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ANNUAL REPORT
RAPPORT ANNUEL

Manitoba Central Services
Services centralisés Manitoba

Manitoba Central Services

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**MINISTER
OF CENTRAL SERVICES**

Room 343
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

Her Honour the Honourable Janice 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 Central Services for the fiscal year ending March 31, 2021.

Respectfully submitted,

Original signed by

Honourable Reg Helwer
Minister of Central Services





**MINISTRE
DES SERVICES CENTRALISÉS**

Bureau 343
Palais législatif
Winnipeg (Manitoba) R3C 0V8
CANADA

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

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère des Services centralisés pour l'exercice qui s'est terminé le 31 mars 2021.

Je vous prie d'agréer, Madame la Lieutenant-Gouverneure, l'expression de mon profond respect.

Original signé par

Monsieur Reg Helwer
Ministre des Services centralisés





Deputy Minister of Central Services

Room 349, Legislative Building, Manitoba, Canada R3C 0V8

www.manitoba.ca

Honourable Reg Helwer
Minister of Central Services
Room 343 Legislative Building
Winnipeg, MB R3C 0V8

Dear Sir:

I am pleased to present the 2020/21 Annual Report of Manitoba Central Services.

During the 2020/21 fiscal year, Manitoba Central Services continued to deliver on its mandate as the service delivery organization for government's vertical and underground infrastructure and capitalized on modernizing government services such as procurement, Information Technology (IT), asset management, digital government and data science.

The 2020/21 fiscal year was unique for the department as we continued our efforts from the previous fiscal year in directly supporting Manitoba's pandemic response while also establishing ourselves as a new stand-alone department with an expanded portfolio in capital management.

This report provides a summary of the key results for business areas within the department.

Key departmental highlights include:

- re-designing the newly established Capital Programs cluster with 3 business areas to support centralized capital planning, project delivery, and asset management functions, bringing together multiple capital project teams and functions from 7 other departments;
- supporting the management of Manitoba's Capital Framework and the annual capital allocation plan for our 7 client departments with capital allocations totaling approximately \$400 million;
- cash-flowing an incremental \$50 million of capital projects within K-12 schools;
- completing an incremental \$50 million intake with municipalities for COVID-Restart water and sewer infrastructure projects;
- generating approximately \$2 million in revenue through Crown land dispositions;
- managing a procurement portfolio valued at approximately \$1 billion of complex service provider agreements on behalf of government departments;
- continuing our work to shop smarter projecting \$64 million in cumulative savings to the public sector;

- initiating the competitive tendering process to support closing the telecommunication gap in Manitoba to benefit rural, remote and Indigenous communities by making use of the almost entirely unused Manitoba Hydro fibre-optic network;
- implementing programs and services to support Manitoba's pandemic response efforts, including:
 - negotiating an estimated \$150 million in procurement service contracts;
 - sourcing, purchasing, warehousing and distributing over \$513.9 million in goods including personal protective equipment (PPE) and vaccine clinic supplies, where approximately \$205.97 million or 40.1 per cent of purchase orders were awarded to Manitoba vendors;
 - distributing and coordinating the distribution of vaccines to more than 96 different sites across the province;
 - creating the Manitoba Emergency Response Warehouse (MERW) to ensure Manitoba has an integrated solution for emergency preparedness;
 - deploying 18 web applications for client departments in support of COVID-19 response and implementing Robotic Process Automation (RPA) to improve COVID-19 testing turnaround time at Cadham Provincial Laboratory;
 - increasing IT services in support of flexible work arrangements including improving capacity of the virtual private network (VPN) to accommodate the increased number of government staff working remotely;
 - securing various leases and entering into agreements for COVID-19 testing sites, warehouses and vaccination sites across Manitoba;
 - delivering several special construction projects pertaining to COVID-19

Furthermore, Central Services in 2020/21 continued to provide strategic leadership to government and the broader public sector in digital service delivery through the establishment of a Digital Government Action Plan and a Data Science Program.

Central Services remains committed to enabling government, the Public Service, and Manitoba's broader public sector to better support Manitobans during and beyond the COVID-19 pandemic.

It is an honour and a privilege to submit this report, which provides a summary of the valuable work accomplished by staff within Central Services.

Respectfully submitted,

Original signed by

Scott Sinclair

Deputy Minister of Central Services





Sous-ministre des Services centralisés

Palais législatif, bureau 349, Winnipeg (Manitoba) R3C 0V8, Canada
www.manitoba.ca

Monsieur Reg Helwer
Ministre des Services centralisés
Palais législatif, bureau 343
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère des Services centralisés du Manitoba pour l'exercice financier 2020-2021.

Au cours de l'exercice 2020-2021, le ministère des Services centralisés a continué d'exécuter son mandat à titre d'organisme de prestation de services pour l'infrastructure verticale et souterraine du gouvernement, et a misé sur la modernisation des services gouvernementaux comme l'approvisionnement, les technologies de l'information, la gestion des actifs, le gouvernement numérique et la science des données.

Cet exercice a été exceptionnel pour le ministère alors que nous avons poursuivi sur la lancée de l'exercice précédent en soutenant directement la riposte à la pandémie du Manitoba tout en nous établissant comme un nouveau ministère indépendant doté d'un portefeuille élargi en gestion des immobilisations.

Le présent rapport fournit un résumé des principaux résultats des domaines d'activité au sein du ministère.

Parmi les principaux faits saillants, notons :

- la reconception des programmes d'immobilisations nouvellement établis par l'ajout de trois secteurs d'activités afin de soutenir la planification centralisée des immobilisations, l'exécution de projets et les fonctions de gestion des actifs, regroupant ainsi plusieurs fonctions et équipes de projets d'immobilisations provenant de sept autres ministères;
- le soutien de la gestion du cadre d'immobilisations et du plan d'affectation des immobilisations annuel du Manitoba pour nos sept ministères clients, les affectations totalisant approximativement 400 millions de dollars;
- le versement d'une somme additionnelle de 50 millions de dollars pour les projets d'immobilisations dans les écoles M-12;
- la réception, avec les municipalités, d'un apport additionnel de 50 millions de dollars pour les projets d'infrastructure d'alimentation en eau et d'égouts dans le cadre du Programme de relance du Manitoba;
- la génération d'environ deux millions de dollars en recettes par l'aliénation de terres domaniales;

- la gestion d'un portefeuille d'approvisionnement en fonction d'ententes de prestation de services complexes évaluées à environ un milliard de dollars pour le compte des ministères du gouvernement;
- la poursuite de nos efforts pour nous approvisionner plus judicieusement, prévoyant des économies cumulatives de 64 millions de dollars pour le secteur public;
- le lancement du processus d'appels d'offres concurrentiels visant à combler les lacunes en matière de télécommunications au Manitoba au bénéfice des collectivités rurales, éloignées et autochtones, en recourant au réseau de fibre optique presque entièrement inutilisé de Manitoba Hydro;
- la mise en œuvre de programmes et de services pour soutenir les efforts de riposte à la pandémie du Manitoba, notamment :
 - la négociation de contrats de services d'approvisionnement totalisant environ 150 millions de dollars;
 - la détermination de la source d'approvisionnement, l'acquisition, l'entreposage et la distribution de plus de 513,9 millions de dollars en biens, y compris l'équipement de protection individuelle et les fournitures des cliniques de vaccination, un processus dans le cadre duquel environ 205,97 millions de dollars, soit 40,1 %, des commandes ont été passées auprès de fournisseurs manitobains;
 - la distribution et la coordination de la distribution des vaccins à plus de 96 lieux différents dans la province;
 - la création de l'entrepôt manitobain pour les interventions d'urgence pour que le Manitoba soit doté d'une solution intégrée de préparation aux situations d'urgence;
 - la mise en œuvre de 18 applications Web pour les clients ministères en vue du soutien de la riposte à la COVID-19, et le recours à l'automatisation robotisée des processus afin d'améliorer les délais des tests de dépistage de la COVID-19 au Laboratoire provincial Cadham;
 - l'accroissement des services des technologies de l'information pour soutenir des modalités de travail souples, y compris l'amélioration de la capacité du réseau virtuel privé (VPN) afin de pouvoir répondre à la hausse du nombre d'employés gouvernementaux travaillant à distance;
 - la signature de différents baux et accords relatifs aux lieux de dépistage de la COVID-19, aux entrepôts et aux lieux de vaccination un peu partout au Manitoba;
 - l'exécution de plusieurs projets de construction spéciaux liés à la COVID-19.

En outre, en 2020-2021, le ministère des Services centralisés a continué à fournir du leadership stratégique en matière de prestation de services numériques au gouvernement et au secteur public élargi en créant un plan d'action pour un gouvernement numérique et un programme relatif à la science des données.

Le ministère des Services centralisés demeure à la disposition du gouvernement, de la fonction publique et du secteur public élargi pour mieux soutenir les Manitobains pendant la pandémie de COVID-19 et après celle-ci.

C'est pour moi un honneur et un privilège de présenter ce rapport, qui offre un résumé du précieux travail accompli par le personnel des Services centralisés.

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

Original signé par

Le sous-ministre des Services centralisés,

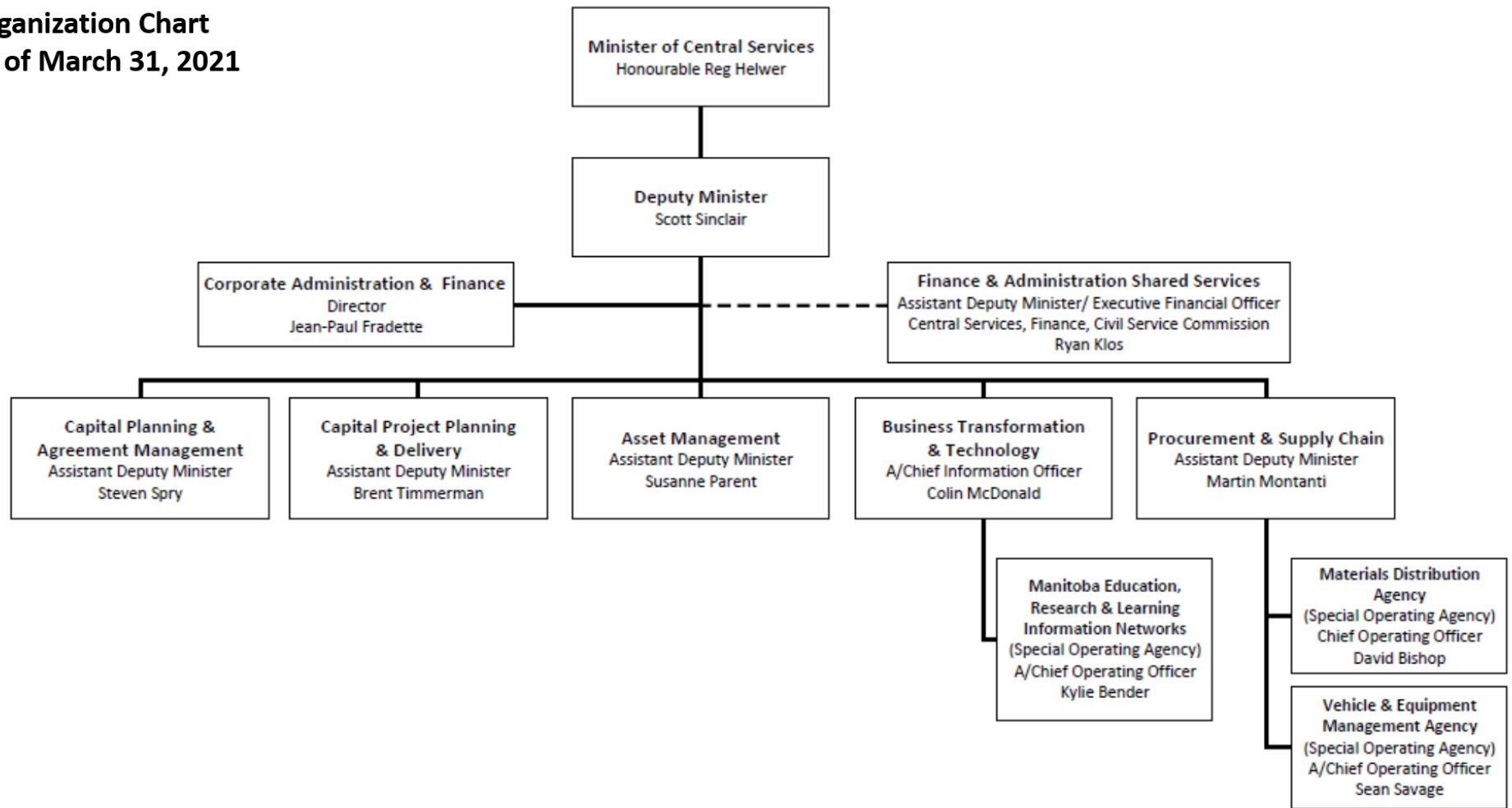
Scott Sinclair



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**Manitoba Central Services
Organization Chart
As of March 31, 2021**



PREFACE

Report Structure – Manitoba Central Services

The Annual Report of Manitoba Central Services is organized in accordance with Manitoba Central Services' appropriation structure as at March 31, 2021, which reflects the authorized appropriations approved by the Legislative Assembly.

The report includes information at the main and sub-appropriation levels relating to Manitoba Central Services' objectives, actual results achieved, financial performance and variances, and provides a five-year historical table giving Manitoba Central Services' expenditures and staffing. Expenditures and revenue variance explanations previously contained in the Public Accounts of Manitoba are now provided in the annual report.

In the financial tables throughout this report, "Authority" represents the authorized votes approved by the Legislative Assembly. The authorized votes includes both the Estimates of Expenditure and any Supplementary Estimates approved during the year. In addition, the "Authority" has been adjusted to include approved allocations from Enabling Appropriations and Main Appropriation virement transfers between 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.

Vision and Mission

Vision

An empowered and enabled Public Service.

Mission

Enabling government and the broader public sector to deliver improved programs and services to Manitobans.

Highlights

Central Services' mandate is to be the service delivery organization for the Manitoba government including procurement, Information Technology (IT), capital project delivery, asset management, digital government and data science.

In 2020/21, Manitoba Central Services' activities and achievements included:

- supporting the management of Manitoba's Capital Framework and the annual capital allocation plan

- efficiently expend capital allocations on approved capital projects
- consistently apply risk management to capital funding and projects
- promoting strategic partnerships between and among the Manitoba government, federal government, local government and non-governmental organizations
- managing negotiations of bi and tri-lateral capital funding agreements and partnerships
- working with federal and municipal partners to deliver funding for worthy infrastructure projects within the Investing in Canada Infrastructure Program (ICIP) and future bi or tri-lateral programs
- advising on strategic policies that relate to federal-provincial relations
- delivering and managing departments' capital projects, including the use of innovative project delivery and project financing methodologies
- ensuring predictable delivery of government's commitment to annual strategic infrastructure investments and expediting capital planning and project delivery through innovative project delivery approaches including design-build and P3s
- improving asset management for all government assets, including managing government's current capital assets and providing property services to government-owned capital assets
- providing real estate services to government and overseeing real estate and property asset disposal
- providing strategic direction, policies, and processes for procurement and supply chain related functions across government
- continuing efforts to save taxpayers' dollars by shopping smarter and working with stakeholders to expand Manitoba's procurement strategy across the public sector
- representing the province in negotiations and participating in meetings related to digital service delivery and data analytics

COVID-19 Pandemic Response Efforts:

- quickly adapting at the start of the pandemic, with staff from several Crown corporations and special operating agencies coordinating procurement efforts to identify, validate, and procure the supplies, equipment, services, and vaccines needed to keep Manitobans safe as we move towards reopening – and keeping open – our economy

- keeping Manitobans safe by ensuring our healthcare system, schools, and government departments have the supplies and equipment needed to keep providing Manitobans with the critical services they need
- enhancing sourcing and distribution of critical supplies, equipment and services, including personal protective equipment (PPE), vaccines, and rapid testing, for our coordinated response to the COVID-19 pandemic. Acquired over \$513.9 million of critical pandemic response supplies, equipment, and vaccines where approximately \$205.97 million (40.1%) of purchase orders awarded to vendors in Manitoba
- ensuring we vaccinate Manitobans as quickly as possible, coordinating vaccination efforts with the federal government as well as sourcing additional, Canadian-made vaccines. This includes the rapid-deployment of vaccination supplies and specialized storage to sites across the province
- enabling Shared Health's emergency bed expansion plans, including supplies, equipment, and sites to ensure Manitoba's hospitals are able to deal with rapid increases in patient levels
- ensuring that Manitobans have the services they need, including increased lab and rapid testing, contact tracing, and vaccination appointment scheduling that are critical to the success of our pandemic response
- distributing, first doses of vaccine to all 63 First Nations Inuit Health Branch communities within one week, demonstrating remarkable collaboration with our First Nations partners
- warehousing and distributing the extreme volume of items required to respond to COVID-19, including over 360,000 square feet of warehouse space to support the purchasing, receiving and distributing of PPE
- engaging local experts in healthcare and manufacturing. Many local businesses have retooled their operations and shifted their focus to produce life-saving supplies. Others have provided access to their own supplies and supply channels to PPE
- collaborating with local businesses in our pandemic response has ensured as much money as possible has stayed in our province supporting local employers
- addressing this pandemic but also investing in items like made-in-Manitoba reusable N-95 masks and made-in- Canada vaccines to better prepare for future emergencies

Manitoba Central Services also encompasses the Manitoba Education, Research and Learning Information Networks, the Materials Distribution Agency, and the Vehicle and Equipment Management Agency. Each of these special operating agencies prepares and presents its own annual report.

PRÉFACE

Structure du rapport – Services centralisés

Le rapport annuel du ministère des Services centralisés est présenté conformément à la structure des crédits du ministère des Services centralisés au 31 mars 2021, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

Le rapport comprend des renseignements sur les affectations budgétaires principales et de moindre importance relativement aux objectifs du ministère des Services centralisés, à ses résultats réels, ainsi qu'à ses rendements et ses écarts financiers. Il présente en outre un tableau chronologique de la dotation en personnel et des dépenses des cinq dernières années. Les explications relatives aux écarts budgétaires en matière de dépenses et de recettes qui étaient auparavant comprises dans les Comptes publics du Manitoba sont maintenant présentées dans le rapport annuel.

Dans les tableaux financiers tout au long de ce rapport, « Autorité » représente les votes autorisés, approuvés par l'Assemblée Législative. Les crédits autorisés comprennent à la fois le Budget des dépenses et tout budget supplémentaire relatif aux dépenses approuvé au cours de l'année. En outre, l'« Autorité » a été ajustée pour inclure les allocations approuvées des crédits d'autorisation ainsi que les virements de crédits principaux entre les crédits au sein du département. Pour une réconciliation complète des prévisions de dépenses imprimées avec l'Autorité, veuillez consulter le Sommaire des dépenses par crédit dans le Rapport sur les prévisions de dépenses et informations supplémentaires.

Vision et mission

Vision

Une fonction publique habilitée.

Mission

Aider le gouvernement et le secteur public élargi à fournir des programmes et des services améliorés à la population du Manitoba.

Points saillants

Les Services centralisés ont pour mandat de s'occuper de la prestation de services dans son ensemble pour le gouvernement du Manitoba, y compris l'approvisionnement, les technologies de l'information, ainsi que la réalisation des projets d'immobilisations, la gestion des actifs, le gouvernement numérique et la science des données.

Aperçu des activités et des réalisations du ministère des Services centralisés durant l'exercice 2020-2021 :

- soutenir la gestion du cadre d'immobilisations du Manitoba et le plan annuel d'affectation des immobilisations;
- dépenser efficacement les fonds affectés aux projets d'immobilisations approuvés;
- appliquer systématiquement la gestion des risques au financement et aux projets d'immobilisations;
- promouvoir les partenariats stratégiques entre le gouvernement du Manitoba, le gouvernement fédéral, les administrations locales et les organismes non gouvernementaux;
- gérer la négociation des ententes de financement d'immobilisations bilatérales et trilatérales et des partenariats;
- travailler avec nos partenaires fédéraux et municipaux pour financer des projets d'infrastructure dignes d'intérêt dans le cadre du programme d'infrastructure Investir dans le Canada et de futurs programmes bilatéraux ou trilatéraux;
- donner des conseils par rapport aux politiques stratégiques relatives aux relations fédérales-provinciales;
- réaliser et gérer les projets d'immobilisations des ministères, y compris en ayant recours à des méthodes novatrices de réalisation et de financement de projets;
- veiller à l'exécution prévisible de l'engagement du gouvernement en matière d'investissements annuels dans les infrastructures stratégiques et accélérer la planification des immobilisations et la réalisation des projets grâce à des méthodes novatrices de réalisation des projets, notamment la conception-construction et les partenariats public-privé;
- améliorer la gestion des immobilisations pour tous les actifs du gouvernement, y compris la gestion des immobilisations courantes du gouvernement et la fourniture de services immobiliers aux actifs appartenant au gouvernement;
- offrir des services immobiliers au gouvernement et superviser la cession de biens immobiliers et fonciers;
- fournir une orientation, des politiques et des processus stratégiques des fonctions gouvernementales liées à l'approvisionnement et à la chaîne logistique;
- poursuivre les efforts déployés pour économiser l'argent des contribuables en faisant des achats plus judicieux et en travaillant avec les parties intéressées pour étendre la stratégie d'approvisionnement du Manitoba à l'ensemble du secteur public;

- représenter la Province lors des négociations et participer aux réunions portant sur la prestation de services numériques et d'analyses de données.

Efforts de riposte à la pandémie de COVID-19

- s'adapter rapidement dès le début de la pandémie, grâce au personnel de plusieurs sociétés d'État et organismes de service spécial qui ont coordonné les efforts d'approvisionnement pour déterminer, valider et acheter les fournitures, le matériel, les services et les vaccins nécessaires pour garantir la sécurité de la population manitobaine alors que nous nous dirigeons vers la réouverture – et le maintien – de notre économie;
- veiller à la sécurité des Manitobains en s'assurant que notre système de santé, nos écoles et nos ministères disposent des fournitures et du matériel nécessaires pour continuer à fournir à la population les services essentiels dont elle a besoin;
- améliorer l'approvisionnement en fournitures, en matériel et en services essentiels et la distribution de ceux-ci, notamment les équipements de protection individuelle, les vaccins et les tests rapides, pour notre riposte coordonnée à la pandémie de COVID-19. Le ministère a acquis pour plus de 513,9 millions de dollars de fournitures, de matériel et de vaccins essentiels à sa riposte à la pandémie, dont environ 205,97 millions de dollars (40,1 %) de commandes attribuées à des fournisseurs du Manitoba;
- veiller à ce que les Manitobains soient vaccinés le plus rapidement possible, en coordonnant les efforts de vaccination avec le gouvernement fédéral et en s'approvisionnant en vaccins supplémentaires de fabrication canadienne. Cela comprend le déploiement rapide de fournitures de vaccination et de stockage spécialisé dans tous les sites de vaccination de la province;
- soutenir les plans d'augmentation du nombre de lits d'urgence de Soins communs, y compris les fournitures, le matériel et les sites, afin que les hôpitaux du Manitoba soient en mesure de composer avec la hausse rapide du nombre de patients;
- veiller à ce que la population manitobaine dispose des services qui sont essentiels à la réussite de notre riposte à la pandémie, notamment l'augmentation des tests de laboratoire et des tests rapides, la recherche des contacts et la prise de rendez-vous pour la vaccination;
- distribuer, en une semaine, les premières doses de vaccin aux 63 communautés de la Direction générale de la santé des Premières nations et des Inuits, ce qui témoigne d'une collaboration remarquable avec nos partenaires des Premières Nations;
- permettre l'entreposage et la distribution du très grand nombre d'articles nécessaires pour riposter à la pandémie de COVID-19, y compris plus de 33 000 mètres carrés d'espace d'entreposage pour l'achat, la réception et la distribution des équipements de protection individuelle;

- faire appel à l'expertise locale dans le domaine des soins de santé et de la fabrication. De nombreuses entreprises locales ont réorganisé leurs activités et se sont réorientées vers la production de matériel de première nécessité. D'autres ont permis l'accès à leurs propres fournitures et voies d'approvisionnement en équipements de protection individuelle;
- collaborer avec des entreprises locales dans le cadre de notre riposte à la pandémie a permis de faire en sorte que le plus d'argent possible reste dans notre province en soutenant les employeurs d'ici;
- faire face à cette pandémie, mais aussi investir dans des articles tels que les masques N-95 réutilisables fabriqués au Manitoba et les vaccins fabriqués au Canada, afin de mieux se préparer aux urgences futures.

Le ministère des Services centralisés comprend également les Réseaux informatiques en apprentissage et en recherche pédagogique du Manitoba, l'Organisme chargé de la distribution du matériel et l'Organisme de gestion des véhicules gouvernementaux et de l'équipement lourd. Chacun de ces organismes de service spécial prépare et présente son propre rapport annuel.

STATUTORY RESPONSIBILITIES OF THE MINISTER OF CENTRAL SERVICES

The Crown Lands Act	C 340
- sections 1 to 4, clauses 7.3(2)(a) and (b), sections 9, 11 to 13.1, 15 and 20, subsections 23(1) and (2), sections 24 to 26, 30, 34 and 34.1	
- sections 5 to 6.1, clauses 7(1)(a), (b), (d) and (e), subsections 7(2) to (6), subsection 7.1(1) and subsections 7.3(1) and (3) to (5), sections 7.6, 8, 14, 16 to 18, 21, 22, and subsection 23(3), insofar as they relate to the disposition of Crown lands and agricultural Crown lands, other than setting fees or rents or issuing work permits.	
The Land Acquisition Act	L 40
The Provincial Parks Act	P 20
[sections 1 and 16, subsection 21(1), sections 22 and 30, clauses 32(b), (f), (i), (j) and (k), 33(u) and subsection 34(1), and the Debt Certificate Regulation, M. R. 140/96]	
The Public Works Act	P 300
[as it relates to matters within the mandate of the Accommodation Services Division of the Department of Central Services]	
The Wild Rice Act	W 140
[sections 1 and 2, subsection 8(2), sections 10 to 13, 15, 16, 18 to 23, and clause 31(e)]	

CORPORATE ADMINISTRATION AND FINANCE

Corporate Administration and Finance provides executive planning, management and administrative support to the department, including policy and program direction, central comptrollership and financial and administrative services.

Executive Support

The ministers' salaries provide additional compensation to which individuals appointed to the Executive Council are entitled.

Executive Support provides support and advice to the minister on all policy and program matters related to Manitoba Central Services, coordinates and administers the activities of Manitoba Central Services in order to meet government policy objectives, and provides administrative leadership to Manitoba Central Services.

1 (a) Ministers' Salaries					
Expenditures by Sub-Appropriation	Actual	Authority	Variance	Expl.	No.
	2020/2021	2020/2021	Over/(Under)		
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Ministers' Salaries	42	1.00	42	-	
Total Sub-Appropriation	42	1.00	42	-	

1 (b) Executive Support					
Expenditures by Sub-Appropriation	Actual	Authority	Variance	Expl.	No.
	2020/2021	2020/2021	Over/(Under)		
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	249	3.00	315	(66)	
Other Expenditures	24	-	12	12	
Total Sub-Appropriation	273	3.00	327	(54)	

Administration and Financial Services

Administration and Financial Services provides high-quality and value-added business strategy advice, consultation, research and planning to the Minister and Deputy Minister of Central Services. In addition, this business area provides administrative support services, fiscal management, and financial advice to the Department.

Key Results Achieved:

- continuing with effective provisioning of strategic support across the development and implementation of corporate projects and initiatives in a timely manner
- continue to provide high-quality and timely administrative and financial support related to all Central Services' business areas
- delivered effective and efficient strategic functions, including the Department's annual Estimates, ongoing financial planning, monitoring, and reporting

- successfully completed year-end reporting shared with the transactional group of the Department of Finance
- timely review and approval of authority seeking documents

1 (c) Administration and Financial Services

Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021 \$(000s)	FTEs	2020/2021 \$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	559	12.00	465	94	
Other Expenditures	30	-	70	(40)	
Total Sub-Appropriation	589	12.00	535	54	

CAPITAL PROGRAMS

Through the newly established central capital program areas, the Department is responsible for managing negotiations of bi and tri-lateral capital funding agreements and partnerships; supporting the management of Manitoba's Capital Framework and the annual capital allocation plan; delivering and managing departments' capital projects, including the use of innovative project delivery and project financing methodologies; and, managing government's current capital assets, providing property services to owned capital assets, providing real estate services to government, and overseeing real estate and property asset disposal. Government centralized capital infrastructure planning, project delivery and asset management functions from seven departments across government into Central Services.

In carrying out this mandate, three business areas led by Assistant Deputy Ministers report to the Deputy Minister:

- Capital Planning and Agreement Management
- Capital Project Planning and Delivery
- Asset Management

Capital Planning and Agreement Management

Capital Planning and Agreement Management is responsible for:

- Strategic capital infrastructure planning including central coordination/ maintenance of an overarching capital infrastructure plan for core-government client departments in alignment with Manitoba's Capital Framework
- Agreement management, encompassing the negotiation and implementation of federal/ provincial/ municipal funding agreements and projects for capital infrastructure
- Planning and delivery of other alternative and innovative project delivery methodologies for capital infrastructure projects across government

Key Results Achieved:

- provided central coordination, negotiation, implementation, and delivery of federal-provincial cost-share capital infrastructure programs and projects, such as: New Building Canada Fund; National and Regional Projects; Small Communities Fund; Post Secondary Institutions-Strategic Investment Fund; Disaster Mitigation and Adaptation Fund; Clean Water Wastewater Fund, Public Transit Infrastructure Fund; Investing In Canada Infrastructure Program; the federal Gas Tax Fund; Strategic Community Capital; P3s; and the Canada Infrastructure Bank

- provided administrative support to the various federal-provincial Management and Oversight committees mandated to oversee the management of each federal-provincial infrastructure agreement
- facilitated project funding approvals and announcements related to the above cost-shared funding infrastructure programs
- explored alternative funding opportunities to maximize and leverage capital support for improving energy efficiency and reduction in GHG emissions throughout provincial portfolio of assets
- continued to identify and develop projects using alternative delivery and financing models and the implementation of strategic initiatives
- provided capital planning services to support client departments in developing scope and budget for individual projects, validating readiness of capital projects
- continued development in building evidence-based decision-making capacity, including obtaining Building Condition Assessments, Energy data collection and modelling across client department's portfolio of assets
- continued to streamline the review and decision-making processes for funding of capital projects in order to simplify funding reallocations and maximize ability to fully expend capital funding by advancing projects into the capital plan as needed
- engaged in the development of a pre-design fund in order to scope and assess potential projects to include into future Capital Plans, and/or to enable advancing approved alternate projects up to "tender ready" and execute quickly should funds become available in year

2 (a) Capital Planning and Agreement Management					
Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021	2020/2021	2020/2021	Over/(Under)	
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	2,215	33.00	2,725	(510)	1
Other Expenditures	94,334	-	140,911	(46,577)	2
Less: Recoveries	(94,166)	-	(140,696)	46,530	3
Total Sub-Appropriation	2,383	33.00	2,940	(557)	

Explanation:

1. Variance is due to vacancies and related staffing costs.
2. Variance is due to project under expenditures.
3. Variance is due to project under expenditures.

Capital Project Planning and Delivery

Capital Project Planning and Delivery (CPPD) delivers and manages client departments' and some municipalities' capital projects, develops, implements and oversees the use of project delivery. CPPD manages provincially-funded capital projects for the departments of Families, Conservation and Climate, Municipal Relations, Indigenous and Northern Relations, Education, Legislative and Public Affairs, Justice, and Central Services.

CPPD provides these services through three main branches:

- The Water Services Branch, based in Brandon, manages and provides technical oversight to provincially funded water and sewer projects in municipalities outside of Winnipeg and federal lands
- The Project Management Office provides project management and project delivery services for all vertical-construction projects within the portfolio
- The Technical Services Branch provides engineering and architectural subject matter expertise and specialized project delivery support for all vertical construction projects within the portfolio

Key Results Achieved:

- successfully cash-flowed an incremental \$50M of capital projects within K-12 schools, in addition to the previous \$160M of capital projects
- successfully launched and completed with municipalities an intake program to provide an incremental \$50M of COVID-Restart water and sewer infrastructure projects
- supported the successful delivery of several special government COVID projects, such as:
 - co-lead of the project to provide Personal Care Home visitation shelters for 105 PCHs across the province
 - setup and commissioning of multiple COVID vaccination clinics across the province
 - serving as Lean workstream leads on the provincial Vaccine Implementation Task Force
- completed design work to ensure the cashflow of the designated \$10M of Legislative Building restoration projects in 2021-22
- developed unified project tracking and cashflow reporting database system
- successfully completed the development and technical reviews of capital projects Estimates submissions for seven client departments

2 (b) Capital Project Planning and Delivery

Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021 \$(000s)	FTEs	2020/2021 \$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	8,832	119.00	9,782	(950)	
Other Expenditures	19,011	-	22,151	(3,140)	1
Less: Recoveries	(20,426)	-	(22,343)	1,917	
Total Sub-Appropriation	7,417	119.00	9,590	(2,173)	

Explanation:

1. Variance is due to vacancies, and general under expenditures primarily related to COVID-19.

Asset Management

Asset Management operates and maintains government owned buildings, provides property, real estate, and technical services to government, administers facility and crown land leases, acquisition and disposal of property.

Key Results Achieved:

- operating and maintaining a property portfolio of 372 owned facilities across Manitoba totalling 7.6 million square feet (s.f.), including buildings serving the public from Emerson to Churchill and facilities such as provincial office buildings, courthouses, corrections, colleges and the Manitoba Legislative Building
- managing approximately 1.9 million s.f. of space in leased facilities occupied by government services, administering 196 leases consisting of 169 leases of space, 20 parking leases and 7 land leases with renewal of 4 leases and cancellation of 26 leases
- completing over 19,357 life safety work orders (including maintaining 48,000 fire extinguishers) to ensure that government owned buildings were managed, compliant and safe for occupants
- completing over 35,926 preventative maintenance work orders and over 1,844 corrective maintenance work orders for more than 29,000 pieces of equipment to maintain government owned buildings and assets
- addressing deferred maintenance and identifying efficiency opportunities to re-align the owned portfolio
- applying footprint reduction strategies that include the identification and disposal of surplus properties in the portfolio; completing demolition of 7,000 s.f. of assets with an additional 140,000 s.f. positioned to transition out in early 2021/22

- processing 5,606 parking requests and managing a parking program, which consisted of 197 owned and leased parking facilities with 7,877 parking stalls
- tendering, award and administration of construction, consulting and service contracts including award of 67 construction contracts with a total value of \$25.4 million, 22 consultant contracts with a total value of \$2.6 million and 30 new service contracts
- completed or in progress over 240 smaller accommodation projects as requests for service from other Manitoba government departments
- maintaining Certificate of Recognition accreditation for Asset Management frontline operations and Occupational Health and Safety programs in accordance with national standards
- providing administrative and facility support for 50 events in the Manitoba Legislative Building, on the building's grounds or in Memorial Park
- provided real estate services for other government entities including appraisal and consulting services, maintaining the Crown Lands Registry, executing 66 sales of parcels under the Crown Lands Act, completing 486 lease assignments, negotiating acquisition of 60 parcels of land and generating approximately \$2 million in revenue
- provided administration for over 16,000 Crown land leases, licenses, and permits
- providing support to the Provincial COVID-19 pandemic response across the province including fit up of 10 COVID-19 testing sites and 12 vaccination supersites, retrofitting public facing offices, and providing timely facility services and advice to other government entities

2 (c) Asset Management					
Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021 \$(000s)	FTEs	2020/2021 \$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	26,663	475.80	30,643	(3,980)	1
Other Expenditures	104,240	-	102,892	1,348	
Less: Recoveries	(20,314)	-	(25,676)	5,362	2
Total Sub-Appropriation	110,589	475.80	107,859	2,730	

Explanations:

1. Variance is due to vacancies and related staffing costs.
2. Variance is primarily due to under-expenditures in other expenditures.

Business Transformation and Technology

Business Transformation and Technology (BTT) is the central agency responsible for Information Technology (IT) and Business Transformation strategy, policy and service delivery for the Government of Manitoba.

BTT's Legislative Building Information Services provides services to non-government staff including the Legislative Assembly, offices of the Speaker and the Clerk, the Opposition Leaders and the Caucus offices.

Key Results Achieved:

- developing, deploying and supporting critical IT infrastructure services and applications to support the delivery of clients' program delivery needs
- maintaining and operating existing applications that support the delivery of government program services
- implementing continuing improvements in security to keep pace with emerging cyber threats
- implementing programs and enhancing technology services for departments in response to COVID-19, including: accommodating increased demand for secure remote work capabilities, new web applications to support departmental service delivery needs, and the expansion of toolsets to facilitate remote collaboration in a safe and secure manner
- researching and designing new IT products and services to help build new effective solutions and maximize the potential of the SAP system and other shared IT assets including the negotiation of a new SAP licensing agreement and the implementation of Robotic Process Automation solutions
- participating on inter-jurisdictional committees and forums where information and knowledge on service delivery and operational transformation are exchanged
- developing and continually improving IT strategic plans, policies and measurement protocols including SAP Shared Services and Digital Transformation Programs
- working with stakeholders to optimize and align the IT investment portfolio through the annual IT Demand Planning process
- providing IT goods and services procurement and contract negotiation services to government programs
- advising and assisting government with the corporate governance required to manage technology resources

- providing expert IT risk management advice to government and departments including business continuity, and disaster recovery strategies including the on-going provision of IT Asset Condition Reports to departments.
- implementing numerous technology projects with government departments and continued support of Manitoba's Transformation Strategy and related activities
- implemented the contract for the new Public Safety Communication Services to replace the existing end of life FleetNet service
- providing ongoing incident resolution, technical upgrades and system enhancement activities for all managed business, SAP and online applications including over 10,000 departmental requests for technical support and services
- continuing work on the short term plans and long range strategies to rationalize departmental business application systems and identify corporate solutions in order to eliminate duplicate spending and enhance data sharing and enable better program decision making
- conducting employee and departmental surveys for various stakeholders

3 (a) Government Information and Communication Technology					
Expenditures by Sub-Appropriation	Actual		Authority	Variance	Expl. No.
	2020/2021	FTEs	2020/2021	Over/(Under)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	15,377	197.00	18,929	(3,552)	1
Other Expenditures	99,611	-	99,716	(105)	
Less: Recoveries	(71,491)	-	(75,483)	3,992	2
Total Sub-Appropriation	43,497	197.00	43,162	335	

3 (b) Legislative Building Information Services					
Expenditures by Sub-Appropriation	Actual		Authority	Variance	Expl. No.
	2020/2021	FTEs	2020/2021	Over/(Under)	
	\$(000s)		\$(000s)	\$(000s)	
Salaries and Employee Benefits	756	10.00	975	(219)	
Other Expenditures	194	-	310	(116)	
Total Sub-Appropriation	950	10.00	1,285	(335)	

Explanation:

1. Variance is due to vacancies and related staffing costs.
2. Variance is primarily due to under-expenditures as a result of delays in contracts and/or maintenance agreements in other expenditures.

Procurement and Supply Chain

Procurement and Supply Chain (PSC) provides strategic procurement services to Manitoba government departments, agencies and the broader public sector to obtain the best value for taxpayers. This business area coordinates procurement across the Manitoba government, the broader public sector, and municipalities to leverage collective buying power in order to obtain the best value for Manitobans.

Key Results Achieved

- facilitated the Procurement Modernization Initiative as a pan-governmental, multi-year/ multi-phase project to achieve cost savings and create greater value for Manitoba taxpayers through public procurement
- played a lead role in Manitoba's pandemic procurement response. The Centralized Pandemic Procurement Team (CPPT) was formed to coordinate Manitoba's efforts, with PSC strategically sourcing required personal protective equipment (PPE) and supplies. The Technical Subcommittee on Pandemic Supplies was formed to coordinate PPE and supply needs for all departments. Materials Distribution Agency (MDA) coordinated the warehousing and distribution of PPE, equipment, supplies, and vaccines essential for Manitoba's pandemic response. In total, PSC negotiated over an estimated \$150 million in service contracts in support of our pandemic response. Over \$513.9 million in goods were sourced, purchased, warehoused, and distributed by PSC, including:
 - \$346.58 million for PPE
 - \$37.97 million for vaccine clinic supplies
 - \$6.11 million for low-acuity overflow sites
- championed the creation of the Manitoba Emergency Response Warehouse (MERW), including governance and coordination with Emergency Measures Organization, Health and Seniors Care, Shared Health, and other relevant entities to ensure Manitoba has an integrated solution for emergency preparedness that minimizes costs while maximizing readiness for future emergencies
- facilitated the acquisition of an extensive range of products and related services valued at approximately \$58.6 million annually (five-year average)
- managed a portfolio valued at approximately \$1 billion of complex service provider agreements in support of government departments, including air services (such as wildfire, justice-related transportation, and air ambulance), the transition of FleetNet radio to the new Public Safety Communication Services that support public safety entities and Manitoba government stakeholders, and complex pandemic-related agreements that include the establishment of supplemental COVID-19 lab testing and specimen collection services throughout various locations in Winnipeg and rural Manitoba

- contributed as required and providing guidance with respect to all relevant Trade Agreements, including coordinating Canadian Free Trade Agreement and Comprehensive Economic and Trade Agreement reporting by municipal government, municipal organizations, school boards, publicly funded academic, health and social services entities
- coordinated Manitoba public sector participation in the Canadian Collaborative Procurement Initiative. Manitoba's participation in the Initiative has reduced administrative costs and provided cost savings on goods. Manitoba has taken the opportunity to purchase items such as tires, office supplies and office paper, as well as many other items at substantial savings
- established specifications and corporate standards for procurement, including environmentally preferred and responsibly manufactured goods
- engaged key stakeholders to advance procurement-related sustainable development initiatives, including participation in a public sector forum for the exchange of best practices to provide procurement professionals with information that promotes the selection and use of products and services that are sustainable, accessible and environmentally preferred

4 (a) Procurement and Supply Chain					
Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021 \$(000s)	FTEs	2020/2021 \$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,680	52.00	3,988	(308)	
Other Expenditures	395,534	-	295,226	100,308	1
Total Sub-Appropriation	399,214	52.00	299,214	100,000	

Explanation:

1. Variance is due to COVID-19 related expenditures.

COSTS RELATED TO CAPITAL ASSETS

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

5 (a) General Assets					
Expenditures by Sub-Appropriation	Actual	Authority		Variance	Expl. No.
	2020/2021 \$(000s)	FTEs	2020/2021 \$(000s)	Over/(Under) \$(000s)	
Amortization Expense	32,944	-	42,168	(9,224)	1
Total Sub-Appropriation	32,944		42,168	(9,224)	

Explanation:

1. *Variance is primarily due to project delays in the 2020/21 Capital Program.*

PART B CAPITAL INVESTMENT

Capital investment in Manitoba Central Services provides for upgrades to government owned buildings and development or enhancement of information technology systems and other capital assets.

Part B - Capital Investment				
Expenditures by Sub-Appropriation	Actual 2020/2021 \$(000s)	Authority 2020/2021 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Accommodation Services Capital Projects	25,218	51,000	(25,782)	1
Information Technology Projects	16,567	5,200	11,367	2
Total Sub-Appropriation	41,785	56,200	(14,415)	

Explanation:

1. *Variance is due to project delays with projects significantly impacted by COVID-19.*
2. *Variance is primarily due to approved projects for the Public Safety Communication Services, Windows 10, and SAP eRecruitment.*

FINANCIAL INFORMATION SECTION

Manitoba Central Services

Part A: Expenditure Summary by Appropriation

for the fiscal year ended March 31, 2021 with comparative figures for the previous fiscal year (\$000s)

Authority 2020/2021	Appropriation	Actual 2020/2021	Actual 2019/2020	Increase (Decrease)	Explanation Number
	08- 1 CORPORATE ADMINISTRATION AND FINANCE				
42	(a) Ministers' Salaries	42	-	42	
	(b) Executive Support				
315	Salaries and Employee Benefits	249	184	65	
12	Other Expenditures	24	-	24	
	(c) Administration and Financial Services				
465	Salaries and Employee Benefits	559	-	559	
70	Other Expenditures	30	(15)	45	
904	Subtotal 08- 1	904	169	735	
	08- 2 CAPITAL PROGRAMS				
	(a) Capital Planning and Agreement Management				
2,725	Salaries and Employee Benefits	2,215	3,469	(1,254)	1
140,911	Other Expenditures	94,334	119,795	(25,461)	2
(140,696)	Less: Recoveries	(94,166)	(119,425)	25,259	3
	(b) Capital Project Planning and Delivery				
9,782	Salaries and Employee Benefits	8,832	3,046	5,786	4
22,151	Other Expenditures	19,011	1,660	17,351	5
(22,343)	Less: Recoveries	(20,426)	(3,296)	(17,130)	6
	(c) Asset Management				
30,643	Salaries and Employee Benefits	26,663	24,667	1,996	
102,892	Other Expenditures	104,240	96,660	7,580	
(25,676)	Less: Recoveries	(20,314)	(22,847)	2,533	
120,389	Subtotal 08- 2	120,389	103,729	16,660	

Manitoba Central Services

Part A: Expenditure Summary by Appropriation

for the fiscal year ended March 31, 2021 with comparative figures for the previous fiscal year (\$000s)

Authority 2020/2021	Appropriation	Actual 2020/2021	Actual 2019/2020	Increase (Decrease)	Explanation Number
	08- 3 BUSINESS TRANSFORMATION AND TECHNOLOGY				
	(a) Government Information and Communication Technology				
18,929	Salaries and Employee Benefits	15,377	17,059	(1,682)	
99,716	Other Expenditures	99,611	91,707	7,904	
(75,483)	Less: Recoveries	(71,491)	(68,875)	(2,616)	
	(b) Legislative Building Information Services				
975	Salaries and Employee Benefits	756	927	(171)	
310	Other Expenditures	194	242	(48)	
44,447	Subtotal 08- 3	44,447	41,060	3,387	
	08- 4 PROCUREMENT AND SUPPLY CHAIN				
	(a) Procurement and Supply Chain				
3,988	Salaries and Employee Benefits	3,680	1,976	1,704	
295,226	Other Expenditures	395,534	4,187	391,347	7
299,214	Subtotal 08- 4	399,214	6,163	393,051	
	08- 5 COSTS RELATED TO CAPITAL ASSETS				
	(a) General Assets				
42,168	Amortization Expense	32,944	31,390	1,554	
42,168	Subtotal 08- 5	32,944	31,390	1,554	
507,122	Total Expenditures	597,898	182,511	415,387	

Explanation Numbers:

1. *Variance is due to vacancies and related staffing costs.*
2. *Variance is due to project under expenditures.*
3. *Variance is due to project under expenditures.*
4. *Variance is due to vacancies and related staffing costs.*
5. *Variance is due to more operating expenses and project expenditures compared to last fiscal year.*
6. *Variance is due to less vacant recoverable positions and more operating expenditures compared to last fiscal year.*
7. *Variance is due to the Procurement Modernization project and COVID-19 related expenditures.*

Manitoba Central Services

Revenue Summary by Source

for the fiscal year ended March 31, 2021 with comparative figures for the previous fiscal year (\$000s)

Actual 2019/2020	Actual 2020/2021	Increase (Decrease)	Source	Actual 2020/2021	Authority 2020/2021	Variance	Expl. No.
			GOVERNMENT OF CANADA				
744	941	197	Infrastructure and Economic Program Agreements	941	47	894	1
-	-	-	Reconciliation (Reorg)	-	-	-	
744	941	197	Subtotal	941	47	894	
			OTHER REVENUE				
4,165	4,042	(123)	Fees and Cost Recoveries	4,042	5,267	(1,225)	2
622	354	(268)	Sundry	354	1,013	(659)	3
-	-	-	Reconciliation (Reorg)	-	-	-	
4,787	4,396	(391)	Subtotal	4,396	6,280	(1,884)	
5,531	5,337	(194)	Total	5,337	6,327	(990)	

Revenue Variance Explanations

for the fiscal year ended March 31, 2021

Explanation Numbers:

1. **Infrastructure and Economic Program Agreements:** \$894 over 2020/2021 Estimate

Variance is due to the implementation of three new federal programs in 2017/18 for the Public Transit Infrastructure Fund (PTIF), Clean Water and Waste Water Fund (CWWF) and Post-Secondary Institutions – Strategic Investment Fund (SIF). Budget for the three programs will be requested in the 2021/22 Estimates.

2. **Fees and Cost Recoveries:** \$(1,225) under 2020/2021 Estimate

Variance is due to the Manitoba Water Services Board (MWSB) recoverable positions that have been vacant in 2020/21, specifically Engineering positions and a delay in some construction projects along with a delay in approvals under the Federal programs where MWSB acts a project management resulted in a variance for 2020/21.

3. **Sundry:** \$(659) under 2020/2021 Estimate

Variance is primarily due to the Real Estate Services Branch having no services scheduled for non-government areas and Telecommunications budget being incorrectly included under Sundry. As well as less revenue from Teranet contract that expired.

Manitoba Central Services

Five-Year Operating Expenditure and Staffing Summary by Main Appropriation

for the fiscal years ended March 31, 2017 to March 31, 2021 *

Main Appropriation	2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		
	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	
FINANCE											
08- 1	CORPORATE ADMINISTRATION AND FINANCE	16.00	169	16.00	169	16.00	169	13.00	169	13.00	904
08- 2	CAPITAL PROGRAMS	474.35	101,931	461.80	104,509	456.80	105,598	627.80	103,729	629.80	120,389
08- 3	BUSINESS TRANSFORMATION AND TECHNOI	218.60	86,442	215.00	43,812	212.00	36,853	207.00	41,060	207.00	44,447
08- 4	PROCUREMENT AND SUPPLY CHAIN	29.60	1,910	29.60	1,979	30.60	4,637	64.00	6,163	64.00	399,214
08- 5	COSTS RELATED TO CAPITAL ASSETS	-	44,060	-	26,181	-	25,494	-	31,390	-	32,944
TOTAL APPROPRIATIONS		738.55	234,512	722.40	176,650	715.40	172,751	911.80	182,511	913.80	597,898

Performance Reporting – Indicators of Progress Against Priorities

The following section provides information on key performance measures for Manitoba Central Services for the 2020/21 reporting year.

Table: Measures of Performance or Progress

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 2020/21 result or the most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
<p>1. We are measuring savings in Government procurement as a result of the Procurement Modernization initiative by looking at the dollar value of estimated/ projected savings through implementation of category management.</p>	<p>The ministerial mandate letter for Central Services (CEN) includes an action to "Continuing our efforts to save taxpayers' dollars by shopping smarter, working with your cabinet colleagues to expand our procurement strategy across the public sector including shopping with other provinces".</p>	<p>Savings over the next four years are estimated at:</p> <p>\$122.1M (Original 23-category Wave Plan)</p> <p>OR</p> <p>\$64.0M (for the 5 categories that were implemented by 31 March 2021)</p>	<p>In this reporting period, Manitoba realized savings of \$12.3M</p>	<p>A trend has not been established yet because this is the first reporting period using category management</p>	<p>Projected savings are estimated as part of a 4-year wave plan from 2018 to 2022</p> <p>Realized savings may vary due to changes in demand and market conditions</p> <p>The realized savings are for a reporting period of April 2020 to March 2021. New category management activities were on hold during this reporting period due to COVID-related procurement activities</p>

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 2020/21 result or the most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links																																																																																																												
<p>2. We are measuring how effectively and efficiently the department delivers on Government's capital infrastructure commitments by looking at:</p> <p>a) The percentage of spend against capital budget; and,</p> <p>b) The number of capital infrastructure projects completed and/or in-progress</p>	<p>This is important for CEN to measure because the performance indicators are directly linked to one of the Department's mandate items: "Ensuring predictable delivery of our commitment to an annual strategic infrastructure investment of no less than \$1 billion"</p> <p>The measures are aligned with CEN's strategic priority to consistently and predictably deliver the consolidated capital plan, including identifying and reallocating capital funding</p>	<p>a) Excludes strategic infrastructure not delivered by CEN</p> <table border="1" data-bbox="674 402 1075 721"> <thead> <tr> <th></th> <th>Budget for 2019/20</th> <th>Spend</th> </tr> </thead> <tbody> <tr><td>ARD</td><td>0.5M</td><td>100%</td></tr> <tr><td>CC</td><td>11.3M</td><td>N/A</td></tr> <tr><td>CEN</td><td>51M</td><td>97%</td></tr> <tr><td>EDU</td><td>202M</td><td>99%</td></tr> <tr><td>FAM</td><td>77M</td><td>40%</td></tr> <tr><td>JUS</td><td>3.1M</td><td>N/A</td></tr> <tr><td>LEG</td><td>5M*</td><td>36%</td></tr> <tr><td>MR</td><td>17.5M</td><td>95%</td></tr> </tbody> </table> <p>* 5M included in \$51M for CEN</p> <p>b) Number of projects:</p> <table border="1" data-bbox="674 911 1075 1198"> <thead> <tr> <th></th> <th>In progress</th> <th>Completed</th> </tr> </thead> <tbody> <tr><td>ARD</td><td>1</td><td>1</td></tr> <tr><td>CC</td><td>44</td><td>N/A</td></tr> <tr><td>CEN</td><td>101</td><td>70</td></tr> <tr><td>EDU</td><td>23</td><td>N/A</td></tr> <tr><td>FAM</td><td>210</td><td>155</td></tr> <tr><td>JUS</td><td>12</td><td>N/A</td></tr> <tr><td>LEG</td><td>8</td><td>0</td></tr> <tr><td>MR</td><td>N/A</td><td>N/A</td></tr> </tbody> </table> <p>Allocations are counted as a single project; an allocation may consist of multiple minor projects</p>		Budget for 2019/20	Spend	ARD	0.5M	100%	CC	11.3M	N/A	CEN	51M	97%	EDU	202M	99%	FAM	77M	40%	JUS	3.1M	N/A	LEG	5M*	36%	MR	17.5M	95%		In progress	Completed	ARD	1	1	CC	44	N/A	CEN	101	70	EDU	23	N/A	FAM	210	155	JUS	12	N/A	LEG	8	0	MR	N/A	N/A	<p>a) Excludes strategic infrastructure not delivered by CEN</p> <table border="1" data-bbox="1125 402 1507 721"> <thead> <tr> <th></th> <th>Budget for 2020/21</th> <th>Spend</th> </tr> </thead> <tbody> <tr><td>ARD</td><td>0.950M</td><td>82.7%</td></tr> <tr><td>CC</td><td>5.425M</td><td>98%</td></tr> <tr><td>CEN</td><td>51M</td><td>49%</td></tr> <tr><td>EDU</td><td>161M</td><td>100%</td></tr> <tr><td>FAM</td><td>64.041M</td><td>65%</td></tr> <tr><td>JUS</td><td>3.1M</td><td>100%</td></tr> <tr><td>LEG</td><td>10M</td><td>55%</td></tr> <tr><td>MR</td><td>17.5M</td><td>65%</td></tr> </tbody> </table> <p>b) Number of projects:</p> <table border="1" data-bbox="1125 906 1545 1192"> <thead> <tr> <th></th> <th>In progress</th> <th>Completed</th> </tr> </thead> <tbody> <tr><td>ARD</td><td>6</td><td>N/A</td></tr> <tr><td>CC</td><td>19</td><td>N/A</td></tr> <tr><td>CEN</td><td>74</td><td>28</td></tr> <tr><td>EDU</td><td>58</td><td>N/A</td></tr> <tr><td>FAM</td><td>339</td><td>314</td></tr> <tr><td>JUS</td><td>11</td><td>N/A</td></tr> <tr><td>LEG</td><td>16</td><td>5</td></tr> <tr><td>MR</td><td>122</td><td>25</td></tr> </tbody> </table> <p>Allocations are counted as a single project; an allocation may consist of multiple minor projects</p>		Budget for 2020/21	Spend	ARD	0.950M	82.7%	CC	5.425M	98%	CEN	51M	49%	EDU	161M	100%	FAM	64.041M	65%	JUS	3.1M	100%	LEG	10M	55%	MR	17.5M	65%		In progress	Completed	ARD	6	N/A	CC	19	N/A	CEN	74	28	EDU	58	N/A	FAM	339	314	JUS	11	N/A	LEG	16	5	MR	122	25	<p>Trend not established</p>	<p>Designing and developing Consolidated Central Capital Plan (8 depts.) Tracking System supported by a newly formed administrative team; the tracking system identifies opportunities for reallocation</p> <p>Improving information management and analytics to improve our effectiveness in capital planning and project delivery</p> <p>Designing and developing CPAM's scoping and predesign process; increase the number of construction ready projects for future year capital plans to improve our</p>
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	in-year and finding opportunities to efficiently deliver capital projects for all client departments				<p>capital planning capacity and accuracy</p> <p>Initiated monthly capital delivery updates with clients to improve communication and relationships with clients and support timely resolution of issues</p> <p>Continuous improvements meeting with stakeholders to continue to develop and improve the Central Capital model</p> <p>Projects in progress are projects showing Cashflow in Q4</p>

<p>3. We are measuring how effectively and efficiently the department delivers on Government's Information Technology (IT) infrastructure commitments by looking at:</p> <p>a) The percentage of spend against capital budget;</p> <p>and,</p> <p>b) The number of IT projects completed and/or in-progress</p>	<p>a) This measure demonstrates how Application Infrastructure Refresh (AIR) programs utilize capital funds by comparing the total capitalizable dollars spent against capital budget allocations</p> <p>AIR: BTT is responsible for performing necessary upgrades of IT infrastructure to ensure their continued support, security, performance and reliability. Any net new hardware requirements are also paid from the AIR Capital Fund</p> <p>b) This measure reflects BTT's activity level</p>	<p>a) \$3.00M (Usage Rate = 78.6%)</p> <p>Actual spend was \$3.00M over \$3.964M total available budget in fiscal year 2019/20</p> <p>b) 38 projects were actively being worked on by the end of fiscal year 2019/20</p>	<p>a) \$4.067M (Usage rate = 78.2%)</p> <p>Actual spend is \$4.067M over \$5.200M total available budget in 2020/21</p> <p>b) 89 projects were actively being worked on during 2020/21</p>	<p>a) Improving: Over the past three years, average capital spending was approximately 77.5%, with the goal of ensuring a supportable and sustainable IT infrastructure</p> <p>b) Increasing: Since the last fiscal year, an additional 51</p>	<p>a) The AIR is allocated a specific budget is every year. Spending priorities are then set according to the equipment that needs to be refreshed</p> <p>The goal is to spend these funds in a manner that ensures all underlying infrastructure that supports the Government of Manitoba computing environment is current and supported by the manufacturer</p> <p>COVID-19 response efforts forced a change in spending priorities two years in a row. Supply chain disruptions and staff redeployment to attend to COVID-19 response also</p>
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	<p>related to new initiatives over and above day-to-day operations</p> <p>This measure also indicates the overall level of both technological and process changes occurring across government</p>		<p>It is common for certain AIR capital assets and IT projects to span multiple years and/or have multiple phases. Thus, most projects will be ongoing over multiple fiscal years</p>	<p>projects are either completed or in progress</p>	<p>affected the ability to deliver capital spending in this area</p> <p>b) BTT has initiated a new demand planning process which allows departments to identify their IT needs to improve or maintain their operations. This demand planning process has resulted in increased project work at BTT</p>
<p>4. We are measuring how well our data science work support Government priorities by looking at the number of data analytics/ science projects have been initiated, are ongoing, and/or are completed</p>	<p>The Government of Manitoba is investing in supporting evidence-based decision-making and policy planning</p> <p>Access to timely data and analytics is needed to support various data-</p>	<p>5 to 6 projects per year target</p> <p>This benchmark is based on targets for the Data Driven Program Evaluation initiative's Quick Turnaround (QT) projects which served as the proof of concept phase which identified benefits for the establishment of a Data Science Program</p>	<p><u>Data Projects Completed:</u> 4</p> <ol style="list-style-type: none"> 1. CLDS Data Work for TBS; 2. Labour Market Outcomes for French Speaking Teachers; 3. Cost of Social Housing; and, 4. Women in the Justice System <p><u>Data Projects Ongoing:</u> 1</p> <p>Social Enterprise Evaluation</p> <p><u>COVID-19 Data Projects (Launched in 2020/21, ongoing):</u> 6</p> <ol style="list-style-type: none"> 1. Predictive mobility model; 2. Descriptive mobility reporting; 3. COVID-19 transmission hot-spots; 	<p>Trend over time is increasing</p> <p>2020/21 performance exceeded proof of concept targets by 100%</p>	<p>See Manitoba use case in the ICCS Data Analytics Playbook: https://members.citizenfirst.ca/assets/uploads/publications/Analytics-Playbook.pdf</p> <p>Ongoing COVID-19 projects are listed because they were launched and</p>

	driven initiatives across Government		<ol style="list-style-type: none"> 4. Vaccine take-up and hesitancy reporting; 5. Vaccine take-up and hesitancy modelling; and, 6. Financial recovery and economic trends (Moneris and Equifax data) 		developed in FY 2020/21. Status is not identified as complete because the projects require ongoing reporting based on updated data
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Regulatory Accountability and Red Tape Reduction

Manitoba Central Services is committed to implementing the principles of regulatory accountability as set out in [The Regulatory Accountability Act](#). The department works to achieve balance with regulatory requirements, identify the best options for them, assess their impact and incorporate them in department activities, programs and in the development of all regulatory instruments.

A regulatory requirement is a requirement in a regulatory instrument for a person to take an action in order to:

- access a program or service offered by the government or a government agency
- carry on business
- participate in a regulated activity

Regulatory accountability provides a framework to create a transparent, efficient and effective regulatory system. Red tape reduction aims to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

Regulatory Requirements

	April 1, 2020	March 31, 2021
Total number of regulatory requirements	3,195	3,251
Net change	-	0
Percentage change	-	0%

- ‘Total number of regulatory requirements’ includes transfers of regulatory requirements in and out of the department in 2020/21.
- ‘Net change’ includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2020/21 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 2020/21 and is net of transfers of regulatory requirements in and out of the department.

For additional information, please see the Manitoba Regulatory Accountability Report at www.manitoba.ca/reduceredtape.

Note: The information in the tables above includes agencies that report to the Minister of Central Services.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) came into effect April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection 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 PIDA may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or knowingly directing or counselling 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 PIDA, 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 PIDA, and must be reported in a department's Annual Report in accordance with section 18 of the Act.

The following is a summary of disclosures received by Manitoba Central Services for fiscal year 2020/21:

Information Required Annually (as per Section 18)	Fiscal Year 2020/21
The number of disclosures received and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	NIL
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	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. <i>Subsection 18(2)(c)</i>	NIL