerk of the Executive Council, are appointed by Order in Council. Deputy Ministers are appointed on advice of the Clerk of the Executive Council. The Deputy Minister is the principal source of support for a Minister in fulfilling his or her collective and individual responsibilities and respecting his or her accountability to the Legislature.

Machinery of Government and Procedural Matters

Cabinet Committees – Protocols and Procedures

Traditionally, Cabinet has met in the Executive Council Chamber (Room 208) on Wednesdays, weekly when the House is sitting and less often when it is not, with attendance restricted to Cabinet members, a small number of Executive Council Office and Premier's Office staff, none of whom participate in discussions unless specifically requested to do so.

Discussions at Cabinet are open and confidential, with Ministers bringing to the table proposals within their area of responsibility. Decisions are made by consensus and reflected in Cabinet "minutes", distributed to Ministers and departments by the Clerk of the Executive Council.

Setting Priorities

Mandate Letters: Since 2016 in Manitoba, the assignment of responsibilities to Ministers has been formalized through the issuance of a mandate letter from the Premier to the Minister. This confirms the responsibilities assigned to each minister, policy goals, performance expectations, and commitments. The letters are published on the

government's external website. Traditionally, these have been drawn from the party's electoral platform.

Officers of the Legislative Assembly

Officers of the Legislative Assembly (OLAs) are responsible for upholding and promoting the fundamental principles of democracy, fairness, transparency and sound governance. Each OLA is assigned a specific mandate through statute to oversee that these principles are respected in the operations of executive government.

There are currently six OLAs in Manitoba, two of which (Conflict of Interest Commissioner and Information and Privacy Adjudicator) are combined operationally:

1. Auditor General
2. Chief Electoral Officer
3. Children's Advocate
4. Conflict of Interest Commissioner
5. Information and Privacy Adjudicator
6. Ombudsman

III. Department Organization

A. Department Responsibilities and Mandate

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

The Crown Corporations Governance and Accountability Act sets out five corporations that are subject to the Act:

- Manitoba Hydro
- Manitoba Public Insurance
- Manitoba Liquor and Lotteries
- The Manitoba Centennial Centre Corporation (reports through Sport Culture and Heritage)
- Efficiency Manitoba Inc. (reports through Conservation and Climate)

The Act allows the ability to add additional Crown Corporations or agencies through regulation.

Manitoba Hydro, Manitoba Public Insurance, and Manitoba Liquor and Lotteries fall under the department of Crown Services and are governed by the Act, while the Manitoba Centennial Centre Corporation and Efficiency Manitoba Inc. are under governance of the Act and report through different ministries.

Crown Services strives to ensure alignment between government and Manitoba's Crown Corporation priorities. This is facilitated through the core functions of:

- **Policy-** identification of policy issues; consultation with Crown Corporations and other key groups as indicated, analysis of policy issues, major capital proposals and policy considerations and implications; preparation of documents to support government decision-making; management of legislative and regulatory requirements as indicated; liaison with Crown Corporations to ensure broad alignment in policy implementation.
- **Planning and Commissioning-** review of Crown Corporation strategic plans; support of government's review and issuance of mandate letters to Crown Corporations; including input from Crown Corporations as indicated; development and issuance of planning direction or parameters to Crown Corporations with respect to annual business and capital plans, and other major decisions facing Crown Corporation boards; analysis of annual business plans and budget proposals in collaboration with Treasury Board Secretariat; identification of key performance indicators and measures; support to government's estimates process and development and issuance of accountability letters for Crown Corporations to communicate annual approval and expected results for the coming fiscal year.

- **Accountability Management**- oversight of intended output in collaboration with Crown Corporation boards; outcomes and impacts of approved Crown Corporation business plans and budgets throughout the fiscal year; using agreed to indicators and measures, course correcting, re-aligning or re-setting where results are not being achieved; ensuring- in consultation with Treasury Board Secretariat- alignment to summary government objectives.
- **Regulatory**- ensure compliance (attestation), including reporting requirements of Crown Corporations under various applicable Acts within the purview of the Responsible Minister.
- **Issues Management**- support the Minister; who although not accountable for the day-to-day administration and operations of Crown Corporations, must answer to the Legislature, as responsible Minister, by providing information and explanations, as appropriate, for Corporation activities.

The principle reporting requirements under the Act are:

1. Roles & Responsibilities Record:

- Completed jointly between Crown Services and each respective Crown Corporation.
- Signed by Board Chair, Crown CEO, Minister of Crown Services and made public within 30 days of signing.
- Applicable time-frame: Three year cycle.

2. Mandate Letters:

- Issued at the discretion of the Minister.
- Delineates government's goals for the corporation; required outcomes, performance measures; and any additional information prescribed by the Minister
- Align with corporation objectives, mandate or purpose set out in legislation.
- Signed by all directors of the corporation, and the Minister
- Approved by the Lieutenant Governor in Council, and made public within 30 days of coming into effect.

3. Directives:

- Issued at discretion of the Minister, with approval from the Lieutenant Governor in Council.
- May be issued respecting matters of policy, to ensure consistent practices between Crown Corporations, or to ensure two or more corporations act in concert with each other or with government departments/agencies to enhance efficiency and effectiveness.

4. Annual Business Plans:

- Corporations are responsible for annual submission of a board approved business plan to the responsible Minister at the time directed by the Minister.
- Upon Treasury Board review, the responsible Minister may approve the plan, with or without conditions or refer back to the Corporation for revision.
- Annual business plans must include: (a) the Corporation's goals for the fiscal year; (b) outcomes to be achieved during the fiscal year; (c) capital expenditure program for the prescribed period; (d) performance measures; (e) any other information prescribed or considered appropriate by the responsible Minister.

5. Other Reporting Requirements

- Within four months of end-of-fiscal, each Corporation must make an annual report to the responsible Minister on the operations of the Corporation during the applicable fiscal.
- Annual reports must include: (a) audited financial statements; (b) comparison of results with specific outcomes as set out in the annual business plan; (c) explanation of any variances; (d) additional information as requested by the Lieutenant Governor and Council.
- The responsible Minister must table a copy of each annual report within 15 days after receiving it, if the Assembly is sitting or within 15 days of the next sitting.
- Annual reports are permanently referred to the Standing Committee on Crown Corporations.
- In addition to the Annual Report, financial statements showing the financial condition of the corporation must be submitted to the Minister within 45 days of the end of each of the first three fiscal quarters.

B. Organizational Structure

Crown Services

Mission: Crown Services works with Crown Corporations to enable alignment with government objectives and results. ¹

Crown Services organizational structure consists of the Minister's Office, the Deputy Minister's Office and the department.²

The department is overseen by an Executive Management Committee made up of the Deputy Minister, Executive Director, Assistant Deputy Minister & Chief Financial Officer (housed in Manitoba Finance), and representation from the Civil Service Commission.

The current core department staff compliment includes an Executive Director, Director, Strategic Advisor, Office Manager and two Policy Analysts.

Crown Corporations

Manitoba Hydro

Mission: Help all Manitobans efficiently navigate the evolving energy landscape, leveraging their clean energy advantage while ensuring safe, clean, reliable energy at the lowest possible cost.

Overview:

- Manitoba Hydro is the province's major energy utility. The governance of the Crown Corporation is through the Manitoba Hydro-Electric Board.
- Manitoba Hydro serves over 600,000 electric customers across Manitoba, and over 290,000 natural gas customers in over 130 communities in southern Manitoba.
- Exports electricity to electric utilities through participation in three wholesale markets in Canada and the mid-western United States.
- Generates nearly all of Manitoba's electricity from self-renewing waterpower, using 15 hydro-electric generating stations, primarily on the Winnipeg, Saskatchewan, Burntwood, and Nelson rivers.
- Assets over \$30 billion, making Manitoba Hydro one of the largest energy utilities in Canada.
- Creates more than 4,900 full-time equivalent jobs, including nearly 1,000 self-identified Indigenous employees.

¹ Revised Mission under discussion:

23(1)(a)

² Work is underway to expand the capacity of Crown Services

23(1)(a)

Manitoba Public Insurance

Mission: Exceptional coverage and service, affordable rates and safer roads through effective public auto insurance.

Overview:

- Manitoba Public Insurance is a non-profit, Crown Corporation that has provided basic compulsory automobile coverage since 1971.
- Manitoba Public Insurance is accountable to the Minister of Crown Services through the Corporation's Board of Directors.
- Insurance, licensing and registration services are provided through centres in 12 communities, and at more than 300 Autopac agents across Manitoba.
- The Corporation is committed to exceptional coverage, superior service and rates that are stable, predictable and among the lowest in Canada.
- Manitoba Public Insurance also promotes road safety through awareness and education, to address the social and financial impact of unsafe driving behaviours.

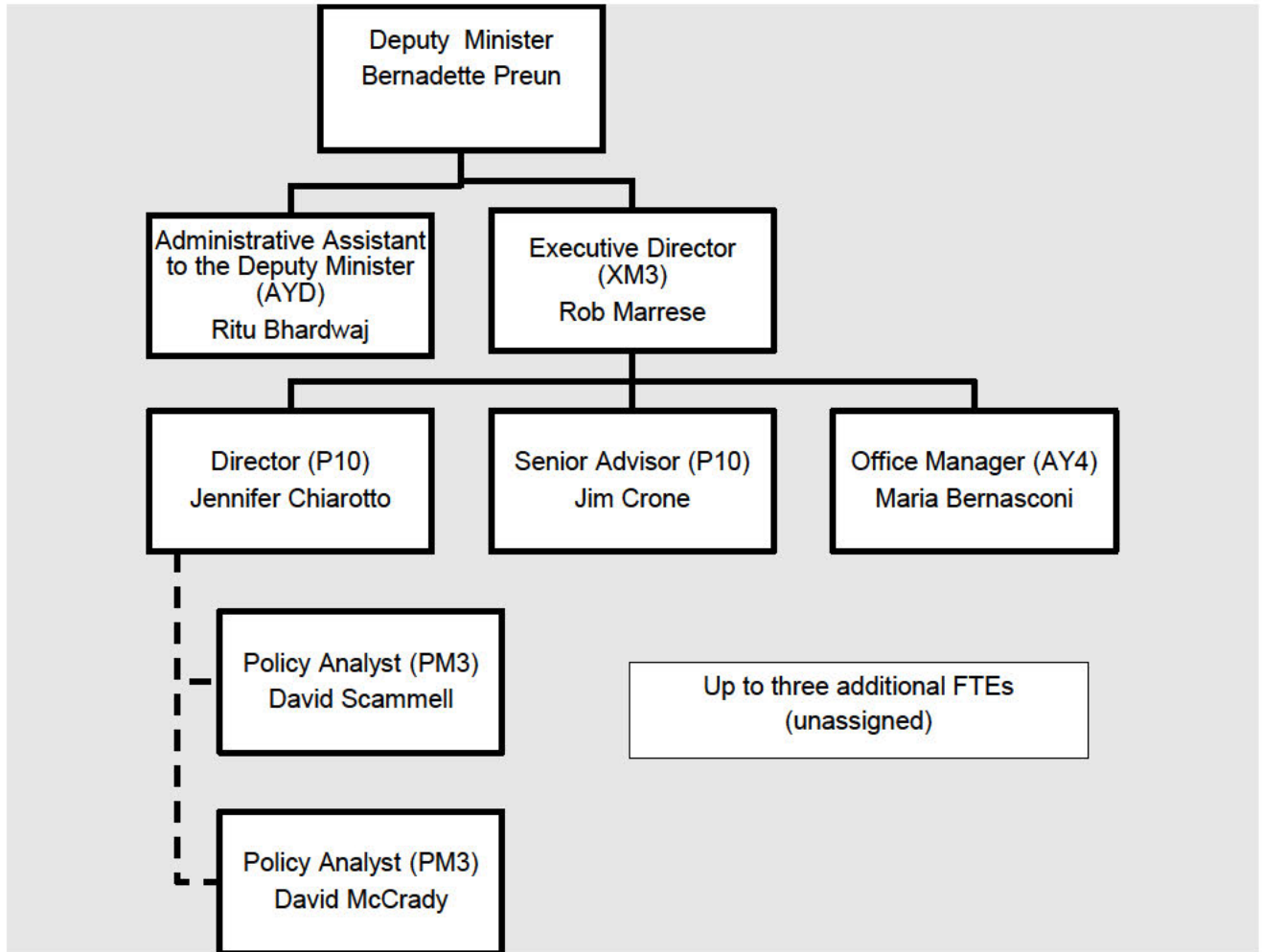
Manitoba Liquor and Lotteries Corporation

Mission: Enrich the lives of Manitobans by (1) meeting the needs of the shareholder by making the greatest contribution to the economic and social well-being of the Province of Manitoba (2) anticipating the needs of customers (3) responding to the needs of employees (4) engaging private sector partners and suppliers in sound business practices and mutually beneficial relationships, and (5) supporting local communities in a way that matters to Manitobans.

Overview:

- Manitoba Liquor and Lotteries is a Crown Corporation, governed by an appointed board of directors, with a core mandate to provide revenue to the provincial government to support programs and initiatives such as health care, education, social services, housing, and infrastructure.
- Responsible for the distribution and sale of liquor, gaming, and supply and distribution of non-medical cannabis to Manitoba retailers in a socially responsible manner.
- Liquor: operates all Liquor Mart/ Liquor Mart Express stores; wholesaler and distributor of liquor for Manitoba, with a distribution centre serving over 1,700 commercial customers across Manitoba including privately-owned liquor vendors, duty-free stores, and specialty wine stores.
- Gaming: operates Club Regent Casino, McPhillips Station Casino and PlayNow.com; VLT network supports hotels and restaurants across Manitoba; distributes/sells Western Canada Lottery Corporation products through their network and privately-owned lottery ticket retailers.
- Cannabis: sources and distributes non-medical cannabis to private retailers across Manitoba.

C. Organizational Chart and Senior Leadership³

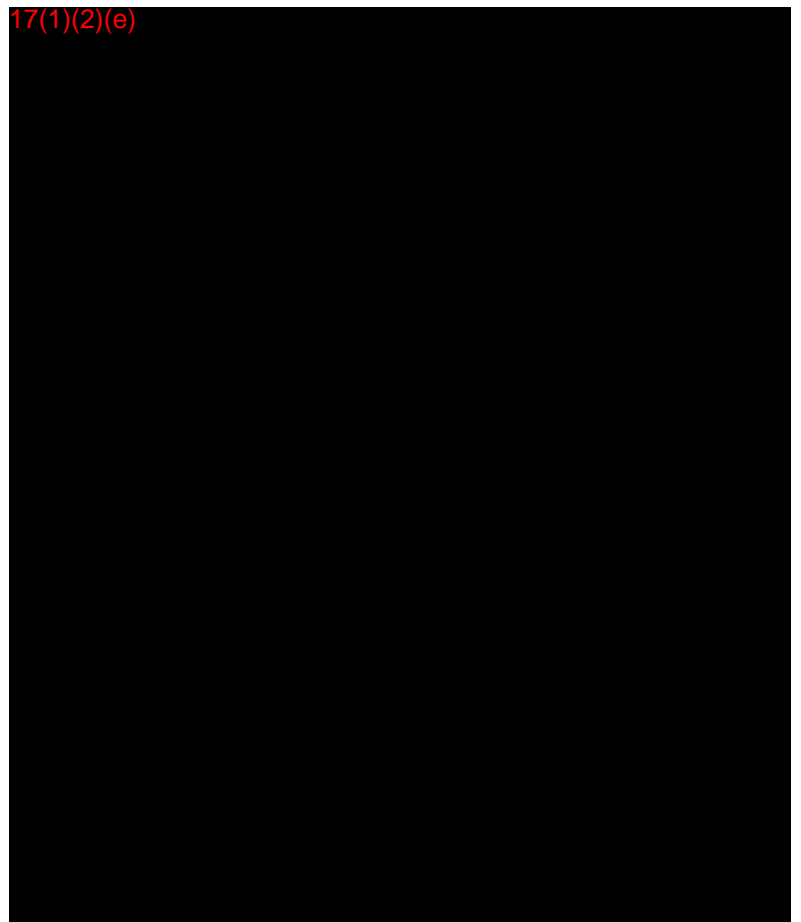


³ Organization Chart under review

Deputy Minister Biography



17(1)(2)(e)



IV. Strategic Overview

A. Urgent and Pending Issues

1. Issue Title: Manitoba Hydro Financials

Timeline for Action: Continuous review and assessment

High Level Summary:

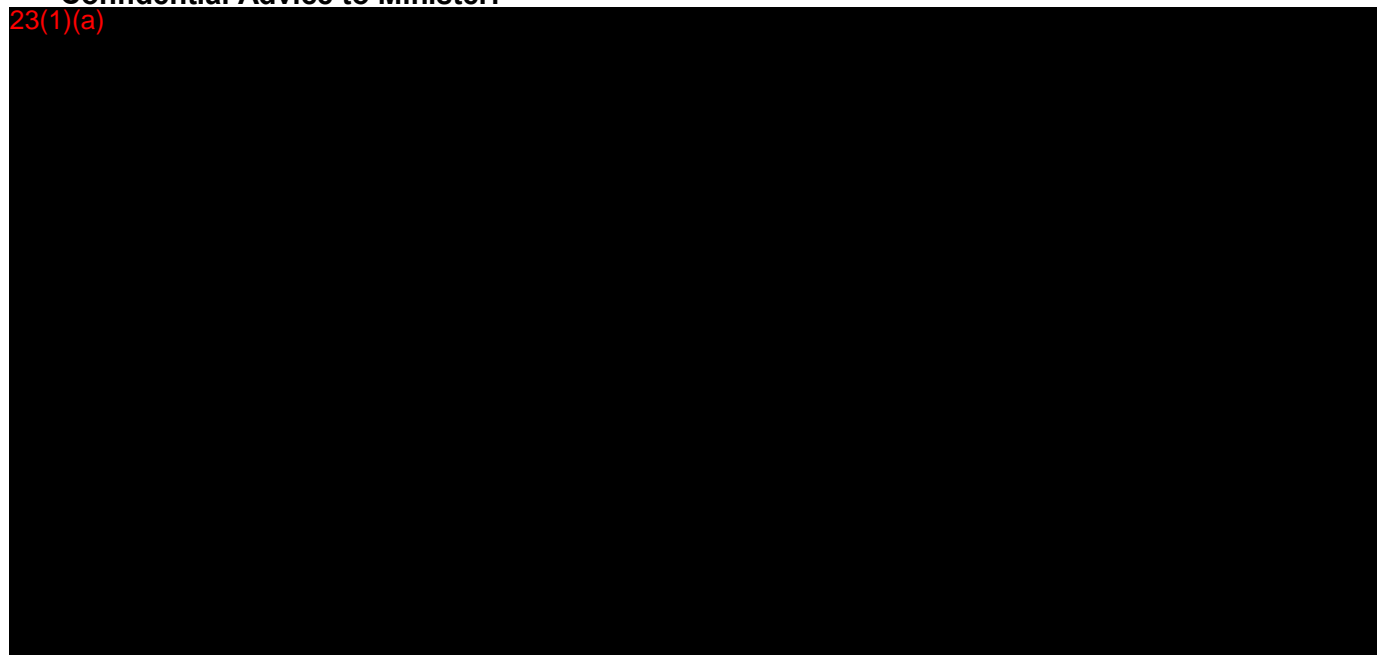
- [REDACTED] 23(1)(a)

Current Status:

- Manitoba Hydro's first Quarter report (Q1) projects break-even net income for 2021/22 fiscal year compared to the budgeted net income of \$190 million. This is largely due to lower than expected income as a result of drought conditions experienced across Manitoba. Manitoba Hydro projects total hydraulic generation in 2021/22 to be below planned amounts, and has mitigation plans to ensure the electricity demands of Manitobans can be met if drought conditions persist. Manitoba recently issued a directive enshrining the intention for Manitoba Hydro to proceed with an interim rate application that will address the Corporation's immediate fiscal requirements, including unanticipated impacts created by recent drought conditions.


Confidential Advice to Minister:

23(1)(a)



Options and Recommendation:

23(1)(a)



Contact: Bernadette Preun, Crown Services, 204-945-253

2. Issue Title: Gaming Review

Timeline for Action: 23(1)(a)

High Level Summary:

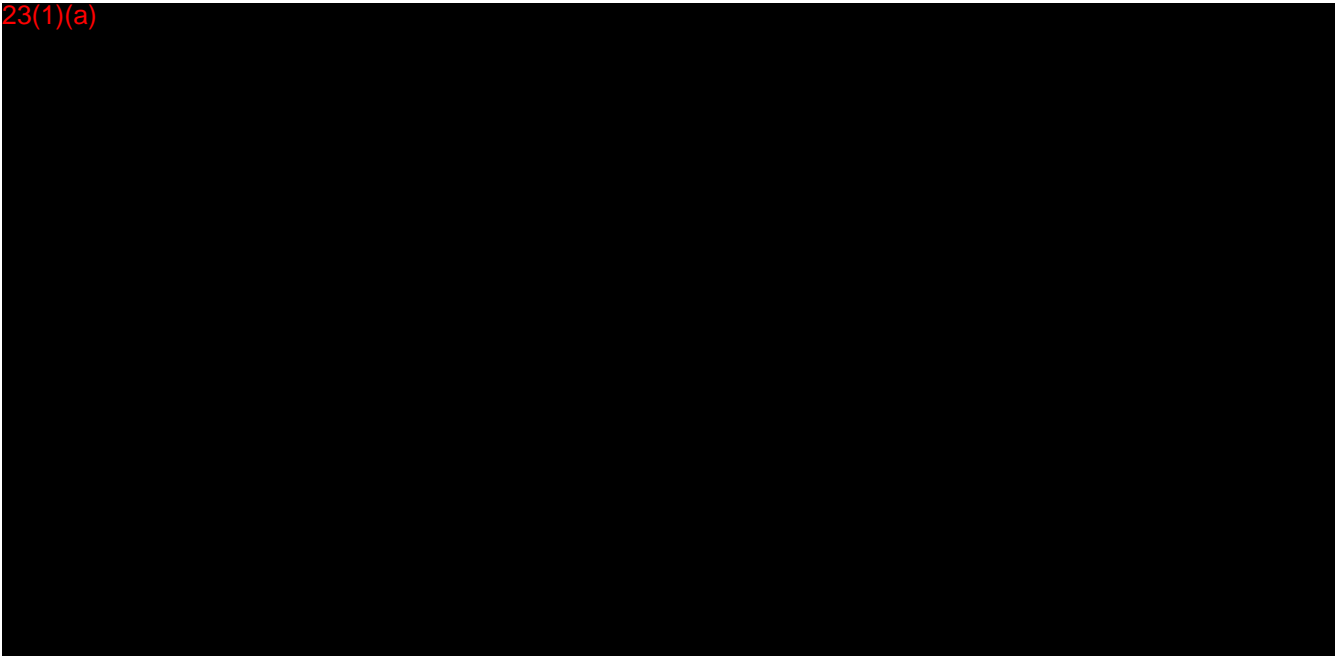
- The 2018 Speech from the Throne included a pause on the expansion of gaming in Manitoba pending a full review. Outcomes from the review are intended to inform a provincial gaming policy that clearly identifies oversight, accountabilities, and goals for the gaming industry in Manitoba. Manitoba's gaming landscape involves partnerships between Manitoba Liquor and Lotteries, Manitoba First Nations and ~1,400 private businesses, including small businesses and veterans' organizations. Gaming generates approximately \$325 million in net income in non-COVID-19 fiscal years. There are currently time-sensitive items that need to be addressed in reference to gaming to ensure a whole-of-government approach.

Current Status:

- The pause on expansion of gaming remains in effect, pending commencement and outcomes of the previously announced review. Manitoba's gaming landscape; however, continues to evolve with enhanced technology and options coming onto the market such as iGaming, consideration of First Nations gaming aspects, and additional economic pressures due to COVID-19 impacts on Manitoba Liquor and Lotteries, First Nations and commercial gaming partners.

Confidential Advice to Minister:

23(1)(a)



23(1)(a)

23(1)(a)

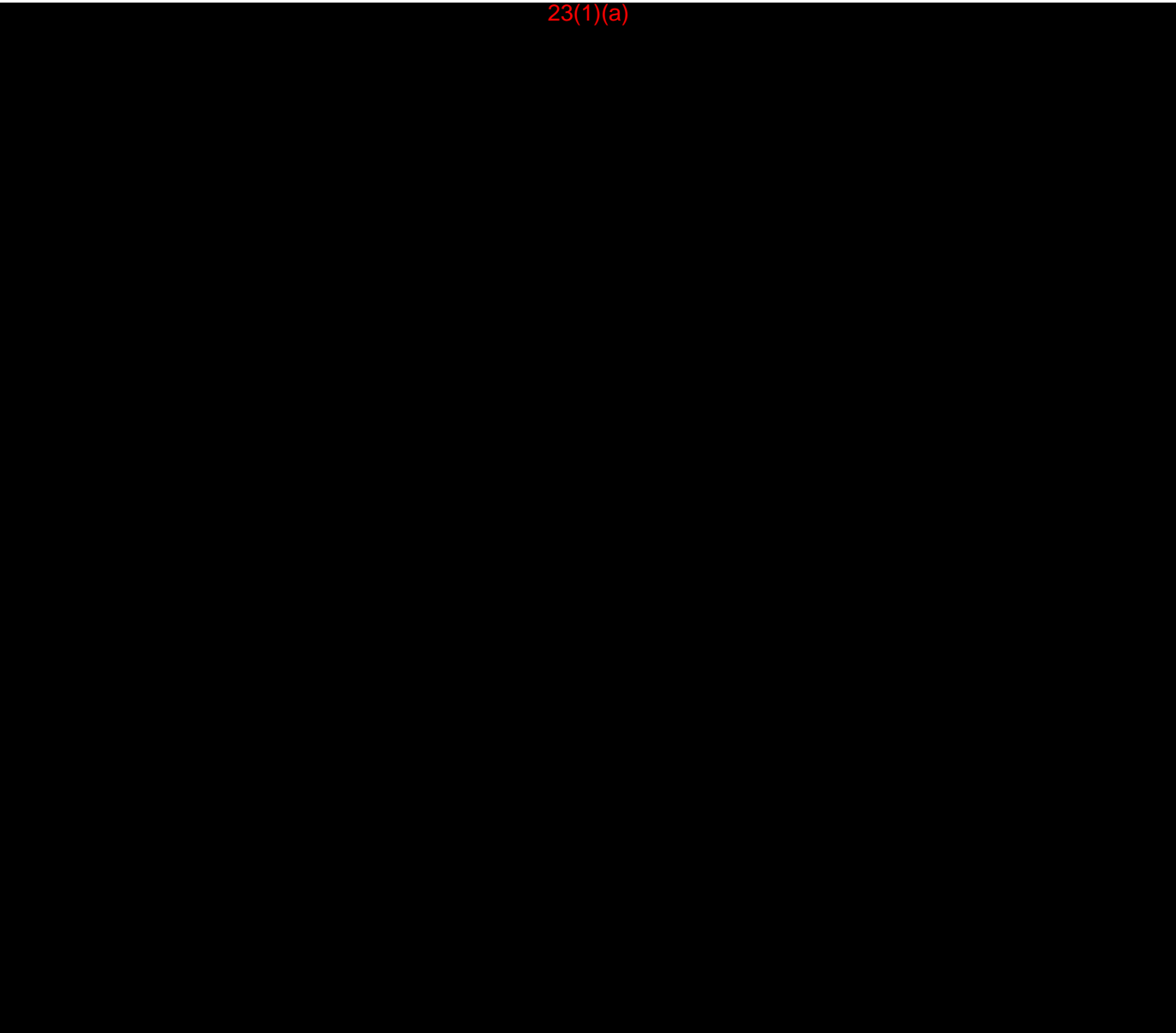
Options and Recommendation:

23(1)(a)

Contact Person: Bernadette Preun, Crown Services, 204-945-2536


CONFIDENTIAL ADVICE TO MINISTER

23(1)(a)



Options and Recommendation:

23(1)(a)



Contact Person: Bernadette Preun, Crown Services, 204-945-2536

4. Issue Title: Manitoba Public Insurance Service Modernization (Project Nova)

Timeline for Action: 23(1)(a)

High Level Summary:

23(1)(a)

Current Status:

- Project Nova is included in Manitoba Public Insurance's capital budget and implementation is underway.

Confidential Advice to Minister:

23(1)(a)

Options and Recommendation:

23(1)(a)

Contact Person: Bernadette Preun, Crown Services, 204-945-2536

B. Significant Legal Action

Manitoba Hydro

1. Manitoba Minnesota-Transmission Project Legal Action (Ongoing)

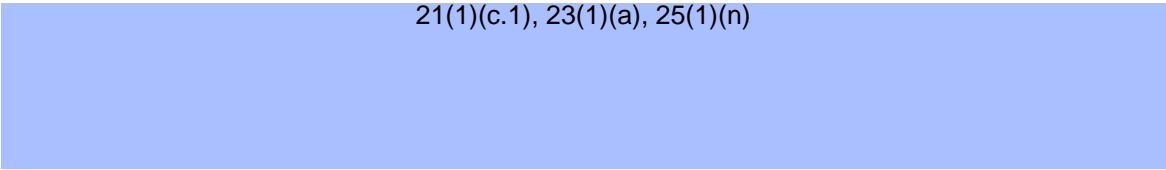
- Judicial reviews were filed in Federal Court by Long Plain First Nation, Roseau River First Nation, Peguis First Nation and Animakee Wa Zhing #37 First Nation. These applications challenged whether certificates should have been issued based predominately on their views that the Federal Crown did not adequately discharge its duty with regard to Section 35 (infringement of Aboriginal and Treaty Rights). The court ruled against the Federal Crown September 24, 2021. 23(1)(a)
- 21(1)(a), 21(1)(c.1), 23(1)(a)
- In July 2020, the Canadian Energy Regulator dismissed the Manitoba Metis Federation complaint that Manitoba Hydro had not honoured conditions of the Certificate issued to it by the Regulator on the grounds that Manitoba Hydro breached its promise to pay the Manitoba Metis Federal \$67.5 Million with respect to the transmission project. The Federal Court of Appeal has granted the Manitoba Metis Federal leave to appeal the decision of the Canadian Energy Regulator.

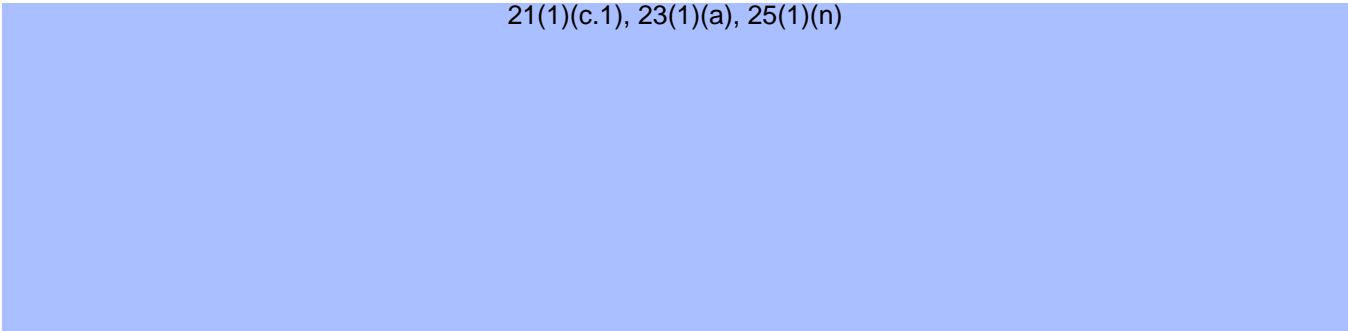
Manitoba Liquor and Lotteries

21(1)(c.1), 23(1)(a), 25(1)(n)

- 21(1)(c.1), 23(1)(a), 25(1)(n)

21(1)(c.1), 23(1)(a), 25(1)(n)

-  21(1)(c.1), 23(1)(a), 25(1)(n)

 21(1)(c.1), 23(1)(a), 25(1)(n)

C. Strategic Priorities and Opportunities

1. Issue Title: Government Response to Brad Wall Report

Timeline for Action: 23(1)(a)

High Level Summary:

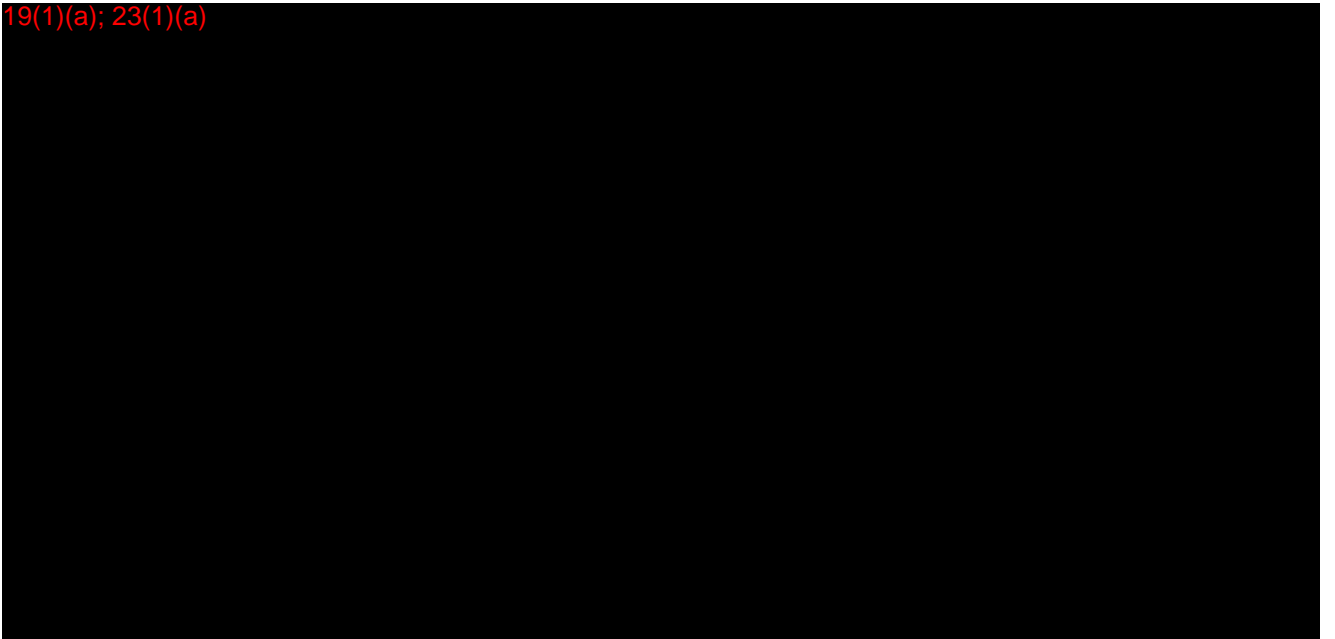
- The Government of Manitoba has established a formal process to respond to the 51 recommendations from the Economic Review of Bipole III and Keeyask, completed by Commissioner Brad Wall. The “Wall Report” was submitted to government in February 2021.

Current Status:

- Government has committed to review the findings and recommendations outlined in the Wall Report and take action. The goal of the response is two-fold: (1) a comprehensive response to the Wall Report recommendations; (2) a further examination, assisted by an independent expert panel, on the decision to enter into cost-reimbursable contracts, the impact of project labour agreements on project costs and the high proportion of construction work conducted by out-of-province companies (specific examination of contracts).
- The external expert panel was announced June 2021, and includes the following membership: (1) Mark Podlasly- Director of Economic Policy at the First Nations Major Projects Coalition; (2) Tim Stanley- Engineer and President at Stratice Consulting; (3) Chris Gauer- Engineer and former President, Project Delivery, Infrastructure Ontario.

Confidential Advice to Minister:

19(1)(a); 23(1)(a)



Options and Recommendation:

1. Recommendation that government continue with the established process to provide formal response to the 51 recommendations outlined in the Wall Report.

Contact: Bernadette Preun, Crown Services, 204-945-2536

3. Issue Title: Liquor Retail Modernization

Timeline for Action: 23(1)(a)

High Level Summary:

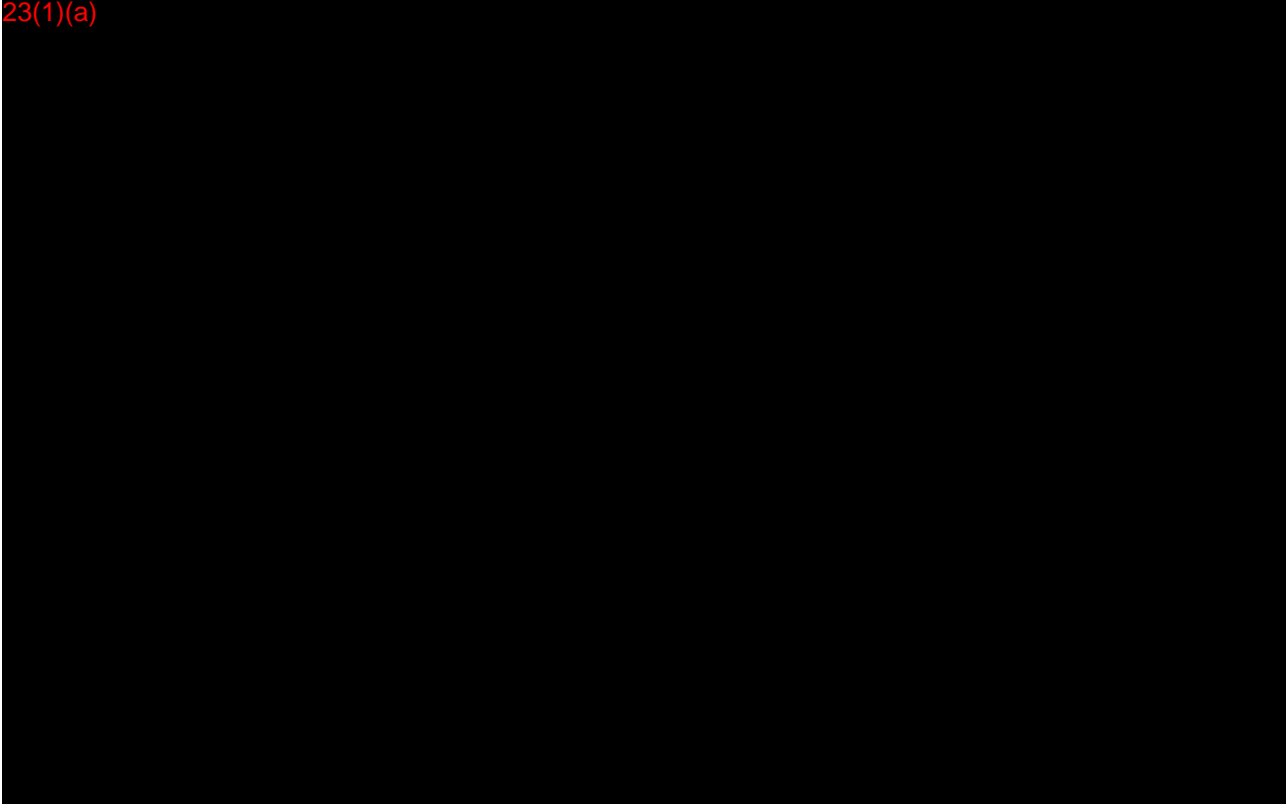
- The Minister of Crown Services has a mandate to look for ways to modernize Manitoba's wine, beer, and liquor retailing system in a manner that enhances the role of the private sector and expands access and lowers prices for Manitobans.
- Manitoba's current liquor retail market is a mix of public and private retailers serving both urban and rural areas of the province. This includes Liquor Marts, hotel beer vendors, specialty wine stores, and licensees to name a few.

Current Status:

- Potential modernization approaches include a variety of options to build a better liquor retail and distribution model for Manitobans. Bill 40, the Manitoba Liquor and Lotteries Corporation Amendment and Manitoba Liquor, Gaming and Cannabis Control Amendment was introduced on November 2, 2020 to allow Manitoba Liquor and Lotteries to sign additional liquor retailer agreements. On September 1, 2021, government announced that Bill 40 would not be proceeding.


Confidential Advice to Minister:

23(1)(a)



Options and Recommendation:

23(1)(a)



Contact Person: Bernadette Preun, Crown Services, 204-945-2536

4. Issue Title: Non-medical cannabis retail, supply and distribution

Timeline for Action: 23(1)(a)

High Level Summary:

- Manitoba Liquor and Lotteries oversees and tracks the supply and distribution of non-medical cannabis for the province, as well as the management and administration of retailer agreements. The Corporation also collects the Social Responsibility Fee from retailers on behalf of government. Producers are licensed by Health Canada; retailers are licensed by the Liquor, Gaming and Cannabis Authority of Manitoba. Total revenues from cannabis lines of business for 2020/21 was \$80.18 million with net income of \$14.1 million (compared to \$7.1 million from previous year).

Current Status:


- Manitoba moved to an open market for cannabis retail in June 2020. As of fall 2021, there were 112 licensed stores in Manitoba, including three operating on First Nations land in Winnipeg, The Pas and Thompson. Overall store distribution includes: Winnipeg (69), Brandon (6) and rural (37).
- Cannabis retail stores have operated throughout the pandemic. However, some retail stores subsequently closed. Cannabis retailers are able to offer modernized services including e-commerce options, such as delivery and click and collect.

Confidential Advice to Minister:

23(1)(a)

Options and Recommendation:

23(1)(a)



Contact Person: Bernadette Preun, Crown Services, 204-945-2536

V. Impact of COVID -19 and Response Measures

Crown Services adapted quickly to the pandemic and associated public health recommendations. Within days of announcement in 2020, the department successfully transitioned to a nearly 100 per cent work from home operational approach.

Manitoba's Crown Corporations have also adapted quickly to the evolving circumstances and fiscal realities presented by the COVID-19 pandemic since its declaration in March 2020.

All three Crown Corporations have made significant service and workforce modifications to adapt to pandemic requirements and public health protocols over the last year and a half.

Crown Corporations have also made significant efforts to align with government direction and ease pandemic impacts for Manitobans. Highlights include:

- Manitoba Hydro has supported customers experiencing financial challenges arising from the response to the COVID-19 pandemic by offering billing relief measures, including flexible bill payment schedules, among other key supports.
- Manitoba Public Insurance has made unprecedented contributions in support of Manitobans, including continuing to provide four Service Centres to support Manitoba's COVID-19 testing efforts, providing staffing to support key efforts such as the vaccine campaign, and providing \$180 million (to date) in financial relief for policyholders. The Corporation has applied for Public Utilities Board approval to rebate an additional \$335 million in the New Year. Rebates were made possible due to the good fiscal standing of the Corporation as a result of lower claims volumes associated with the pandemic period.
- Manitoba Liquor and Lotteries gaming lines of business were particularly impacted by COVID-19 associated closures of casinos and VLT lounges. Gaming closures resulted in ~\$332 million in lost gross margin for casino and VLT operations compared to 2020/21 budget. With the re-opening of gaming lines of business in summer 2021, the Corporation is returning to a status of fiscal health.
- Despite significant challenges for Manitoba Liquor and Lotteries lines of business as a result of COVID-19 closures, the Corporation continues to support government's efforts to minimize the impacts of COVID-19 on Manitoba businesses by providing flexible interest-free payment options for liquor commercial customers experiencing hardship as a result of the pandemic.
- Manitoba Liquor and Lotteries has also supported our health system's efforts to vaccinate as many Manitobans as possible through their support of the recent Vax to Win Lotteries.

VI. Status of Throne and Budget Speech Commitments

Status of key items within Crown Services scope regarding the 2020 Speech from the Throne and the 2021 Budget include:

- *Economic Review of Bipole III and Keeyask (Wall Report)*: Commissioner Brad Wall completed the Economic Review of Manitoba Hydro – Keeyask and Bipole III projects and provided a report with 51 recommendations to government in February 2021. Government has established a formal process that is underway to respond to the 51 recommendations from Commissioner Wall's report.
- *Manitoba Hydro Rates*: Bill 35, The Public Utilities Ratepayer Protection and Regulatory Reform Act has been paused on the legislative agenda. Crown Services has subsequently issued a directive to Manitoba Hydro respecting requirements and parameters for submission of an interim rate application to the Public Utilities Board for 2021/22, and to engage with the Public Utilities Board on submitting a multi-year general rate application. This approach will assist in mitigating financial impacts of recent drought conditions.
- *Manitoba Public Insurance Rates*: Manitoba Public Insurance has filed its 2022/23 General Rate Application with the Public Utilities Board, requesting a rate decrease of 1.2 per cent. In light of strong fiscal standing due to COVID-19 related decreases in vehicle claims, Manitoba Public Insurance has applied to provide policy-holders with an additional rebate in the New Year (two previous rebates were provided in 2020 and 2021).
- *Vehicle Registration Fees Reduction*: Manitoba Public Insurance has worked with Manitoba Infrastructure to implement an additional 10 per cent fee reduction as of July 2021. This is in addition to the 10 per cent fee reduction implemented in 2020.
- *Less Expensive and More Convenient Private Liquor Retail*: Bill 40, The Manitoba Liquor and Lotteries Corporation Amendment and Manitoba Liquor, Gaming and Cannabis Control Amendment, designed to allow additional liquor retail agreements has been paused on the legislative agenda. Government continues to take tangible steps to implement a first step to provide more convenience and more competitive pricing for consumers, and more participation of the private sector in retail and distribution. The first step is dependent on re-introduced legislation.

VII. Intergovernmental Affairs Overview

No current intergovernmental affairs issues/ initiatives of note.

VIII. Fiscal Overview and Status of Special Operating Agencies/ Other Operating Agencies

2021/22 First Quarter Cash Flow as at June 30, 2021 (see table below)

Part A – Operating:

Expenses:

- The department is forecasting no variance in expenses. 2021/ 22 Estimated includes a total eligible allocation of \$2,500 from Internal Service Adjustments (26-2) for the vaccine lottery.

CROWN SERVICES PART A - OPERATING EXPENSES (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL
			\$	%	
5.1 CORPORATE SERVICE	662	662	0	0.0	
5.2 CROWN SERVICES	3,670	3,670	0	0.0	
TOTAL DEPARTMENT	4,332	4,332	0	0.0	

CROWN SERVICES PART A - EXPENSE BY TYPE (\$000)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL
			\$	%	
SALARIES AND EMPLOYEE BENEFITS	1,509	1,509	0	0.0	
OTHER EXPENDITURES	2,823	2,823	0	0.0	
TOTAL DEPARTMENT	4,332	4,332	0	0.0	

Revenue:

- The department is projecting no variance in revenue.

CROWN SERVICES REVENUE SOURCE (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL
			\$	%	
OTHER REVENUE	1,170	1,170	0	0.0	
TOTAL DEPARTMENT	1,170	1,170	0	0.0	

Part D Capital Investments by Other Reporting Entities

- Part D capital funding is provided through a loan to the OREs.

CROWN SERVICES PART D - ORE CAPITAL (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL
			\$	%	
MANITOBA HYDRO BOARD	1,119,500	1,288,600	(169,100)	(13.1)	1
MANITOBA PUBLIC INSURANCE CORPORATION	0	0	0	0.0	
MANITOBA LIQUOR AND LOTTERIES CORPORATION	65,769	65,769	0	0.0	
TOTAL DEPARTMENT	1,185,269	1,354,369	(169,100)	(12.5)	

- The decrease of \$169,100 in the projection is primarily due to changes in construction schedules for the four major projects (i.e. Keeyask, Bipole III, MMTP & Birtle)

Status of the Other Reporting Entities (OREs)

Overall, the ORE's are projecting \$619,837 in net income, a (\$200,663) decrease from the budget of \$820,500. This is primarily due to a reduction in Manitoba Hydro and Manitoba Liquor and Lotteries projected net income losses, offset by Manitoba Public Insurances increase.

CROWN SERVICES OREs (\$000s)	PROJECTION 2021/22			ESTIMATED 2021/22			OVER/(UNDER)		OVER/(UNDER)		OVER/(UNDER)		EXPL
	REV	EXP	INCOME /(LOSS)	REV	EXP	INCOME /(LOSS)	REV \$	REV %	EXP \$	EXP %	I/(L) \$	I/(L) %	
MANITOBA HYDRO	2,936,000	2,934,000	2,000	3,112,000	2,922,000	190,000	(176,000)	(5.7)	12,000	0.4	(188,000)	(98.9)	1
MPIC	1,607,453	1,530,616	76,837	1,567,794	1,507,294	60,500	39,659	2.5	23,322	1.5	16,337	27.0	2
MBLL	840,608	299,608	541,000	883,000	313,000	570,000	(42,392)	(4.8)	(13,392)	(4.3)	(29,000)	(5.1)	3
TOTAL OREs	5,384,061	4,764,224	619,837	5,562,794	4,742,294	820,500	(178,733)	(3.2)	21,930	0.5	(200,663)	(24.5)	

1. Unfavourable variance is mainly due to revenue shortfalls. This is primarily driven by lower experienced and projected export revenues, higher budgeted rate increases and Manitoba Hydro system has experienced drier than normal conditions since summer 2020.
2. Favourable variance is primarily a result of investment income and lower than expected claims, which is partially offset by cost pressures associated with rebate program and IT costs.
3. Unfavourable variance is mainly due to a reduction in revenue as a result of COVID-19 closures and reduced capacity, partially offset by expense management related to these closures.

2022/23 Preliminary Estimates

Crowns - 19(1)(e); 23(1)(a)

Part A – Operating:

Expenses:

- 19(1)(e); 23(1)(a)

CROWN SERVICES PART A - OPERATING EXPENSES (\$000s)	2021/22 ESTIMATED	19(1)(e), 23(1)(a)	EXPL
5.1 CORPORATE SERVICE	662		
5.2 CROWN SERVICES	1,170		
TOTAL DEPARTMENT	1,832		

CROWN SERVICES PART A - EXPENSE BY TYPE (\$000)	2021/22 ESTIMATED	19(1)(e), 23(1)(a)	EXPL
SALARIES AND EMPLOYEE BENEFITS	1,509		
OTHER EXPENDITURES	323		
TOTAL DEPARTMENT	1,832		

Revenue:

23(1)(a)

-

Part D - Capital Investments by Other Reporting Entities

Details for the 2022/23 estimates will be provided at a later date.

Status of the Other Reporting Entities (OREs)

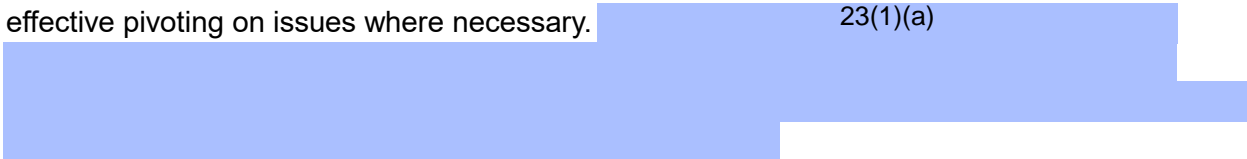
Details for the 2022/23 estimates will be provided at a later date.

IX. Internal Structural Pressures

Crown Services portfolio continues to work to fulfill its role of ensuring alignment and accountability and appropriate oversight of Crown Corporations under The Crown Corporations Governance and Accountability Act in an Alignment and Accountability Project (AAP).

The department has also been tasked with implementing and/or overseeing key government commitments and projects as they pertain to the Crowns, including action items linked to the Economic Review of Bipole III and Keeyask; initiatives related to broad gaming policy, including First Nations and commercial gaming; liquor modernization initiatives, Manitoba Public Insurance's legacy system modernization, and overall COVID-19 recovery initiatives.

The department is a small department, supported by other government departments. This enables Crown Services to be functionally nimble and efficient. It facilitates rapid response and effective pivoting on issues where necessary. 23(1)(a)



X. Legislative and Regulatory Overview

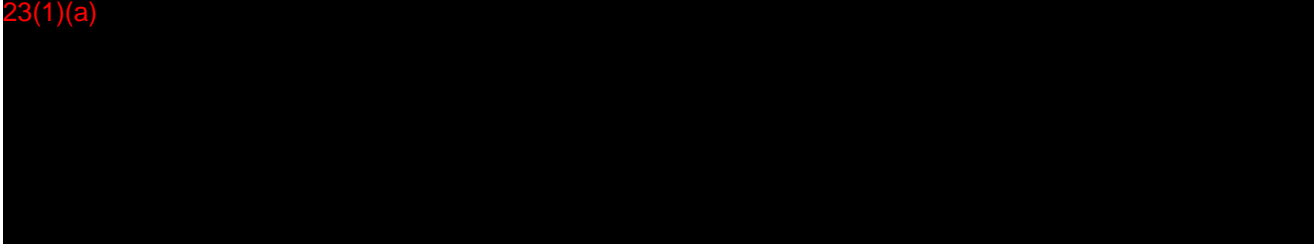
Manitoba Hydro

- Bill 38 – *The Building and Electrical Permitting Improvement Act* (Municipal Relations) will require subsequent regulations under The Manitoba Hydro Act to establish a single Electrical Code for all of Manitoba. The Bill also requires regulations to establish performance standards for responses to requests, inspections and issuance of electrical permits.

Manitoba Public Insurance

Confidential Advice to Minister

23(1)(a)



Regulatory Amendments

The Manitoba Public Insurance Corporation Act:

- 39/94, Determination of Income and Employment (Universal Bodily Injury Compensation)
- 40/94, Reimbursement of Expenses (Universal Bodily Injury Compensation)
- 93/2009, Agent Commissions Regulation
- 290/88, Automobile Insurance Coverage Regulation

The Drivers and Vehicles Act:

- 10/2009, Identification Card Regulation (DVA)
- 47/2006, Driver Licensing Regulation (DVA)

The Highway Traffic Act:

- 42/2006, Charges for Licences, Registrations, Permits, and Other Services Regulation

Manitoba Liquor and Lotteries

- *Bill 40 - The Manitoba Liquor and Lotteries Corporation Amendment and Manitoba Liquor, Gaming and Cannabis Control Amendment*- Introduced on November 2, 2020 to allow Manitoba Liquor and Lotteries to sign additional liquor retailer agreements. Bill 40 will no longer proceed. Re-introduced legislation to enable liquor modernization initiatives will require consideration.

XI. Agencies, Boards, and Commissions Appointment

Manitoba Public Insurance

Member	Term Expiry within 60 days
Grant Stefanson	Dec 12, 2021
Carolyn Halbert	Dec 12, 2021

Manitoba Liquor and Lotteries

Member	Term Expiry within 60 days
Randy Williams (chair)	Nov 7, 2021

XII. Appendices

A. List of Departmental/ Cross-Departmental Committees and/or Advisory Committees

COMMITTEE	FUNCTION	MEMBERSHIP
Interdepartmental Policy Committee on Digital Government	Member	Bernadette Preun, Deputy Minister
Interdepartmental Policy Committee on Public Sector Compensation and Negotiation	Member	Bernadette Preun, Deputy Minister
Interdepartmental Policy Committee on Red Tape Reduction	Member	Bernadette Preun, Deputy Minister
Senior Leadership Team	Member	Rob Marrese, Executive Director
COVID-19 Coordinating Committee	Member	Rob Marrese, Executive Director (a) Jennifer Chiarotto, Director
Anti-Money Laundering Inter-departmental Working Group	Member.	Jennifer Chiarotto, Director
Manitoba Public Service Employee Engagement Team	Member	Jennifer Chiarotto, Director
Project Team- Response to Economic Review of Bipole III Keeyask	Team Lead	Jim Crone, Senior Advisor
Energy Policy Steering Committee	Member	Jim Crone, Senior Advisor
Large Area Planning Steering Committee	Member	Jim Crone, Senior Advisor
ReStart Green Working Group	Member	Jim Crone, Senior Advisor

Climate Change Vulnerability and Risk Assessment Working Group	Member	Jim Crone, Senior Advisor
Reconciliation Working Group	Member	David Scammell, Policy Analyst

B. Statutory Responsibilities of the Minister / Legal Framework

STATUTORY RESPONSIBILITIES OF THE MINISTER
The Crown Corporations Governance and Accountability Act
The Manitoba Hydro Act
The Manitoba Liquor and Lotteries Corporation Act
The Manitoba Public Insurance Corporation Act