

# Manitoba Advanced Education, Skills and Immigration

## Éducation postsecondaire, Développement des compétences et Immigration Manitoba

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**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.

## **Advanced Education, Skills and Immigration**

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**MINISTER  
OF ADVANCED EDUCATION, SKILLS AND IMMIGRATION**

Room 156  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

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 Honour, the Annual Report of Manitoba Advanced Education, Skills and Immigration, for the fiscal year ending March 31, 2022.

Through our collaborative approach with our post-secondary, industry, Indigenous and immigration partners, I am proud of the work that we accomplished in 2021/22 towards our vision for a skilled and talented Manitoba. As we move forward with our post-pandemic recovery, we remain committed to listening to our stakeholders to ensure we are creating opportunities for all Manitobans to build the skills, talent and knowledge needed to advance economic prosperity and positive outcomes for individuals, communities and businesses.

Respectfully submitted,

*Original signed by*

Honourable Jon Reyes  
Minister of Advanced Education, Skills and Immigration





**MINISTRE  
DE L'ÉDUCATION POSTSECONDAIRE, DU DÉVELOPPEMENT DES COMPÉTENCES ET DE L'IMMIGRATION**

Bureau 156  
Palais législatif  
Winnipeg (Manitoba) R3C 0V8  
CANADA

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

Lieutenante-gouverneure du Manitoba

Palais législatif, bureau 235

Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai le privilège de vous présenter, à titre d'information, le rapport annuel du ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration pour l'exercice qui s'est terminé le 31 mars 2022.

Grâce à notre approche concertée avec nos partenaires issus du milieu de l'enseignement postsecondaire, de l'industrie, des communautés autochtones et du secteur de l'immigration, nous avons accompli en 2021-2022 un travail dont je suis fier afin de réaliser notre vision d'un Manitoba qualifié et talentueux. Tandis que notre reprise postpandémie se poursuit, nous demeurons déterminés à écouter nos intervenants afin de tout mettre en œuvre pour donner à tous les membres de la population manitobaine des occasions d'acquérir les compétences, les aptitudes et les connaissances dont ils auront besoin pour faire progresser notre prospérité économique et susciter des retombées positives pour nos gens, nos collectivités et nos entreprises.

Le tout respectueusement soumis,

*Original signé par*

Honorable Jon Reyes

Ministre de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration





**Advanced Education, Skills & Immigration**

Office of the Deputy Minister

Room 160

Legislative Building

Winnipeg MB R3C 0V8

Honourable Jon Reyes

Minister of Advanced Education, Skills and Immigration

Room 156 Legislative Building

Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2021/22 Annual Report of the Department of Advanced Education, Skills and Immigration.

Respectfully submitted,

*Original signed by*

Eric Charron

Deputy Minister of Advanced Education, Skills and Immigration



**Éducation postsecondaire, Développement des compétences et Immigration**

Sous-ministre

Bureau 160

Palais législatif

Winnipeg MB R3C 0V8

L'honorable Jon Reyes

Ministre des l'Éducation postsecondaire, du Développement des compétences et de l'Immigration

Palais législatif, bureau 156

Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère des (Department) du Manitoba pour l'exercice financier 2021-2022.

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

*Original signé par*

Eric Charron

Le sous-ministre des l'Éducation postsecondaire, du Développement des compétences et de l'Immigration



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# 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

<b>Department Name &amp; Description</b>	The Department of Advanced Education, Skills and Immigration is responsible for promoting access to high-quality advanced education and ensuring positive outcomes for students, removing barriers to success, and creating immigration pathways to attract skilled workers, leading to economic growth and new opportunities for all Manitobans.
<b>Minister</b>	Honourable Jon Reyes
<b>Deputy Minister</b>	Eric Charron

<b>Other Reporting Entities</b>	<b>8</b>	<ul style="list-style-type: none"> <li>• University of Manitoba</li> <li>• University of Winnipeg</li> <li>• Brandon University</li> <li>• Université de Saint-Boniface</li> <li>• University College of the North</li> <li>• Assiniboine Community College</li> <li>• Red River College Polytechnic</li> <li>• Manitoba Institute of Trades and Technology</li> </ul>
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Summary Expenditure (\$M)	
<b>1,554,981</b>	<b>1,476,117</b>
<b>Restated Budget</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing	
<b>806,657</b>	<b>794,009</b>	<b>152.00</b>	<b>152.00</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>	<b>Actual</b>

# Department Responsibilities

Manitoba Advanced Education, Skills and Immigration is responsible for implementing the government's policy and programming priorities related to higher education, student support, skills development and recognition, and immigration.

The overall responsibilities of the Minister and Advanced Education, Skills and Immigration include:

- Lead the implementation of the Skills, Talent and Knowledge Strategy to ensure we have people with the right skills at the right time to accelerate recovery, advance Manitoba's economy and promote positive outcomes.
- Provide direction, funding and oversight to Manitoba's publicly funded post-secondary institutions to ensure accountability and positive outcomes for students and the economy.
- Register and monitor private vocational institutions to provide quality programming and protect student interests.
- Advance a modern apprenticeship system that works in collaboration with employers, employees, labour, educational institutions and other government departments to develop the skilled workers needed to grow the economy.
- Increase the number of individuals accessing and completing post-secondary training to improve student outcomes and respond to the needs of the labour market.
- Work in partnership with post-secondary institutions, business, industry, and other stakeholders to align the education and skills training system with labour market needs and prepare students for successful completion and entry to the workforce.
- Deliver financial aid programs, including scholarships and bursaries, that provide access to post-secondary education for students, maximizing federal funding and leveraging partnerships with the private sector through programs such as the Manitoba Scholarship and Bursary Initiative.
- Work with partners to provide adults with needed literacy and essential skills to continue on to further education and training, find jobs, and participate in their communities.
- Work with federal partners to ensure the successful integration of newcomers to Manitoba.
- Work on the design, management and evaluation of the Manitoba Provincial Nominee Program, focused on the skill and talent needs of Manitoba's employers to bridge gaps that cannot be filled domestically.
- Work with regulators to ensure fair recognition of skills and training for internationally trained individuals and skilled workers.
- The listing of Legislation under the responsibility of the Minister has been provided in an Appendix.

The Minister is also responsible for:

- Manitoba's eight publicly funded post-secondary institutions, the listing has been provided on Page 53.

## Department Shared Services

### Finance and Corporate Services Shared Division

Advanced Education, Skills and Immigration receives shared services through the Finance and Corporate Services Division under Economic Development, Investment and Trade. The division is responsible for ensuring appropriate management, coordination and alignment of client departments' finance, legislative and information technology services as well as support for strategic initiatives.

# Responsabilités du ministre

Le ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration du Manitoba voit à la mise en œuvre des priorités gouvernementales en matière de politiques et de programmes qui sont liées à l'enseignement supérieur, à l'aide aux études, au développement et à la reconnaissance des compétences ainsi qu'à l'immigration.

Les responsabilités générales du ministre et du ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration comprennent les suivantes.

- Diriger la mise en œuvre de la Stratégie relative aux compétences, au talent et aux connaissances pour faire en sorte que nous ayons les personnes ayant les bonnes compétences au bon moment pour accélérer la reprise, faire progresser l'économie du Manitoba et susciter des retombées positives.
- Orienter, financer et surveiller les établissements d'enseignement postsecondaire publics du Manitoba afin d'assurer une reddition de comptes et d'obtenir des résultats positifs pour la population étudiante ainsi que pour l'économie.
- Inscire et surveiller les établissements d'enseignement professionnel privés pour s'assurer qu'ils fournissent une programmation de qualité et protéger les intérêts de la population étudiante.
- Promouvoir un système d'apprentissage moderne dont les acteurs travaillent de façon concertée avec les employeurs, les employés et les travailleurs, les établissements d'enseignement et d'autres ministères pour former les travailleurs qualifiés dont nous aurons besoin pour faire croître l'économie.
- Augmenter le nombre de personnes qui accéderont à une formation postsecondaire et qui obtiendront leur diplôme afin d'améliorer les résultats en matière de scolarité et de répondre aux besoins du marché du travail.
- Travailler en partenariat avec les établissements d'enseignement postsecondaire, les entreprises, l'industrie et d'autres intervenants afin d'adapter le système d'éducation et de formation professionnelle en fonction des besoins du marché du travail et de préparer les étudiants à obtenir leur diplôme et à faire leur entrée dans la population active.
- Offrir des programmes d'aide financière, y compris des bourses d'études et d'entretien, qui faciliteront l'accès aux études postsecondaires en optimisant l'utilisation des fonds fédéraux et en tirant parti des partenariats conclus avec le secteur privé par l'entremise de programmes comme l'Initiative de bourses d'études et d'entretien du Manitoba.
- Travailler avec des partenaires pour aider les adultes à obtenir les services d'alphabétisation et à acquérir les compétences essentielles dont ils auront besoin pour poursuivre leurs études et leur formation, trouver un emploi et participer à la vie de leur collectivité.
- Collaborer avec nos partenaires fédéraux afin d'assurer l'intégration réussie des nouveaux arrivants au Manitoba.
- Travailler à la conception, à la gestion et à l'évaluation du Programme des candidats du Manitoba, qui est axé sur les compétences et les talents dont les employeurs manitobains ont besoin pour pourvoir les postes qui ne peuvent l'être au moyen des ressources disponibles au Canada.
- Travailler avec les organismes de réglementation pour assurer une juste reconnaissance des compétences et de la formation pour les personnes et les travailleurs qualifiés formés à l'étranger.
- La liste des textes de loi qui relèvent de la responsabilité du ministre est fournie en annexe.

Le ministre est également responsable :

- des huit établissements d'enseignement postsecondaire publics du Manitoba, dont la liste figure à la page 53.

## Services partagés du ministère

### Division des finances et des services ministériels

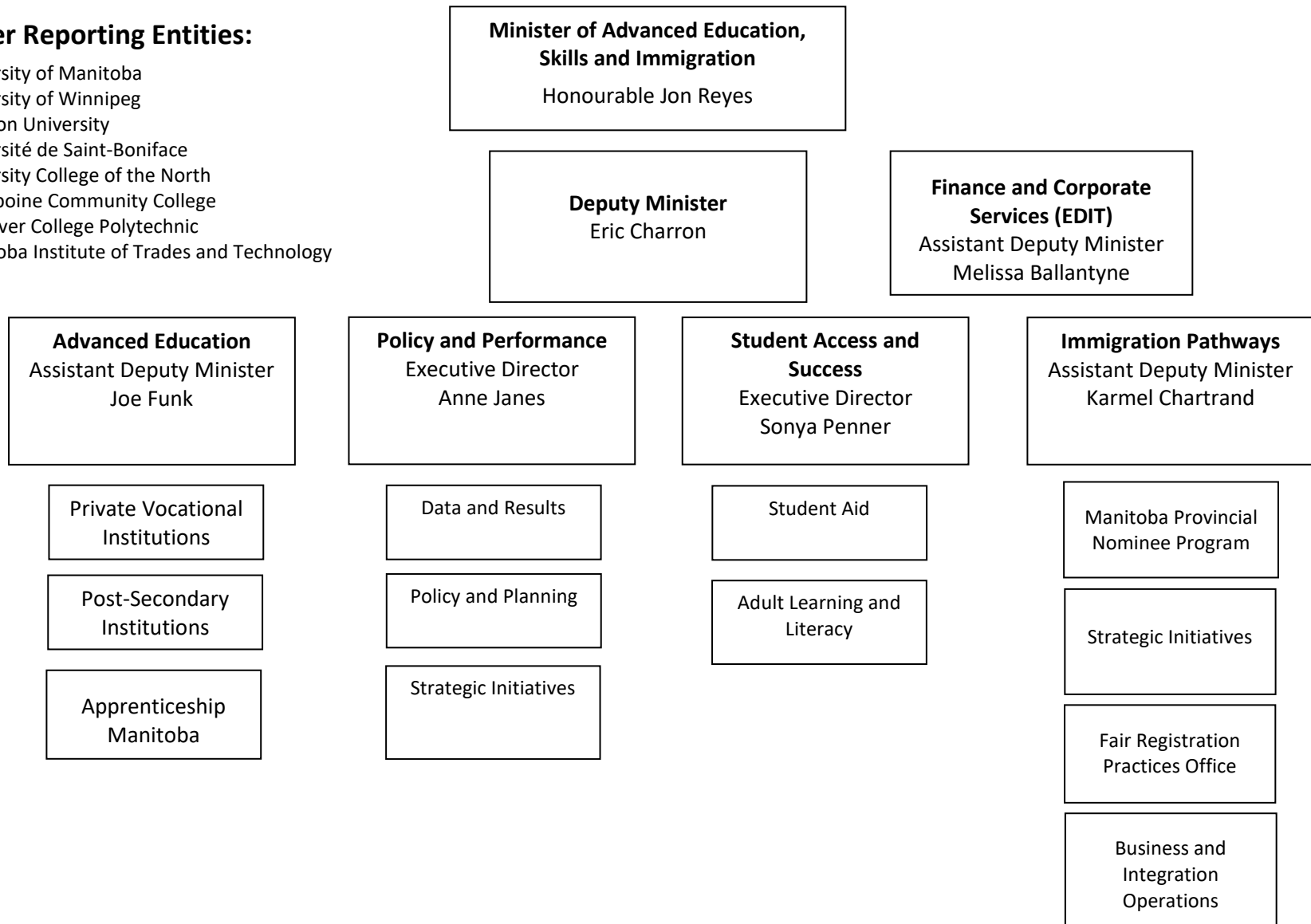
Le ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration reçoit des services partagés par l'entremise de la Division des finances et des services ministériels, qui relève du ministère du Développement économique, de l'Investissement et du Commerce. La Division est chargée d'assurer une gestion, une coordination et une harmonisation appropriées des services financiers, législatifs et informatiques offerts aux ministères clients ainsi que de soutenir les initiatives stratégiques.

# Organizational Structure

## Advanced Education, Skills and Immigration as of March 31, 2022

### Other Reporting Entities:

University of Manitoba  
 University of Winnipeg  
 Brandon University  
 Université de Saint-Boniface  
 University College of the North  
 Assiniboine Community College  
 Red River College Polytechnic  
 Manitoba Institute of Trades and Technology

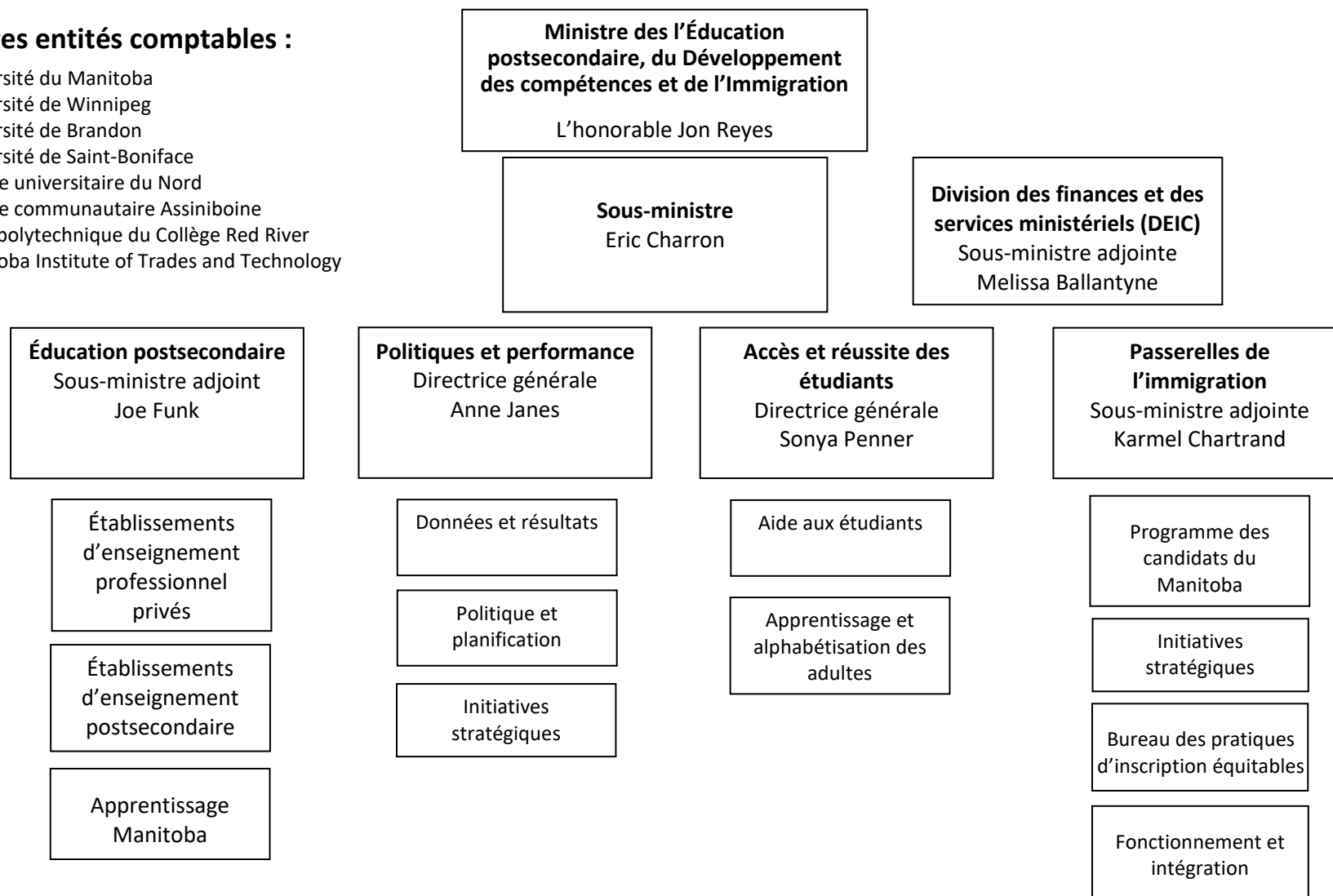


# Structure organisationnelle

## Éducation postsecondaire, Développement des compétences et Immigration au 31 mars 2022

### Autres entités comptables :

Université du Manitoba  
Université de Winnipeg  
Université de Brandon  
Université de Saint-Boniface  
Collège universitaire du Nord  
Collège communautaire Assiniboine  
École polytechnique du Collège Red River  
Manitoba Institute of Trades and Technology



# 2021/22 Key Achievement Highlights

During the fiscal year, the Department of Advanced Education, Skills and Immigration accomplished the following:

- As part of our support for people from Ukraine, Manitoba waived the \$500 Manitoba Provincial Nominee Program application fee for citizens applying from Ukraine, and these applications were then prioritized.
- Continued to work closely with Immigration, Refugees and Citizenship Canada to implement enhanced measures for Ukrainian citizens that facilitate the movement of Ukrainians who want to leave their country temporarily or permanently.
- Continued the implementation of the multi-year Skills, Talent and Knowledge Strategy. This included ongoing engagement with our stakeholders and investing over \$275 million across multiple departments to support the actions under the four pillars of the strategy.
- Provided \$19.5 million to support the creation of 259 new nursing training seats at Assiniboine Community College, Brandon University, Université de Saint-Boniface, University College of the North and University of Manitoba. The department will continue to collaborate with universities and colleges to open new nursing training seats to reach the target of 400 new seats.
- Collaborated with post-secondary institutions to adapt and respond throughout the pandemic to, minimize impacts to faculty, staff and students. This included, coordinating with Manitoba Public Health, to continue to support 29 Designated Learning Institutions with their readiness plans to safely welcome international students to Manitoba during the pandemic.
- Assisted 16,342 Manitoba students, including low-income and Indigenous students, access funding for post-secondary education through the Manitoba Student Aid program providing approximately \$217 million through federal and provincial student loans, grants and bursaries.
- Manitoba Student Aid, with the help of the Winnipeg Foundation, the National Center for Truth and Reconciliation and, the Indigenous Chamber of Commerce, relaunched the Helen Betty Osborne Memorial Award to provide Indigenous Manitobans pursuing post-secondary studies with non-repayable financial support. This past year, 30 awards valued at \$2,500 each were disbursed to Indigenous Manitobans.
- Disbursed \$20.3 million to 64 adult learning centres and literacy agencies in 133 Manitoba locations serving over 6,800 adult learners resulting in:
  - 9,229 credit course completed by students at Adult Learning Centres.
  - 970 adult learners graduated with a Manitoba high school diploma.
  - 87 per cent of literacy learners who attended a Manitoba literacy program advanced in their literacy skills.
- Launched a consultation process to gather diverse perspectives about post-secondary tuition fees and student fees in Manitoba universities and colleges. The department consulted with post-secondary institutions, faculty associations, student groups, Indigenous communities, business and industry, and the broader public to collect data that will inform the development of a post-secondary tuition fees and student fees policy, which supports accessible and quality, post-secondary education in Manitoba
- Adopted legislative amendments to the apprenticeship and certification system to streamline the process for updating program standards and increase industry engagement in the governance of the apprenticeship system.
- In 2021, 6,275 immigrants from over 105 countries were nominated through the Manitoba Provincial Nominee Program, an increase of 618 over 2020 nominees. Approximately 82 per cent of all nominees were already working or had job offers from Manitoba employers at the time of nomination.
- In 2021, 16,575 immigrants (permanent residents) settled in Manitoba. This marks a substantive increase from the 8,610 admissions seen in COVID-impacted 2020, which was affected by travel restrictions and delayed federal processing times. Approximately 23 per cent of Manitoba's new immigrants settled outside of Winnipeg in 2021.
- The Fair Registration Practices in Regulated Professions Act was amended in December 2021 to include several new duties for regulators, including provision for a regulation to establish timeliness standards for registration of qualified internationally educated applicants.



- In 2021/22, the Immigration Pathways Division administered \$5.4 million in funding to support newcomers' integration in Manitoba in 2021-22.
- Manitoba Start received \$3.0 million towards employment services for newcomers, and to connect immigrants to settlement, information, orientation, language and other services in Manitoba.
- Supporting Employment and Economic Development Winnipeg Inc. (SEED) received \$120,000 towards its Recognition Counts program. The program provides micro-loans to skilled immigrants to cover costs associated with foreign credential recognition processes and gap training.
- Provided \$2.3 million of funding to 16 settlement service provider organizations to deliver targeted newcomer services, including settlement, employment and community supports, to facilitate the social and economic integration of temporary residents and other newcomers. Services were provided to 4,282 adults and 699 youth, most of whom were previously ineligible for settlement services in Manitoba.

# Principales réalisations en 2021-2022

Au cours de l'exercice, le ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration a accompli les réalisations suivantes.

- Afin d'aider le peuple ukrainien, le Manitoba a exempté les citoyens de l'Ukraine du paiement des frais de 500 \$ du Programme des candidats du Manitoba et traitera les demandes de ces personnes en priorité.
- Le ministère a continué de travailler en étroite collaboration avec Immigration, Réfugiés et Citoyenneté Canada afin d'améliorer les mesures d'aide aux citoyens ukrainiens qui souhaitent quitter leur pays de façon temporairement ou définitive.
- Il a poursuivi la mise en œuvre de la Stratégie relative aux compétences, au talent et aux connaissances du marché du travail. Cette initiative pluriannuelle comprenait la mobilisation continue de nos parties prenantes et un investissement de plus de 275 millions de dollars entre plusieurs ministères pour appuyer les mesures prises dans le cadre des quatre piliers de la stratégie.
- Le ministère a fourni 19,5 millions de dollars pour appuyer la création de 259 nouvelles places dans les programmes de formation en soins infirmiers du Collège communautaire Assiniboine, de l'Université de Brandon, de l'Université de Saint-Boniface, du Collège universitaire du Nord et de l'Université du Manitoba. Le ministère poursuivra sa collaboration avec les universités et les collèges pour ouvrir des places de formation en soins infirmiers afin d'atteindre l'objectif de 400 nouvelles places.
- Le ministère a collaboré avec les établissements d'enseignement postsecondaire pour s'adapter et réagir tout au long de la pandémie afin de limiter les répercussions pour le corps professoral, le personnel et la population étudiante. Il a notamment coordonné ses efforts avec ceux de Santé publique Manitoba pour continuer d'aider 29 établissements d'enseignement désignés à mettre en œuvre leurs plans d'intervention afin d'offrir un accueil sécuritaire aux étudiants étrangers au Manitoba pendant la pandémie.
- Le ministère a aidé 16 342 étudiants manitobains – dont des étudiants autochtones et à faible revenu – à obtenir un financement pour leurs études postsecondaires, par l'entremise de l'Aide aux étudiants du Manitoba, totalisant quelque 217 millions de dollars sous forme de prêts, de subventions et de bourses d'études fédéraux et provinciaux.
- L'Aide aux étudiants du Manitoba, avec le concours de la Winnipeg Foundation, du Centre national pour la vérité et la réconciliation et de l'Indigenous Chamber of Commerce, a relancé les bourses d'études du Fonds commémoratif Helen Betty Osborne pour offrir aux Autochtones du Manitoba qui poursuivent leurs études au niveau postsecondaire un soutien financier non remboursable. Au cours du dernier exercice, le ministère a décerné 30 bourses d'une valeur de 2 500 \$ chacune à des Autochtones résidant au Manitoba.
- Le ministère a versé 20,3 millions de dollars à 64 organismes d'alphabétisation et centres d'apprentissage pour adultes situés dans 133 localités du Manitoba, qui ont offert des services à plus de 6 800 apprenants adultes, ce qui représente :
  - 9 229 cours à l'unité suivis par la clientèle de centres d'apprentissage pour adultes;
  - 970 apprenants adultes ayant obtenu un diplôme d'études secondaires du Manitoba;
  - 87 % des analphabètes apprenants ayant suivi un programme d'alphabétisation du Manitoba pour faire progresser leurs capacités de lecture et d'écriture.
- Le ministère a entamé des consultations pour recueillir divers points de vue au sujet des frais de scolarité et des frais d'étudiants de niveau postsecondaire dans les universités et les collèges du Manitoba. Le ministère a consulté des établissements d'enseignement postsecondaire, des associations de professeurs, des groupes d'étudiants, des communautés autochtones, des milieux d'affaires, des membres de l'industrie et le grand public afin de recueillir des données qui éclaireront l'élaboration d'une politique sur les frais de scolarité et les frais d'étudiants qui appuie l'offre de services d'enseignement postsecondaire accessibles et de qualité au Manitoba.
- Il a adopté des modifications législatives régissant le système d'apprentissage et de reconnaissance professionnelle afin de simplifier la mise à jour des normes applicables aux programmes et d'accroître la participation de l'industrie à la gouvernance du système d'apprentissage.

- En 2021, 6 275 immigrants provenant de plus de 105 pays ont été désignés dans le cadre du Programme des candidats du Manitoba, ce qui représente une augmentation de 618 immigrants désignés comparativement à 2020. Environ 82 % de tous les candidats travaillaient déjà ou avaient reçu des offres d'emploi d'employeurs manitobains au moment de leur désignation.
- En 2021, 16 575 immigrants (résidents permanents) se sont établis au Manitoba. Il s'agit d'une augmentation substantielle comparativement aux 8 610 immigrants que le Manitoba avait accueillis en 2020, année touchée par des restrictions concernant les voyages et des retards de traitement des demandes reçues par l'administration fédérale en raison de la pandémie de COVID-19. Environ 23 % des nouveaux immigrants du Manitoba se sont installés à l'extérieur de Winnipeg en 2021.
- Une modification de la Loi sur les pratiques d'inscription équitables dans les professions réglementées, entrée en vigueur en décembre 2021, incluait plusieurs nouvelles obligations pour les organismes de réglementation. Cette modification prévoyait notamment le respect d'un délai réglementaire pour l'inscription des candidats qualifiés formés à l'étranger.
- En 2021-2022, la Division des passerelles de l'immigration a administré un financement de 5,4 millions de dollars pour soutenir l'intégration des nouveaux arrivants au Manitoba.
  - Manitoba Start a reçu 3 millions de dollars pour offrir des services d'emploi aux nouveaux arrivants et assurer la liaison entre les immigrants et les services d'établissement, d'information et d'orientation, les services linguistiques ainsi que d'autres services offerts au Manitoba.
  - Supporting Employment and Economic Development Winnipeg Inc. (SEED) a reçu 120 000 \$ pour son programme Recognition Counts. Ce programme offre des microprêts aux immigrants qualifiés pour couvrir les coûts associés à la reconnaissance des diplômes étrangers et à la formation d'appoint.
  - La Division a remis 2,3 millions de dollars à 16 organismes spécialisés dans l'établissement des immigrants pour les aider à fournir des services ciblés aux nouveaux arrivants, comme des services d'aide à l'établissement et à l'emploi et du soutien communautaire, afin de faciliter l'intégration sociale et économique des résidents temporaires et d'autres nouveaux arrivants. Ainsi, ces fournisseurs ont pu soutenir 4 282 adultes et 699 jeunes, dont la plupart étaient auparavant inadmissibles aux services d'établissement offerts au Manitoba.

# Department Strategy Map

The Department of Advanced Education, Skills and Immigration was officially formed on January 5, 2021. 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

A Skilled and Talented Manitoba

## Mission

To build knowledge and skills through a competitive advanced education system and open immigration programs, leading to economic growth and new opportunities for all Manitobans.

## Values

At Advanced Education, Skills and Immigration 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

### Working Smarter – Delivering Client-Centred Services

1. Transform the Way We Work
2. Reduce Red Tape
3. Engage Our Clients and Partners

### Public Service – Delivering Client-Service Excellence

1. Invest in Our People
2. Advance Inclusion
3. Strengthen Respect in Our Workplaces

# Value For Money – Protecting Manitoba’s Bottom Line

- 1. Provide Value for Money
- 2. Balance the Budget
- 3. Strengthen Our Financial Comptrollership and Accountability

# Schéma stratégique ministériel

L'Éducation postsecondaire, du Développement des compétences et de l'Immigration du Manitoba a officiellement été établi le 5 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

Un Manitoba qualifié et talentueux

## Mission

Développer les connaissances et les compétences grâce à un système d'éducation postsecondaire compétitif et à des programmes d'immigration ouverts, afin d'entraîner la croissance économique et de nouvelles possibilités pour toute la population manitobaine.

## Valeurs

Au ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration, nous

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

## Priorités et objectifs des tableaux de bord équilibrés ministériels

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

1. Préparer les Manitobains à réussir sur le marché du travail
2. Faire progresser la réconciliation

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

1. Transformer notre façon de travailler
2. Réduire la bureaucratie
3. Mobiliser nos clients et nos partenaires

## **Fonction publique — Offrir un service à la clientèle d'excellence**

1. Investir dans nos gens
2. Favoriser l'inclusion
3. Renforcer le respect dans nos milieux de travail

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

1. Dépenser judicieusement
2. Équilibrer le budget
3. 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 Advanced Education, Skills and Immigration 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 Advanced Education, Skills and Immigration was officially formed on January 5, 2021, 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.manitoba.ca/aesi/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

- In collaboration with Manitoba's post-secondary stakeholders, continued implementing the recommendations from the Office of the Auditor General's report on Oversight of Post-Secondary Institutions to enhance accountability and collaboration to ensure the highest quality of service is provided to support student success.
- Provided \$19.5 million to support the creation of 259 new nursing training seats at Post-Secondary Institutions in Manitoba. The department will continue to collaborate with universities and colleges to open new nursing training seats to reach the target of 400 new seats
- Collaborated with stakeholders to amend program application system to include both online and in-class (hybrid) program delivery options for Private Vocational Institutions.
- Supported the new Immigration Advisory Council that will provide recommendations to strengthen Manitoba's Immigration programs, building on the success of the Manitoba Provincial Nominee Program (MPNP). The Council's mandate is to review the entire continuum of immigration – from recruitment to retention of newcomers to Manitoba – and provide clear recommendations and concrete actions to the Manitoba government to address three goals: attract more immigrants and business investors; streamline the MPNP and other immigration pathways; and Enhance Manitoba's settlement, integration, and foreign credential recognition programs and services for all newcomers.

### 2. Advance Reconciliation

#### Key Initiatives

- Acting in the spirit of Truth and Reconciliation Commission of Canada: Calls to Action number 11, Manitoba Student Aid, with the help of the Winnipeg Foundation, the National Center for Truth and Reconciliation and, the Indigenous Chamber of Commerce, relaunched the Helen Betty Osborne Memorial Award to provide Indigenous Manitobans pursuing post-secondary studies with non-repayable financial support. This past year, 30 awards valued at \$2,500 each were disbursed to Indigenous Manitobans. This initiative advances reconciliation by reducing barriers to post-secondary education for Indigenous students through financial supports.



# Working Smarter – Delivering Client-Centred Services

## 3. Transform the Way We Work

### Key Initiatives

- Together with institutions, the department continued work on developing a process for collecting data from the public post-secondary education sector. The centralized data system, called the Student-Level Data Solution (SLDS), will enable the department to develop data-informed programs and policies that serve the needs of Manitoba students.
- Manitoba launched the first phase of the Canada-Manitoba Student Loans Integration project, which will streamline and simplify the administration of student loans, and make it easier for borrowers to manage their loans. Once fully implemented, borrowers will only need to make one monthly repayment instead of two and will only need to interact with the National Student Loans Service Centre for loan administration and repayment.
- Apprenticeship Manitoba began streamlining processes to become more efficient and respond to clients' needs in a timely manner. The department launched a modernized system for online reporting of apprenticeship hours and began organizing and hosting employer training sessions for approximately 4,000 employers.
- As part of our support for people from Ukraine, Manitoba waived the \$500 Manitoba Provincial Nominee Program application fee for citizens applying from Ukraine, and prioritized these applications. A Deputy Minister Steering Committee and operational Task Force were established to undertake initial planning and coordination as government continues to develop its response to the evolving humanitarian crisis in and around Ukraine.

## 4. Reduce Red Tape

### Key Initiatives

- Continued expansion and modernization of the Apprenticeship Manitoba model to reduce red tape and enable more skilled journeypersons to meet our skills needs. Adopted legislative amendments to the apprenticeship and certification system to streamline the process for updating program standards and increase industry engagement in the governance of the apprenticeship system.
- Reduced red tape by repealing several disused, not proclaimed, duplicative or restrictive requirements, such as The Adult Learning Centres Act; The Adult Literacy Act, The Apprenticeship Employment Opportunities Act, and The Advanced Education Administration Act.

## 5. Engage Our Clients and Partners

### Key Initiatives

- Manitoba Student Aid conducted two public engagement surveys:
  - a Client Satisfaction Survey, open to all Manitobans; a total of 1,815 Manitobans responded to the survey; and
  - a Post-Secondary Educational Institutions Survey, open only to educational institution staff; 52 responses were received.

These surveys gathered feedback on Manitoba Student Aid services, identified areas of improvement and will act as a benchmark for future public engagement surveys as Manitoba Student Aid commits to improving its services.

- Launched a consultation process to gather diverse perspectives about post-secondary tuition fees and student fees in Manitoba universities and colleges to ensure quality post-secondary education is accessible to Manitobans and international students.

- Developed comprehensive departmental engagement plans helps to ensure that the department is conducting well-designed engagements that:
  - seek out and facilitate the involvement of those potentially affected by or interested in a decision;
  - properly inform participants of the topic; and
  - allow participants to provide meaningful input to inform public policies and decisions.
- Worked directly with regulators to improve pathways to registration for immigrants trying to establish their careers in Manitoba. The Fair Registration Practices Office continued to collaborate with partners to ensure registration processes are transparent, objective, impartial and fair.

## Public Service – Delivering Client-Service Excellence

### 6. 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 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.

### 7. 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.

### 8. 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

### 9. Provide Value for Money

#### Key Initiatives

- Launched a consultation process to inform the development of a framework to improve post-secondary accountability and promote positive outcomes for students and alignment with industry needs.

### 10. Balance the Budget

#### Key Initiatives

- Recorded revenue and expenditures and monitored and controlled expenditures to ensure a balanced budget. Financial and Corporate Services continued to work directly with each division to provide financial analysis and advice. Ongoing monitoring of expenses in ensured through quarterly financial reporting.

## **11. Strengthen Our Financial Comptrollership and Accountability**

### **Key Initiatives**

- 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.

### Advanced Education, Skills and Immigration includes the following OREs:

- University of Manitoba
- University of Winnipeg
- Brandon University
- Université de Saint-Boniface
- University College of the North
- Assiniboine Community College
- Red River College Polytechnic
- Manitoba Institute of Trades and Technology

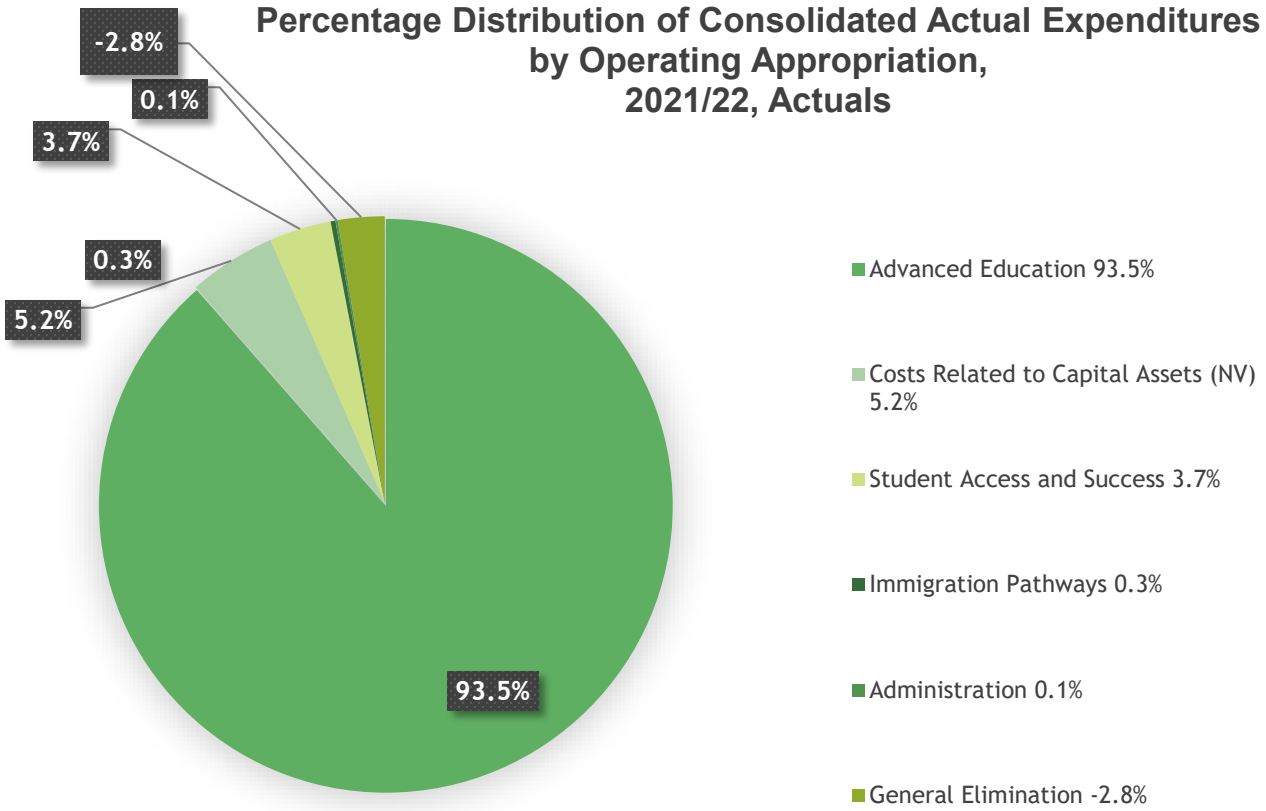
### Consolidated Actual Expenditures

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	2,040	-	-	2,040	1,679
Advanced Education	732,913	1,355,053	(708,370)	1,379,596	1,335,001
Student Access and Success	54,466	-	-	54,466	54,660
Immigration Pathways	4,214	-	-	4,214	8,986
Costs Related to Capital Assets (NV)	376	76,344	-	76,720	74,910
Interfund Activity	-	-	(40,918)	(40,918)	(15,844)
<b>TOTAL</b>	<b>794,009</b>	<b>1,431,397</b>	<b>(749,288)</b>	<b>1,476,118</b>	<b>1,459,392</b>

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
<b>Part A – OPERATING (Sums to be Voted)</b>						
Administration	2,371	458	-	-	2,829	-
Advanced Education	695,264	17,018	2,224	19,432	733,938	-
Student Access and Success	67,650	-	(2,410)	-	65,240	-
Immigration Pathways	3,524	564	186	-	4,274	-
<b>Subtotal</b>	<b>768,809</b>	<b>18,040</b>	<b>-</b>	<b>19,432</b>	<b>806,281</b>	<b>-</b>
<b>Part A – OPERATING (Non-Voted)</b>						
	376	-	-	-	376	-
<b>TOTAL PART A - OPERATING</b>	<b>769,185</b>	<b>18,040</b>	<b>-</b>	<b>19,432</b>	<b>806,657</b>	<b>-</b>
<b>Part B – CAPITAL INVESTMENT</b>	-	-	-	-	-	-
<b>Part C – LOANS AND GUARANTEES</b>	60,000	-	-	-	60,000	-
<b>Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT</b>	34,800	-	-	13,619	48,419	-

Part A – OPERATING	2021/22 Authority \$ (000's)
<b>2021/22 MAIN ESTIMATES – PART A</b>	769,185
<b>Allocation of funds from:</b>	
Enabling Authority	19,432
<b>Sub-total</b>	<b>788,617</b>
<b>In-year re-organization from:</b>	
Economic Development, Investment and Trade	18,040
<b>Sub-total</b>	<b>18,040</b>
<b>2021/22 Authority</b>	<b>806,657</b>

<b>Part B – Capital Investment</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART B</b>	-
<b>Allocation of funds from:</b>	
<b>Sub-total</b>	-
<b>In-year re-organization from:</b>	
<b>Sub-total</b>	-
<b>2021/22 Authority</b>	

<b>Part C – Loans and Guarantees</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART C</b>	60,000
<b>In-year re-organization from:</b> Economic Development, Investment and Trade	
<b>Sub-total</b>	60,000
<b>2021/22 Authority</b>	<b>60,000</b>

<b>Part D – Other Reporting Entity Capital Investment</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART D</b>	48,419
<b>In-year re-organization from:</b> Economic Development, Investment and Trade	
<b>Sub-total</b>	48,419
<b>2021/22 Authority</b>	<b>48,419</b>

## 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
	44-1 Administration	-	-	-	-
		-	-	-	-
42	(a) Minister's Salary	45	12	33	-
	(b) Executive Support	-	-	-	-
740	Salaries and Employee Benefits	549	62	487	-
75	Other Expenditures	72	19	53	-
	(c) Performance	-	-	-	-
1,689	Salaries and Employee Benefits	1,309	1,413	(104)	-
283	Other Expenditures	65	173	(108)	-
2,829	<b>Subtotal 44-1</b>	2,040	1,679	361	
	44-2 Advanced Education				
	(a) Advanced Education				
2,170	Salaries and Employee Benefits	2,106	1,904	202	-
19,999	Other Expenditures	19,993	209	19,784	1
676,180	Grant Assistance	676,145	685,256	(9,111)	2
11,571	Capital Grants	11,571	11,571	-	-
	(b) Manitoba Scholarship and Bursary Initiative	-	-	-	-
10,000	Grant Assistance	9,951	15,000	(5,049)	3
	(c) Apprenticeship				
3,350	Manitoba Salaries and Employee Benefits	3,327	3,175	152	-
1,016	Other Expenditures	706	764	(58)	-
9,652	Financial Assistance	9,114	8,904	210	-
733,938	<b>Subtotal 44-2</b>	732,913	726,783	6,130	-



	44-3	Student Access and Success				
	(a)	Student Access and Success	-	-	-	-
3,378		Salaries and Employee Benefits	3,258	3,223	35	
3,750		Other Expenditures	3,740	1,156	2,584	4
24,618		Grant Assistance	24,190	24,208	(18)	-
15,173		Financial Assistance	14,482	15,173	(691)	-
	(b)	Canada Student Grants	-	-	-	-
3,410		Grant Assistance	1,899	1,800	99	-
	(c)	Student Loan Administration	-	-	-	-
14,911		Grant Assistance	6,897	9,100	(2,203)	5
65,240		<b>Subtotal 44-3</b>	54,466	54,660	(194)	
	44-4	Immigration Pathways	-	-	-	-
	(a)	Immigration Pathways	-	-	-	-
3,108		Salaries and Employee Benefits	3,108	3,210	(102)	-
653		Other Expenditures	616	5,265	(4,649)	6
	(b)	Fair Registration Practices Office	-	-	-	-
463		Salaries and Employee Benefits	452	476	(24)	-
50		Other Expenditures	38	35	3	-
4,274		<b>Subtotal 44-4</b>	4,214	8,986	(4,772)	-
	44-5	Costs Related to Capital Assets				
	(a)	General Assets				
376		Amortization Expense	376	376	-	-
376	-	<b>Subtotal 44-5</b>	376	376	-	-
<b>806,657</b>		<b>Total Expenditures</b>	<b>794,009</b>	<b>792,484</b>	<b>1,525</b>	

Explanation(s):

1. One-time costs associated with legal liability.

2. Operating grant reduction.
3. Completion of one-time COVID-19 pandemic support for the Manitoba Scholarships and Bursaries Program.
4. Completion of one-time IT project scoping.
5. Lower interest rates resulting in lower interest expenses.
6. Change in accounting to align with ending of project funding.

## Overview of Capital Investments and Loans Activity

<b>Part B – Capital Investment</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
	-	-	-	-

<b>Part C – Loans and Guarantees</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Provides for Manitoba Student Aid	60,152	60,000	152	-

<b>Part D – Other Reporting Entities Capital Investment</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Provides for Post-Secondary Institutions	38,919	48,419	(9,500)	1

Explanation(s):

1. Savings on capital infrastructure project.

## 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)	Explanation Number	Source	Actual 2021/22	Estimate 2021/22	Variance Over/(Under)	Explanation Number
<b>Taxation</b>								
<b>Subtotal</b>								
-	-	-	-	-	-	-	-	-
<b>Other Revenue</b>								
2,419	4,486	2,067	a	Fees	4,486	4,128	358	-
3,950	309	(3,641)	b	Sundry	309	1,462	(1,153)	1
6,369	4,795	(1,574)	-	<b>Subtotal</b>	4,795	5,590	(795)	-
-	-	-	-	-	-	-	-	-
<b>Government of Canada</b>								
2,000	2,000	-	-	Canada-Manitoba Minority Language Education Agreement	2,000	2,000	-	-
1,901	1,906	5	-	Canada Student Loan Act Service Fee	1,906	1,740	166	166
1,286	1,651	365	c	Canada Study Grants	1,651	3,410	(1,759)	2
5,187	5,557	370	-	<b>Subtotal</b>	5,557	7,150	(1,593)	-
<b>11,556</b>	<b>10,352</b>	<b>(1,204)</b>	-	<b>Total Revenue</b>	<b>10,352</b>	<b>12,740</b>	<b>(2,388)</b>	-

Explanation(s):

1. Cost recovery revenue from Manitoba Development Corporation was not required in 2021/22.
2. Lower applications resulting in lower expenses and cost recovery revenue from the Government of Canada.

# Departmental Program and Financial Operating Information

## Administration (Res. No. 44.1)

### Main Appropriation Description

Provides corporate leadership and coordination of policy development, strategic planning and data analytics to support the department and related agencies in achieving their mandates.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Minister's Salary	45	1.00	42
Executive Support	621	8.00	815
Policy and Performance	1,374	24.00	1,972
<b>TOTAL</b>	<b>2,040</b>	<b>33.00</b>	<b>2,829</b>

### Minister's Salary

### Sub-Appropriation Description

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

#### 44-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2021/22	Authority 2021/22		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)		
Salaries and Employee Benefits	45	1.00	42	3	-
Other Expenditures					
<b>Total Sub-Appropriation</b>	<b>45</b>	<b>1.00</b>	<b>42</b>	<b>3</b>	<b>-</b>

## 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.

### 44-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	549	8.00	740	(191)	-
Other Expenditures	72	-	75	(3)	-
<b>Total Sub-Appropriation</b>	<b>621</b>	<b>8.00</b>	<b>815</b>	<b>(194)</b>	<b>-</b>

## Policy and Performance

### Sub-Appropriation Description

Contributes to the coordinated and effective delivery of the department's mandate through policy expertise and data analytics. The division is also responsible for leading Manitoba's engagement intergovernmental forums related to advanced education, adult learning, and immigration.

### Key Results Achieved

- Continued the implementation of the multi-year Skills, Talent and Knowledge Strategy. This included ongoing engagement with our stakeholders and investing over \$275 million across multiple departments to support the actions under the four pillars of the strategy.
- Continued work to implement the Student-Level Data Initiative in collaboration with post-secondary stakeholders to enhance data collection and analysis to inform decision making.
- Developed comprehensive departmental engagement plans helps to ensure that the department is conducting well-designed engagements that:
  - seek out and facilitate the involvement of those potentially affected by or interested in a decision;
  - properly inform participants of the topic; and
  - allow participants to provide meaningful input to inform public policies and decisions.This included planning for a series of departmental engagements that began in fiscal year 2022/23, related to the Post-Secondary Tuition Policy and the Post-Secondary Accountability Framework.
- Developed and maintained effective federal, provincial, community and business partnerships to align education and workforce priorities related to the Council of Ministers of Education, Canada, and other inter-governmental forums.
- Provided data analytics for program areas and for the department, including leading the department's data strategy and research and evaluation work.

## 44-1(c) Policy and Performance

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,309	24.00	1,689	(380)	1
Other Expenditures	65	-	283	(218)	-
<b>Total Sub-Appropriation</b>	<b>1,374</b>	<b>24.00</b>	<b>1,972</b>	<b>(598)</b>	<b>-</b>

Explanation(s):

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

## Advanced Education (Res. No. 44.2)

### Main Appropriation Description

Advanced Education provides direction, funding, and/or regulatory oversight to Manitoba's publicly funded universities, colleges, private religious institutions, private vocational institutions and apprenticeship to ensure positive outcomes for students, communities, and the economy. The division is responsible for ensuring a sustainable, fiscally responsible, and accountable post-secondary education system that delivers programs aligned with labour market needs.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Advanced Education	709,815	25.00	709,920
Manitoba Scholarship and Bursary Initiative	9,951		10,000
Apprenticeship Manitoba	13,147	46.00	14,018
<b>TOTAL</b>	<b>732,913</b>	<b>71.00</b>	<b>733,938</b>

## Advanced Education

### Sub-Appropriation Description

Advanced Education provides direction, funding, and/or regulatory oversight to Manitoba's publicly funded universities, colleges, private religious institutions, and private vocational institutions to ensure positive outcomes for students, communities, and the economy.

### Key Results Achieved

- Launched a consultation process to inform the development of a framework to improve post-secondary accountability and promote positive outcomes for students and alignment with industry needs.
- Enhanced relationships with stakeholders through on-going dialogue to develop stronger outcomes for students and harmonization of oversight and accountability requirements for publicly funded universities and colleges contained in nine institutional and administrative Acts.

- Continued consultation on the Post-Secondary Tuition Policy to ensure quality post-secondary education is accessible to Manitobans and international students.
- Provided \$19.5 million to support the creation of 259 new nursing training seats at Assiniboine Community College, Brandon University, Université de Saint-Boniface, University College of the North and University of Manitoba. The department will continue to collaborate with universities and colleges to open new nursing training seats to reach the target of 400 new seats.
- Improved program quality at Private Vocational Institutions by collaborating with program regulators and employers in reviewing new programs and program changes.
- Maintained The Training Completion Fund that provides basic consumer protection to both students and registered institutions. No claims were made against the Fund valued at over \$5 million in 2021. The annual report of the Manitoba Training Completion Fund, for the period January 1 to December 31, 2021 is shown in Appendix D.

#### 44-2(a) Advanced Education

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	2,106	25.00	2,170	(64)	-
Other Expenditures	19,993	-	19,999	(6)	-
Grant Assistance	676,145	-	676,180	(35)	-
Capital Grants	11,571	-	11,571	-	-
<b>Total Sub-Appropriation</b>	<b>709,815</b>	<b>25.00</b>	<b>709,920</b>	<b>(105)</b>	<b>-</b>

#### Manitoba Scholarship and Bursary Initiative

##### Sub-Appropriation Description

The Manitoba Scholarship and Bursary Initiative is administered by participating post-secondary institutions and the Business Council of Manitoba. Government matches funds raised by these institutions on a 2:1 private to public ratio. The institutions assess, determine and award scholarships and bursaries to students.

##### Key Results Achieved

- Disbursed approximately \$10.0 million to 14 post-secondary institutions and organizations to leverage philanthropic support for scholarships and bursaries, providing an estimated \$30.0 million total (combined public and private) to Manitoba students during the 2021/22 program year. Year-end statistics will be finalized in fall 2022.

#### 44-2(b) Manitoba Scholarship and Bursary Initiative

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grant Assistance	9,951	-	10,000	(49)	-
<b>Total Sub-Appropriation</b>	<b>9,951</b>	<b>-</b>	<b>10,000</b>	<b>(49)</b>	<b>-</b>

## Apprenticeship Manitoba

### Sub-Appropriation Description

Apprenticeship Manitoba is responsible for the administration of The Apprenticeship and Certification Act and coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices leading to journeyperson certification.

### Key Results Achieved

- Continued expansion and modernization of the Apprenticeship Manitoba model to reduce red tape, update training standards, and enable more skilled journeypersons to meet our skills needs.
- Celebrated excellence in the apprenticeship and certification system through the annual Highest Achievement Awards and the Awards of Distinction.
- Registered 2,270 new apprentices, for a total of 10,305 active apprentices, including 1,221 engaged in the High School Apprenticeship Program, 1425 female apprentices and 1009 Indigenous apprentices. Journeyperson status was achieved through apprenticeship by 1143 individuals and 108 persons through Trades Qualification.

### 44-2(c) Apprenticeship Manitoba

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,327	46.00	3,350	(23)	-
Other Expenditures	706	-	1,016	(310)	1
Financial Assistance	9,114	-	9,652	(538)	-
<b>Total Sub-Appropriation</b>	<b>13,147</b>	<b>46.00</b>	<b>14,018</b>	<b>(871)</b>	<b>-</b>

Explanation(s):

1. Rationalization of operational requirements.



# Student Access and Success (Res. No. 44.3)

## Main Appropriation Description

Student Access and Success helps remove barriers to student success, including financial and skill barriers, and promotes access to advanced education. The division is responsible for ensuring programs and financial supports are available to help students and adult learners pursue educational pathways to develop the skills need to participate fully in the community and contribute to a growing economy.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Student Access and Success	45,670	50.00	46,919
Canada Student Grants	1,899	-	3,410
Student Loan Administration	6,897	-	14,911
<b>TOTAL</b>	<b>54,466</b>	<b>50.00</b>	<b>65,240</b>

## Student Access and Success

### Sub-Appropriation Description

Responsible for the design and delivery of student financial assistance programs provided by the department on behalf of the province and the federal government. Also, administers and supports the development and delivery of adult focused programming through adult learning centres and adult literacy programs in Manitoba.

### Key Results Achieved

- Enhanced the adult education system to provide adult learners with essential skills and educational upgrades enabling them to further their education and training, find jobs, and participate in their communities.
- Increased access, and reduced barriers, to post-secondary education for Indigenous students through financial supports.
- Provided information and assistance to 25,130 students by phone and 33,549 by email. In addition, the branch provided in-person or telephone appointment service to 2,855 clients. In person service services reopened in September 2021 on an appointment basis, but were closed again from January - March 2022 due to the COVID-19 pandemic, telephone appointments were still available over this period.
- Disbursed \$20.3 million to 64 adult learning centres and literacy agencies in 133 Manitoba locations serving over 6,800 adult learners resulting in:
  - 9,229 credit course completed by students at Adult Learning Centres.
  - 970 adult learners graduated with a Manitoba high school diploma.
  - 87 per cent of literacy learners who attended a Manitoba literacy program advanced in their literacy skills.

#### 44-3(a) Student Access and Success

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,258	50.00	3,378	(120)	-
Other Expenditures	3,740	-	3,750	(10)	-
Grant Assistance	24,190	-	24,618	(428)	-
Financial Assistance	14,482	-	15,173	(691)	-
<b>Total Sub-Appropriation</b>	<b>45,670</b>	<b>50.00</b>	<b>46,919</b>	<b>(1,249)</b>	<b>-</b>

#### Canada Student Grants

##### Sub-Appropriation Description

Manitoba Student Aid administers the Canada Student Loans Program and Canada Student Grants to help students receive all the funding they are entitled to in one step and to streamline the administration of federal programs.

##### Key Results Achieved

- Awarded approximately \$81 million in Canada Student Grants to 13,592 post-secondary students.
- Disbursed approximately \$2.1 million to 460 students in Canada Student Grants for Services and Equipment for Students with Permanent Disabilities in the program year.

#### 44-3(b) Canada Student Grants

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grant Assistance	1,899	-	3,410	(1,511)	1
<b>Total Sub-Appropriation</b>	<b>1,899</b>	<b>-</b>	<b>3,410</b>	<b>(1,511)</b>	<b>-</b>

Explanation(s):

1. Lower program applications.

## Student Loan Administration

### Sub-Appropriation Description

Manitoba Student Aid administers the Manitoba Student Loans program to provide effective and efficient loan administration to students, as well as debt management services and programs. The Repayment Assistance Program is available to help those who are having difficulty repaying their loans.

### Key Results Achieved

- Assisted 16,342 Manitoba students, including low-income and Indigenous students, access funding for post-secondary education through the Manitoba Student Aid program providing approximately \$217 million through federal and provincial student loans, grants and bursaries.
- Increased the Manitoba Bursary budget by \$3.9 million, to over \$21.1 million. The Manitoba Bursary provides up-front grants of up to \$2,000 to lower-income students and an additional \$1,500 top-up is available to Indigenous students. During the program year, August 2021 to July 2022, support was provided to 11,414 students, including 1,406 Indigenous students.

### Summary of Loans, Awards, and Buraries For 2021/22

	Number of Students	Total Awards (\$)	Average (\$)
<b>Loans</b>			
Canada Student Loans Authorized	13,809	\$64,265,618.00	\$4,388.83
Manitoba Student Loans Authorized	14,966	\$51,872,510.00	\$3,215.70

<b>Provincial Non-Repayable Support</b>			
Manitoba Bursary	11,414	\$19,054,966.00	\$1,581.06

<b>Canada Student Grants for Full-time Students</b>			
Full-time	12,112	\$62,625,475.00	\$4,706.56
Permanent disabilities	1,165	\$4,528,000.00	\$3,834.04
With dependents	2,272	\$11,139,474.00	\$4,420.43
Disabilities Equipment & supplies	450	\$2,033,371.00	\$4,449.39

	Number of Students	Total Awards (\$)	Average (\$)
<b>Loans</b>			
Part time Canada Student Loans Authorized	143	\$304,821.00	\$1,953.98

<b>Canada Student Grants for Part-time Students</b>			
Part-time	446	\$867,057.00	\$1,944.07
Permanent disabilities	22	\$84,000.00	\$3,818.18
With dependents	42	\$58,544.00	\$1,393.90
Disabilities Equipment & supplies	3	\$18,990.00	\$6,330.00

\*Based on program year data (August 1, 2021 to July 31, 2022)

## Summary of Loans, Awards, and Buraries by Institution For 2021/22

Institution	# of students with processed applications	# of students receiving awards	Loan (\$)			Non-Repayable Financial Assistance (\$)		Total Awards
			Federal		Provincial	Federal	Provincial	
			Canada Student Loans (Full Time)	Canada Student Loans (Part Time)	Manitoba Student Loans	Canada Student Grants	Manitoba Bursary	
University Of Manitoba	7,027	6,100	17,472,913	64,944	17,699,526	31,882,327	8,783,126	75,902,836
Université de Saint-Boniface	234	207	569,892	1,264	560,233	1,418,928	326,651	2,876,968
Red River College	2,187	1,858	5,441,043	69,333	5,015,945	9,024,472	2,167,392	21,718,185
University Of Winnipeg	2,377	2,024	4,206,922	48,929	4,661,393	11,212,967	2,936,995	23,067,206
Assiniboine Community College	547	456	1,742,802	4,475	1,508,029	2,717,967	597,131	6,570,404
Brandon University	824	719	2,407,160	1,555	2,399,428	4,295,496	1,152,723	10,256,362
University College Of North	189	153	639,259	-	495,644	1,150,182	305,925	2,591,010
Other Manitoba	2,516	1,931	13,169,545	48,662	7,391,042	6,657,263	527,928	27,794,440
Canada	3,434	2,631	16,052,752	65,659	10,573,196	11,373,167	2,253,742	40,318,516
Elsewhere	356	309	2,563,330	-	1,568,074	1,622,142	3,353	5,756,899
<b>Total</b>	<b>19,624</b>	<b>16,342</b>	<b>\$64,265,618</b>	<b>\$304,821</b>	<b>\$51,872,510</b>	<b>\$81,354,911</b>	<b>\$19,054,966</b>	<b>\$216,852,826</b>

### 44-3(c) Student Loan Administration

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22 FTEs	Authority 2021/22 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Grant Assistance	6,897	-	14,911	(8,014)	1
<b>Total Sub-Appropriation</b>	<b>6,897</b>	<b>-</b>	<b>14,911</b>	<b>(8,014)</b>	<b>-</b>

Explanation(s):

1. Lower interest rates resulting in lower interest expenses.

## Immigration Pathways (Res. No. 44.4)

### Main Appropriation Description

Immigration Pathways contributes to economic growth and strong communities through the Manitoba Provincial Nominee Program and working with partners to promote the province as a destination of choice for international talent to study, work, and live. The division also works with regulators through the Fair Registration Practices Office to reduce barriers to employment.

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Immigration Pathways	3,724	48.00	3,761
Fair Registration Practices Office	490	5.00	513
<b>TOTAL</b>	<b>4,214</b>	<b>53.00</b>	<b>4,274</b>

### Immigration Pathways

#### Sub-Appropriation Description

Immigration Pathways coordinates with other levels of government and local stakeholders to administer economic immigration programs focused on the skills and talent needs of Manitoba's employers. The division is responsible for Manitoba's Provincial Nominee Program and works with partners to promote the province as a destination of choice for international talent, administers funding to programs that support successful settlement outcomes among newcomers and ensures registration practices in regulated professions are transparent, objective, impartial and fair.

#### Key Results Achieved

- Manitoba attained the largest number of nominations ever in 2021 (6,275) while maintaining processing times for the Manitoba Provincial Nominee Program for all streams at or below six months.
- Supported the establishment of the new Immigration Advisory Council (IAC) in February 2022, which will review the entire continuum of Immigration to provide recommendations to strengthen Manitoba's Immigration programs and build on the success of the Manitoba Provincial Nominee Program.
- Continued to advocate with the federal government to expand our annual quota, which would allow more skilled workers into Manitoba to support the economic recovery and growth of the Province.
- Developed the Newcomer Community Integration Support Program to support the attraction and retention of newcomers, foreign credential recognition, and help connect newcomers to the labour market.
- Administered \$5.4 million in funding to support newcomers' integration in Manitoba in 2021-22. This included:
  - \$3.0 million for Manitoba Start to support employment services for newcomers, and to connect immigrants to settlement, information, orientation, language and other services in Manitoba;
  - \$120,000 for Supporting Employment and Economic Development Winnipeg Inc. (SEED) to support its Recognition Counts program. The program provides micro-loans to skilled immigrants to cover costs associated with foreign credential recognition processes and gap training.
  - \$2.3 million to 16 local service provider organizations to provide settlement services to temporary residents who are not eligible for federally funded settlement and resettlement programs. These include asylum claimants, international students, and temporary foreign workers.

#### 44-4(a) Immigration Pathways

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,108	48.00	3,108	-	-
Other Expenditures	616	-	653	(37)	-
<b>Total Sub-Appropriation</b>	<b>3,724</b>	<b>48.00</b>	<b>3,761</b>	<b>(37)</b>	<b>-</b>

#### Fair Registration Practices Office

##### Sub-Appropriation Description

The Fair Registration Practices Office implements The Fair Registration Practices in Regulated Professions Act to ensure registration practices are transparent, objective, impartial and fair.

##### Key Results Achieved

- Continued to work directly with regulators to improve pathways to registration for immigrants trying to establish their careers in Manitoba. This included collaboration with partners to ensure registration processes are transparent, objective, impartial and fair.
- Amended The Fair Registration Practices in Regulated Professions Act to include several new duties for regulators, including provision for a regulation to establish timeliness standards for registration of qualified internationally educated applicants.
- Worked with various stakeholders to ensure improved information for internationally educated professionals is consistent with the requirements under the Act.
- Continued to provide advice on issues related to the recognition of qualifications for internationally educated professionals to regulators, government departments and agencies, post-secondary institutions and national organizations.

#### 44-4(b) Fair Registration Practices Office

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	452	5.00	463	(11)	-
Other Expenditures	38	-	50	(12)	-
<b>Total Sub-Appropriation</b>	<b>490</b>	<b>5.00</b>	<b>513</b>	<b>(23)</b>	<b>-</b>

# Costs Related to Capital Assets (Non-Voted)

## Description

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

Description	2021/22 Actual	2021/22 Authority	Variance	Expl.
Costs Related to Capital Assets (amortization)	\$376,000	\$376,000	-	-
<b>TOTAL</b>	<b>\$376,000</b>	<b>\$376,000</b>	-	-

# Other Key Reporting

## Departmental Risk

Advanced Education, Skills and Immigration 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.

<b>Risk</b>	<b>Activities taken to reduce / remove risk</b>
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.
Fraud	The Department's Comptrollership Plan was updated
Overspending	Revenues and Expenditures were monitored regularly to ensure budgets weren't exceeded.
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.



Human resources management / workforce 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 the COVID-19 related programs.

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	17,412	21,470
Net change	-	-210
Percentage change	-	-1.21%

- ‘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 [department name] and [list the special operating agencies under the department] 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%	69%
Indigenous Peoples	16%	10%
Visible Minorities	13%	38%
Persons with Disabilities	9%	13%

# 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.

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 2021/2022 result or most recent available data?	What is the trend over time?	Comments/recent actions/report links												
Access to post-secondary education and training by measuring enrolments in universities and colleges.	Post-secondary education is strongly connected to economic and social benefits for individuals and society. Participation in university and college is a measure of access to learning opportunities.	1999/00 University enrolment <sup>1</sup>	2020/21	University enrolment increased by 1.2% (554 students) between 2019/20 and 2020/21. Between 1999/00 and 2020/21 total university enrolment increased by 32.8%.	Many factors impact enrolment trends: demographics, labour market conditions, retention and attrition and participation rates of age cohorts and of under-represented groups.												
		<table border="0"> <tr> <td>Full-time</td> <td>22,410</td> </tr> <tr> <td>Part-time</td> <td>8,255</td> </tr> <tr> <td><b>Total</b></td> <td><b>30,665</b></td> </tr> </table>	Full-time			22,410	Part-time	8,255	<b>Total</b>	<b>30,665</b>	<table border="0"> <tr> <td>University enrolment<sup>1</sup></td> <td></td> </tr> <tr> <td>Full-time</td> <td>37,202</td> </tr> <tr> <td>Part-time</td> <td>8,453</td> </tr> <tr> <td><b>Total</b></td> <td><b>45,655</b></td> </tr> </table>	University enrolment <sup>1</sup>		Full-time	37,202	Part-time	8,453
Full-time	22,410																
Part-time	8,255																
<b>Total</b>	<b>30,665</b>																
University enrolment <sup>1</sup>																	
Full-time	37,202																
Part-time	8,453																
<b>Total</b>	<b>45,655</b>																
		1999/00 College enrolment <sup>2</sup>	2020/21 College enrolment <sup>2</sup>	College enrolment decreased 6.9% (-1,188 students) between 2019/20 and 2020/21. Between 1999/00 and 2020/21, enrolment at colleges increased by 31.2%.													
		<table border="0"> <tr> <td>Full-time</td> <td>10,452</td> </tr> <tr> <td>Part-time</td> <td>597</td> </tr> <tr> <td><b>Total</b></td> <td><b>11,049</b></td> </tr> </table>	Full-time		10,452	Part-time	597	<b>Total</b>	<b>11,049</b>	<table border="0"> <tr> <td>2020/21 College enrolment<sup>2</sup></td> <td></td> </tr> <tr> <td>Full-time</td> <td>15,194</td> </tr> <tr> <td>Part-time</td> <td>887</td> </tr> <tr> <td><b>Total</b></td> <td><b>16,081</b></td> </tr> </table>	2020/21 College enrolment <sup>2</sup>		Full-time	15,194	Part-time	887	<b>Total</b>
Full-time	10,452																
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2020/21 College enrolment <sup>2</sup>																	
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Part-time	887																
<b>Total</b>	<b>16,081</b>																
			2021/22 statistics not available until Fall 2022.														

<sup>1</sup> Includes undergraduate and graduate students in regular session only (September to April).

<sup>2</sup> Includes regular programs and apprenticeship. Does not include continuing education, distance education and contract training.

Student success in education and training by measuring graduations/credentials received from universities and colleges.	To fully realize the benefits of education and training, it is important that individuals successfully complete their programs.	<p>1999 University Graduates</p> <p>Bachelor Degree 4,460</p> <p>Master's Degree 578</p> <p>Doctoral Degree 67</p> <p>Medicine &amp; Dentistry 121</p> <p>Certificate/Diploma 215</p> <p>Total 5,441</p>	<p>2020/21 University Graduates</p> <p>Bachelor Degree 5,794</p> <p>Master's Degree 997</p> <p>Doctoral Degree 252</p> <p>Medicine &amp; Dentistry 146</p> <p>Certificate/Diploma 384</p> <p>Total 7,573</p>	From 1999 to 2020/21, the total number of university credentials granted increased by 28.2%.	From 1999 to 2020/21, the number of college graduates (diploma certificate and degree) increased by 40.3%.
		<p>1999/2000 College Graduates</p> <p>Diploma 1,325</p> <p>Certificate 1,510</p> <p>Total 2,835</p>	<p>2020/21 College Graduates<sup>3</sup></p> <p>Diploma 2,344</p> <p>Certificate 2,148</p> <p>Degree 174</p> <p>Total 4,666</p> <p>Note: the overall total completion of 4,753 include 87 matured student high school diploma</p> <p>2021/22 statistics not available until Fall 2022 (University and college graduates are reported in the calendar year of graduation. College graduates include base-funded only from regular day programs and full-time regional centre programs (apprenticeship, non-program, non-award).</p>		
Affordable education by measuring the cost of post-secondary education to students, uptake of government student loans and bursaries and the debt load of students accessing financial assistance.	The cost of post-secondary education to students is a key indicator of affordability of post-secondary education.	1999/00 university undergraduate tuition (weighted average) for Arts and Sciences was \$3,192.	2021/22 university undergraduate tuition (weighted average) for Arts and Sciences was \$4,450.	Overall, universities raised tuition by 3.75%.	Manitoba's university tuition is the third lowest in the country, after Québec and Newfoundland.
		1999/00 college tuition (un-weighted average) was \$1,435.	2020/21 college tuition (un-weighted average) was \$4,118.* (* Manitoba College tuition for 2021/22 has been calculated using a revised methodology and cannot be compared to previous years. Change in tuition from 2020/21 does not reflect the actual increase in college tuition.)	College tuition increases for 2021/22 were limited to \$250 per program.	Manitoba's college tuition is the third lowest in Canada after Newfoundland and Ontario (excluding Québec).
	Providing financial assistance to students increases access to post-secondary education and increases the chance of successful	1999/00: Number of recipients of major student loans and bursaries: - Canada Student Loans: 10,328 - Manitoba Student Loans: 10,112 - Manitoba Bursary:	2021/22: Number of recipients of major student loans and bursaries: - Canada Student Loans: 13,952 - Manitoba Student Loans: 14,966	There has been an increase in the number of recipients of major loans and bursaries compared to the baseline year.	Manitoba Student Aid disbursements have increased since the flat rate contribution model was introduced in the 2019/20 school year. Manitoba adopted the flat rate contribution model to mirror the

	completion.	(for 2000/01) 1,961 - Canada Millennium Scholarship Bursary: 3,516	- Upfront Manitoba Bursary: 11,414		Canada Student Loan Program.
Access to education and adult learning by measuring the number of learners writing and earning their GED high school equivalency certificate	GED is recognized as an employment entry credential.	2009-10 number of learners writing the GED tests: 277  2009-10 number of GED certificates issued: 177	2021-22 number of learners writing the GED tests: 92  2021-22 number of GED certificates issued: 57	The number of learners writing GED tests has decreased by 255 compared to the baseline year. There was a decrease of 48 from the previous year (70 in 2020/21).  There has been a steady decline in the number of learners that are writing the GED tests. An alternative credential that is accepted by post-secondary as well as employers is the Manitoba Mature Student High School Diploma.	The GED pass rate has consistently been above 50%, with 62% reportedly passing in 2021-22.  Since the GED test must be completed in person, 2021-22 testing opportunities were limited due to Covid-19 public health orders.
Manitoba's success in attracting immigrants by measuring Manitoba's proportion of annual immigrant admissions to Canada's total economic immigrants and rural settlement.			Manitoba received 16,575 immigrants in 2021, which accounted for 4.1% of the Canadian total (406,005). This marks a decline in Manitoba's proportion of Canadian immigration. The annual average percentage of Canadian immigrants landing in Manitoba was over 5% from 2012 to 2020. Nevertheless, Manitoba's share of permanent resident admissions continues to exceed its proportion of Canada's total population (which was 3.6% in 2021).  In 2021, the Manitoba Provincial Nominee Program (MPNP) accounted for over 80% of Manitoba's economic immigrant admissions and 62% of Manitoba's total landings.  In 2021, approximately 23% of immigrants destined for Manitoba settled outside of Winnipeg, with Brandon, Neepawa, Steinbach, Morden	From 1998 to 2011, the annual number of immigrant admissions to Manitoba increased more than fivefold, from 3,004 to 15,975. Since then, immigrant admissions have been fairly stable, averaging over 14,800 annually from 2012 to 2021.  Excluding COVID-impacted 2020 -- which saw a marked decline in immigrant admissions due to delayed federal processing times and travel restrictions – immigrant admissions to Manitoba have averaged over 15,500 per year since 2012.  In 2021, immigrant landings in Manitoba recovered from COVID-disrupted 2020. Permanent resident landings across all immigration categories rebounded to 16,575 in 2021, increasing by over 90% from 2020 (8,610). Overall Economic Class landings recovered to 12,825 (by 97%) while provincial nominee landings grew to 10,330 (a 77% increase from 2020).  Permanent resident admissions of MPNP candidates have increased markedly since 1999; growing from 418 to an annual average of 9,885 admissions since 2012.  In 2021, Manitoba received over 19% of all Provincial Nominee Program (PNP) admissions in Canada. By comparison, Manitoba welcomed 15% of all Canadian PNP admissions in 2020, and received 20% of such admissions from 2012 - 2021	

			<p>and Winkler being the top five regional destinations.</p>	
<p>The labour market success of immigrants to Manitoba by measuring labour force indicators: participation, employment and unemployment rates of immigrants.</p>			<p>Statistics Canada’s Annual Labour Force Survey reports that Manitoba’s landed immigrants (aged 15 years +) had the second highest employment rate (66.1%) and the third highest labour force participation rate (70.5%) in Canada in 2021.</p> <p>The 2021 unemployment rate among total landed immigrants in Manitoba (aged 15 years +) was the lowest in Canada at 6.3%.</p>	<p>Manitoba’s 2021 labour force participation rate among total landed immigrants (70.5%) was nearly the highest it has been in the past 10 years. Only 2019 (70.9%) witnessed better labour force participation among all landed immigrants in Manitoba.</p> <p>Manitoba’s 2021 employment rate among total landed immigrants (66.1%) was the second best in the past decade. Only 2019 saw a greater employment rate at 67.1%. In 2021, the unemployment rate among all landed immigrants in Manitoba (6.3%) was a significant reduction from COVID-impacted 2020 (9.1%). Manitoba’s 2021 unemployment rate for total landed immigrants is consistent with the average seen since 2012 (6.4%).</p>
<p>Business provincial nominees contribution to Manitoba by measuring: Number of business starts, net amount of foreign direct investment (FDI) in the province from business immigration, and the number of jobs maintained and created by business investors.</p>	<p>Immigrant investors support economic development and contribute to Manitoba’s overall investment profile. Immigrant investors provide jobs to Manitobans.</p>	<p>In 2000/01, there were no initial business starts and FDI, as this was the first year for the Manitoba Provincial Nominee Program for Business.</p>	<p>In 2021, there were 6 business nominees approved, 17 business starts and \$6.77M in FDI through business immigration. A total of 10 new positions were created and 18 existing positions were maintained.</p>	<p>There had been fewer business nominees in 2019 (14) due to changes in the MPNP’s Business stream. Beginning in 2019, MPNP Business nominees had to secure a temporary visa and start a business in Manitoba before receiving a nomination.</p>

## Appendix B – Other Reporting Entities

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

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

### **Assiniboine Community College**

Assiniboine Community College supports skills and development needs of the citizens of Brandon and Western Manitoba over the past 55 years. The college offers programs in agriculture, environment, business, health, human services, trades and technology.

For more information please visit: <https://assiniboine.net/>

### **Brandon University**

Established in 1885 and chartered in 1967, Brandon University offers undergraduate and graduate degrees in Arts, Science, Education, Health Studies and School of Music, with enrollment of over 3,500 students. In addition, the University provides services to the broader community through a Conservatory of Music, Healthy Living Centre, athletics, recreation services, concerts, and daycares.

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

### **Manitoba Institute of Trades and Technology**

Established in 1983 as South Winnipeg Technical Vocation Centre and enacted under legislation in 2014 as Manitoba Institute of Trades and Technology, the institute provides high school and post-secondary education and training in the fields of technology, vocational training and adult education. Manitoba Institute of Trades and Technology has enrollment of over 3,800 students.

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

### **Red River College Polytechnic**

Established in 1938, Red River College Polytechnic offers over 180 credentialed programs, including Apprenticeship, Business Administration, Language Training, Nursing, Business IT, Civil Engineering Technology, Early Childhood Education and Culinary Arts.

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

### **Université de Saint-Boniface**

Founded in 1818, the Université de Saint-Boniface is the only French-speaking university in Manitoba that offers a range of college and university programs, including Education, Business Administration, Sciences, Nursing, Arts, Multimedia Communications, IT, Early Childhood Education and Social Work.

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

### **University College of the North**

Established in 2004, University College of the North serves northern communities and peoples with education, training, teaching, learning, and research, while being inclusive and respectful of diverse Indigenous and northern values. University College of the North offers adult learning, apprenticeship, diploma and degree programs, including Aboriginal and Northern Tourism and Hospitality Management, Business Administration, Electrical, Millwright, Nursing, Natural Resources Management Technology, Early Childhood Education and Carpentry.

For more information please visit: <https://www.ucn.ca/defaulted.aspx>

## **University of Manitoba**

Established in 1877, the University of Manitoba offers undergraduate and graduate degrees in Arts, Science, Education, Engineering, Business, Health Sciences, Music, Law, Kinesiology and Social Work. The University of Manitoba is Manitoba's only research intensive post-secondary institutions. Researchers at the University are currently leading local, national and international studies related to COVID-19.

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

## **University of Winnipeg**

Chartered in 1967, the University of Winnipeg's roots date back more than 145 years with the 1930 merger of Manitoba College (1871) and Wesley College (1888). The University of Winnipeg offers undergraduate and graduate degrees in Arts, Science, Education, Business, Kinesiology and preparatory courses in medicine, law, dentistry, pharmacy and optometry.

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



# Appendix C - Statutory Responsibilities

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

- The Adult Learning Centres Act ..... c. A5
- The Adult Literacy Act..... c. A6
- The Advanced Education Administration Act ..... c. A6.3
- The Manitoba Advisory Council on Citizenship, Immigration, and Multiculturalism Act ..... c. A6.4
- The Brandon University Act ..... c. B90
- The Colleges Act ..... c. C150.1
- The Degree Granting Act..... c. D25
- The Helen Betty Osborne Memorial Fund Act..... c. H38.1
- The International Education Act ..... c. I75
- The Labour Administration Act (as it relates to immigration services) ..... c. L20
- The Private Vocational Institutions Act..... c. P137
- The Red River College Act ..... c. R31
- The Student Aid Act..... c. S211
- The Manitoba Institute of Trades and Technology Act..... c. T130
- The Université de Saint-Boniface Act ..... c. U50
- The University College of the North Act..... c. U55
- The University of Manitoba Act ..... c. U60
- The University of Winnipeg Act ..... c. U70

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



**Province of Manitoba**

**The Private Vocational Institutions Act  
Training Completion Fund**

**Financial Statements  
For the Year Ended December 31, 2021  
(Unaudited)**



To the Operators and Students of Manitoba's Private Vocational Institutions

Dear Stakeholders:

I am pleased to present the eighteenth annual report of the Manitoba Training Completion Fund, for the period January 1 to December 31, 2021.

The Private Vocational Institutions Act, administered by the Registration and Accountability Office, aims to provide consumer protection for both students and registered institutions. The Training Completion Fund (the Fund), a means to protect students in the event of an institution's closure, helps to further this goal.

Private vocational institutions remit one per cent of all tuition collected into the Fund on behalf of students enrolled in registered programs. Forty-seven institutions remitted their students' contributions to the Fund in 2021.

If you have questions about this annual report, you are encouraged to contact the Manager of the Private Vocational Institutions Branch at 204-945-8507.

Sincerely,

Jon Reyes  
Minister  
Advanced Education, Skills and Immigration

DESTINATAIRES : Intervenants et étudiants des établissements d'enseignement professionnel privés du Manitoba

Bonjour,

Nous sommes heureux de vous présenter le rapport annuel du Fonds d'aide à la formation du Manitoba pour la période du 1<sup>er</sup> janvier au 31 décembre 2021.

La Loi sur les établissements d'enseignement professionnel privés qui régit le Bureau d'agrément et de contrôle vise à protéger à la fois les étudiants et les établissements agréés. Le Fonds d'aide à la formation du Manitoba, fonds créé pour protéger les étudiants en cas d'une fermeture d'établissement, permet de mieux atteindre cet objectif.

Les établissements d'enseignement professionnel privés contribuent au Fonds d'aide à la formation en y versant 1 % de tous les frais de scolarité qu'ils perçoivent pour les étudiants inscrits dans des programmes agréés. Quarante-sept (47) établissements ont contribué au Fonds en 2021.

Si vous avez des questions au sujet du présent rapport annuel, n'hésitez pas à communiquer avec la direction des Établissements d'enseignement professionnel privés au 204 945-8507.

Veillez agréer l'expression de nos meilleurs sentiments.

Ministre de l'Éducation postsecondaire, du  
Développement des compétences et  
Immigration,

Jon Reyes

## TRAINING COMPLETION FUND

The Private Vocational Institutions Act (“the Act”) received Royal Assent on August 1, 2002. Section 13 of The Act established the Training Completion Fund, which is a “pool” of monies to be used to help finance the completion of training contracted by students should an institution unexpectedly cease to do business.

The Act came into force on January 1, 2003. Under this legislation, if an institution’s registration is cancelled or not renewed, or if the institution becomes insolvent, the Minister may pay an amount out of the Fund for the completion of a student’s program or to refund a student’s tuition fees in the manner prescribed by the regulation. If there are insufficient monies in the Fund to pay for the completion of the program or to refund the tuition, the monies paid out must not exceed the amount of revenue in the Fund. Monies, in this case, are paid out on a pro rata basis.

The regulations under the Act further outline details of the Fund. The Fund is capitalized by registered private vocational institutions which submit payments in the amount of one per cent of all tuition collected (private and third-party-pay tuition). The Training Completion Fund Report and payments are submitted quarterly, by institution, with a list of all students by program intake, including the email and telephone number for each student. This action essentially “registers” a student with the Private Vocational Institutions Branch in the event that the Fund is accessed during the student’s scheduled training period.

**TRAINING COMPLETION FUNDS (TCF)**  
**Statement of Revenues and Expenditures**  
**(Unaudited)**

	<u>2021</u>	<u>2020</u>
<b>Revenue</b>		
• Registrant Contributions	\$ 477,091	\$ 326,927
• Registrant Contributions for Prior Period	\$ -	\$ 956
• Interest Revenue	\$ 2,669	\$ 17,437
<b>Total Revenue</b>	<u>\$ 479,760</u>	<u>\$ 345,320</u>
<b>Expenditures</b>	0.00	0.00
<b>Excess of Revenues over Expenditures</b>	\$ 479,760	\$ 345,320
<b>Funds Balance.</b>		
Funds balance, January 1st	\$ 4,570,202	\$ 4,224,882
Funds balance, December 31st	\$ 5,049,962	\$ 4,570,202

**Balance Sheet**  
**(Unaudited)**

	<u>2021</u>	<u>2020</u>
<b>Assets</b>		
• Cash and Cash Equivalents (Note 1)	\$ 4,907,428	\$ 4,411,026
• Contributions Receivable (Note 2)	\$ 142,534	\$ 159,176
<b>Total Assets</b>	<u>\$ 5,049,962</u>	<u>\$ 4,570,202</u>

## Province of Manitoba

### The Private Vocational Institutions Act Training Completion Fund

#### Notes to Financial Statements

Section 13 of The Private Vocational Institutions Act and sections 25 to 27(7) of Manitoba Regulation 237/02 regulate the establishment and operation of the Training Completion Fund. The purpose of the Fund is to provide protection to students so that they are able to complete their training at another institution or receive a refund in the event their institution closes. All private vocational institutions (“registrants”) submit payment in the amount of one per cent of all tuition collected (private and third party tuition) to the Private Vocational Institutions Branch.

On a quarterly basis, institutions are required to submit a list of all students by program intake, including the address and telephone number for each student, to the Private Vocational Institutions Branch. Institutions are also required to submit a list of all student names, email, telephone numbers, and third party funders for those students who have withdrawn from their course of studies. The completed Training Completion Fund Report and a cheque made payable to the Minister of Finance must be submitted to the Private Vocational Institutions Branch.

Fifty-six institutions were actively registered in 2021. Of these, several focused solely on contract training; that is, training that is not regulated under the Act or subject to Training Completion Fund requirements. As a result, forty-seven institutions contributed to the Fund in 2021.

1. Cash equivalents included in cash are recorded at cost. Market values approximate cost. Cash equivalents are all highly liquid securities with a maturity of three months or less when purchased.
2. Contributions receivable relate to outstanding payments from private vocational institutions at year end.
3. Per subsection 13 (3) of The Private Vocational Institutions Act, the Fund may only be used to:
  - a) Make payments to another institution for the completion of a student’s program of instruction or refund tuition fees to a student when a registered institution becomes insolvent,
  - b) Make payments to another institution for the completion of a student’s program of instruction or refund tuition fees to a student when a registered institution’s registration is cancelled or is not renewed,
  - c) Pay for administering and auditing the Fund.

# 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.