

OPERATIONS OF THE OFFICE

PERFORMANCE FOR THE YEAR ENDED MARCH 31, 2020



Auditor General
MANITOBA

Our Vision

Valued for positively influencing public sector performance through impactful audit work and reports.

Our Mission

To focus our attention on areas of strategic importance to the Legislative Assembly, and to provide Members of the Legislative Assembly with reliable and efficient audits.

Our mission includes easy-to-understand audit reports that include discussions of good practices within audited entities, and recommendations that, when implemented, will have a significant impact on the performance of government.



Auditor General
MANITOBA

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July 2020

The Honourable Myrna Driedger
Speaker of the House
Room 244, Legislative Building
450 Broadway
Winnipeg, Manitoba R3C 0V8

Honourable Ms. Driedger:

I am pleased to present my report titled: *Operations of the Office: Performance for the Year Ended March 31, 2020*, to be laid before the Legislative Assembly in accordance with Sections 26(2) and 28 of *The Auditor General Act*.

Respectfully submitted,

Original Signed by
Tyson Shtykalo

Tyson Shtykalo, CPA, CA
Deputy Auditor General

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Message from the Deputy Auditor General



I am pleased to provide the Legislature with our annual report, *Operations of the Office: Performance for the Year Ended March 31, 2020*.

Over the last year, we have continued to focus our attention on areas of strategic importance to the Legislative Assembly, through our audit work and reports.

In 2019/20, we issued the following project audits:

- *Management of Provincial Tourism*
- *Commercial Vehicle Safety*
- *Management of Foster Homes*

We also released two reports that discussed aspects of our financial statement audit work: *Financial Statement Audits Conducted by the Office* and *Understanding my Audit Opinion on Manitoba's March 31, 2019 Summary Financial Statements*.

For the second year in a row, our audit opinion included qualifications to the government's financial statements. A qualified audit opinion should be rare. It highlights areas of concern in the financial statements. We found that had the government properly applied Public Sector Accounting Standards, the province would have recorded a surplus of \$9 million in 2018/19, rather than a deficit of \$163 million, and that the net debt would have been \$1.1 billion lower.

In 2019/20, I also raised concerns regarding the government's slow progress implementing some of our recommendations. I outlined these concerns in our report, *Follow-up of Recommendations*. The report gave the implementation status for 180 recommendations we made between January 2016 and October 2018. This was the third and final follow-up for 66 of the 180 recommendations. Only 24 of the 66 recommendations—or 36%— had been resolved. I believe after three years, an implementation rate of 85% would be reasonable.

Our office also saw a significant change in 2019/20 with Auditor General Norm Ricard retiring in January. During his tenure as AG, Norm established a strong foundation on which we continue to build.

One of Norm's priorities before he retired was to lead the development of our three-year Strategic Priorities Plan for 2019/20 to 2021/22. In this year's Operations Report, we track progress in implementing the strategic priorities and related strategies contained in the plan. I am happy to report we are making significant progress.

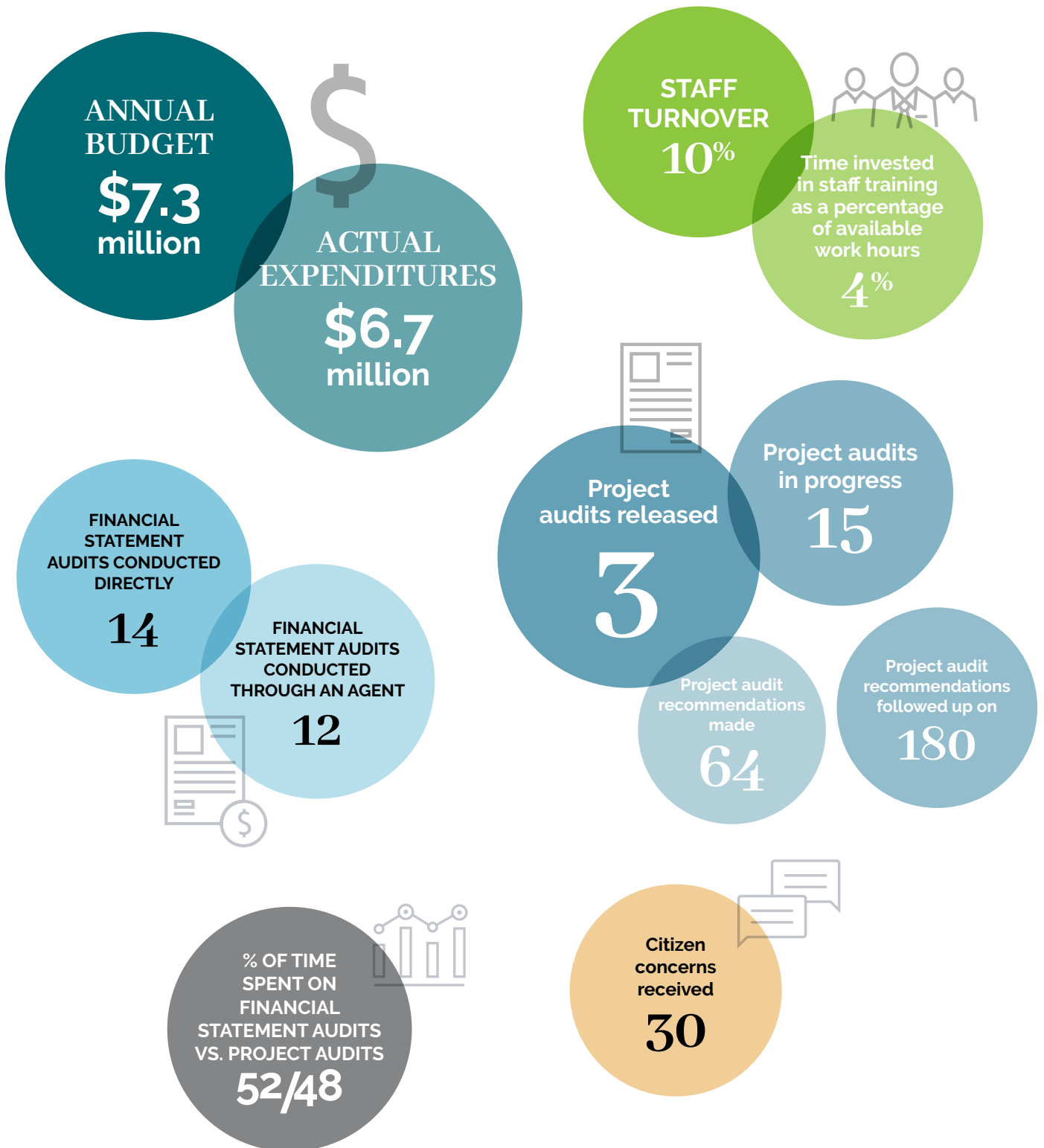
The past year was also one of unprecedented challenges, as we — along with all Manitobans—felt the impact of a worldwide pandemic. In March, we closed our office and required staff to work from home. I am very proud of my staff for rising to the occasion and continuing to produce exceptional work under these difficult circumstances.

Finally, while the position of Auditor General remains vacant, it is an honour and a privilege to take on the duties and responsibilities of the Auditor General, and serve the people of Manitoba in this capacity.

Original Signed by
Tyson Shtykalo

Tyson Shtykalo, CPA, CA
Deputy Auditor General

The year at a glance





1. Our mandate

The Auditor General Act (Act) establishes the Auditor General "as an officer of the Assembly, to provide the Assembly with independent information, advice and assurance under this Act." A copy of the Act is in **APPENDIX B**.

The Act outlines the Auditor General's responsibilities and authorities to conduct and report on:



- Financial statement audits (see **SECTION 9** of the Act).
- Project audits, including special audits on request (see **SECTIONS 14, 15, 16** of the Act).

Section 2(2) of the Act indicates that, when conducting financial statement and project audits, "Nothing in this Act is to be interpreted as entitling the Auditor General to question the merits of policy objectives of government."

A key tenet of our legislative mandate is to provide independent information, advice and assurance. This is how we help the Legislative Assembly hold the government accountable.

Independence from government is a cornerstone of legislative auditing. It is foundational. In **SECTION 3** we identify as a key risk the failure to maintain independence from government and its organizations, and discuss how we manage this risk.





2. How we carry out our work

To be effective the Office must manage its affairs in an appropriate manner.

In this section we discuss our:

- Values
- Reporting obligations
- Human resource management practices
- Information technology
- Security (information and physical)
- Professional practices and quality assurance
- Communications
- Public Interest Disclosure Act

Values

Our values support our vision to positively influence public sector performance through impactful audit work and reports, and articulate a workplace culture where all staff members can thrive.

Accountability – As an organization and as individuals, we hold ourselves fully responsible for our actions and for meeting our goals and commitments.

Integrity – As an organization, we ensure our outputs are objective and unbiased. As individuals, we do what we say we are going to do.

Trust – As an organization, we maintain confidentiality and present report findings with proper context and sensitivity. As individuals, we are honest, respectful and caring. We treat everyone fairly. We have a positive outlook and attitude toward each team member's strengths and weaknesses.

Collaboration – We are stronger and more productive by working together and sharing knowledge, ideas and solutions.

Innovation – As an organization, we promote creativity and innovation to drive continuous improvement. As individuals, in order to reach new heights, we strive to be creative and challenge conventional views. We display a positive outlook and attitude in how we approach the various challenges or problems we must deal with.

Growth – As an organization, we understand the value of our people and the importance of coaching, professional development, leadership and providing opportunities for career growth. As individuals, we take pride and responsibility to continuously learn and grow new skills, seek out new and improved ways of performing our activities and maintain ownership of our careers.

Reporting obligations

The most publicly visible aspect of how we conduct our work is the release of our reports. Several sections of *The Auditor General Act* deal with our reporting obligations:

AUDIT OF PUBLIC ACCOUNTS AND OTHER FINANCIAL STATEMENTS

SECTION 10(1): "No later than December 31 in each year, the Auditor General must report to the Assembly about the examinations and audits conducted under Section 9."

SPECIAL REPORT

SECTION 11: "The Auditor General may make a special report to the Assembly on any matter of pressing importance or urgency that he or she considers should not be deferred until the next annual report under Section 10 is presented."

PROJECT AUDITS

SECTION 14(4): "The Auditor General must report to the Assembly annually on the work carried out under this section, and may bring to the Assembly's attention anything he or she considers necessary, including recommendations."

SECTION 14(2): "At least once in each year, the Auditor General shall make a report about the examinations and audits conducted under this section

to the minister responsible for each government organization concerned and to the Minister of Finance. The Auditor General must allow at least 14 days for those ministers to review and comment on the report before finalizing it for submission to the Assembly."

SPECIAL AUDITS

SECTION 16(2): The Auditor General must report the findings of an audit under this section to the person or body that requested the audit and to the minister responsible for any government organization concerned.

SECTION 16(3): "The Auditor General may submit a report of an audit under this section to the Assembly if it is in the public interest to do so, but must allow at least 14 days for the minister responsible for the government organization and the Minister of Finance to review and comment on the report before finalizing it for submission to the Assembly."

OPERATIONS OF THE OFFICE

SECTION 26(2): "Before August 1 each year, the Auditor General must report to the Assembly on the operations of his or her office."

All reports issued by our office are tabled in the Legislature by the Speaker and are referred to the Public Accounts Committee, an all-party standing committee of the Legislature. During its meetings, the

committee considers the audit reports, questions witnesses, and when it has finished deliberating, a vote is taken to complete consideration of the report (pass/not pass).

Human resource management practices

The Legislative Assembly Management Commission approves the number of staff assigned to our Office. This is currently set at 55 full-time equivalent positions (two of which are term positions). Because our staff are hired under *The Civil Service Act*, the human resource policies and practices of the Civil Service Commission as well as its classification and compensation rules are imposed on us. As such, the Civil Service Commission oversees our hiring efforts, the classification of our positions, and related compensation decisions.

The Director Corporate Services is the Office's point person for all interactions with the Civil Service Commission and is responsible for implementing appropriate human resource management practices within the Office.

The Manitoba Government and General Employees' Union represents all our senior

auditors, auditors, and certain corporate support positions. Of note is that the union also represents some principals (considered senior management) and some managers. All other positions are excluded from union membership. The provisions of the collective agreement between the government and the union define the terms and conditions of employment for staff of the Office who are union members.

We have developed a competency model for all staff. We have also implemented a performance management and development system that focuses on standardized performance objectives and core competencies for all staff members

Most audit staff are Chartered Professional Accountants (CPAs). Other certifications held by some of our audit staff are Master in Public Administration, Certified Government Auditing Professional, Certified Internal Auditor, Diploma in Investigative and Forensic Accounting, Certified Fraud Examiner, Certified Information Systems Security Professional, Certified Information System Auditor, Global Security Essentials Certification, Certified Information Security Manager, Associate Business Continuity Professional, and Project Management Professional.

Information technology

We operate our own computer network. Three staff members ensure this network operates reliably and securely, that our various software tools are regularly updated and supported, and that our hardware functions properly and is renewed at appropriate intervals.

Security (information and physical)

Preventing unauthorized access to our audit files and to information obtained from audited organizations is a priority. As such, we continuously review the Office's information and physical security practices, and make changes as required. Key aspects of our layered security program include:

- IT policies, standards and guidelines.
- Security awareness training.
- Physical security controls such as multi-factor authentication locks and security cameras.
- Restricted access to information (based on need-to-know).
- Logical access controls (encryption, passwords).
- Sharing confidential documents with authorized individuals through a secure Web portal.
- Remote access authentication mechanisms.
- Secure removal of data residing on devices.
- Program, data and infrastructure change management.

Professional practices and quality assurance

We periodically review and update our audit methodologies for financial statement audits, performance audits, and investigations to ensure they are consistent with professional standards. We provide staff with audit manuals and electronic file templates to guide them in conducting audits. Our quality control program includes:

- Recruiting and retaining staff who are qualified, and supporting the continuous update of their professional skills.
- Supervising and reviewing staff work throughout the audit process to ensure conclusions are supported by sufficient appropriate audit evidence, reports are fair and balanced, and Office policies and professional standards are met.
- Conducting internal quality assurance reviews of audit files.
- Participating in independent quality assurance reviews available through the Canadian Council of Legislative Auditors (CCOLA) and CPA Manitoba.

Communications

Effective, coordinated and strategic communications is important in carrying out the work of the Office. The Communications Manager leads, contributes to and/or supervises the delivery of a broad range of communications services including: strategic communications planning, issues management, media relations, report editing, Web content, and social media content.

Public Interest Disclosure Act

The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) is one avenue for employees to disclose concerns about significant and serious wrongdoing within the workplace. We have identified a Designated Officer for employee disclosures under PIDA.

In the past fiscal year, the Office did not receive any disclosures under PIDA, nor were any disclosures made to the Ombudsman regarding our office.





3. The risks we must manage

The following risks could disrupt our ability to achieve our vision and mission. These are broad strategic risks and as such do not include the more operational risks and barriers we must manage. For further details on these risks, please see our **STRATEGIC PRIORITIES PLAN**, which is available on our website: oag.mb.ca.

1. Not being independent from government and its organizations, or are perceived not to be.
2. Audit opinions and conclusions provide inappropriate assurance or incorrect advice.
3. Audit work that is not valued by the Legislative Assembly.
4. Not being able to obtain the information we require to conduct our selected audits efficiently and effectively.
5. Loss of highly skilled team members.
6. Highly skilled individuals not expressing interest in our publicly posted vacancies.
7. Senior Management of government organizations that do not accept or implement our recommendations or otherwise resolve the underlying issues identified in our reports.
8. Audits that are unnecessarily costly and/or not conducted within a reasonable timeframe.
9. Office capacity issues that prevent us from accepting Section 16 Special Audit requests or other allegations-based audit referrals (that are judged to be highly valued by the Legislative Assembly).
10. Rapidly changing developments in auditing standards, best practices and technology that outstrip the Office's collective capacity for change and growth (making it out-of-date).
11. The Public Accounts Committee does not fulfill its key responsibility of ensuring that audited entities are responding appropriately to our audit findings and improving their operations.
12. Funding level shortfalls that significantly impact our ability to achieve our mandate and meet the expectations of the Legislative Assembly.
13. Loss of information systems and network connectivity.
14. An unauthorized individual gains access to our data.



4. The audit work we delivered in 2019/20

The primary services we deliver are financial statement audits and project audits, as explained below. In this section, we also discuss how we handle concerns received from Members of the Legislative Assembly (MLAs), and from citizens. Finally, we discuss our review on the implementation status of recommendations issued since 2015.

Financial statement audits

Under *The Financial Administration Act*, the Auditor General is responsible for examining and auditing the financial statements included in the Public Accounts, and any other statements the Minister of Finance presents for audit. Unless an Act provides otherwise, the Auditor General is also responsible for examining and auditing public money that is not part of the Consolidated Fund.

In 2019/20, we conducted financial statement audits for 18 entities within the **Government Reporting Entity** (10 because their Acts specify that the Auditor General is the auditor of the organization). External audit firms audit all other public sector entities within the Government Reporting Entity.

The **Government Reporting Entity** includes all funds, organizations, and business enterprises controlled by the government. These entities are listed in the Province's Public Accounts Volume 1.

Although not part of the Government Reporting Entity, we also audit five pension plans and two other organizations. The Acts or Regulations for three of these pension plans, and two of the other organizations, appoint the Office as their auditor.

See **APPENDIX C** for a listing of financial statement audits we conduct.

Strong financial stewardship by government organizations is critical. We support effective financial accountability through our annual audits of the financial statements and other financial information of government organizations and the Public Accounts of the Province. Office staff, or contracted external audit firms acting as our agents, conduct our financial statement audits.

We completed the following number of work products in 2019/20:

Work product	In 2019/20 conducted by			Total 18/19
	Office	Agent	Total	
Financial statement audit opinion – the Public Accounts Summary Financial Statements	1	-	1	1
Financial statement audit opinions – organizations within the Government Reporting Entity (see APPENDIX B)	8	11	19	19
Reviews of audits conducted by external audit firms – organizations within the Government Reporting Entity	14	-	14	7
External auditor communications	111	-	111	115
Financial statement audit opinions – organizations outside the government reporting entity (see APPENDIX B)	6	1	7	7
Public sector compensation disclosure opinions	6	7	13	13
Compliance opinions	2	1	3	2
Other audit opinions	2	5	7	6
New management letter recommendations	15	3	18	10
Follow-up of previous years' management letter recommendations	47	16	63	114

Audit opinion on the Summary Financial Statements

In September 2019, we issued our audit opinion on the Province's Summary Financial Statements for the year ended March 31, 2019. For the second time since 2008, we issued a qualified audit opinion.

As part of our audit of the Summary Financial Statements, we are involved in varying degrees with the audits of every entity in the Government Reporting Entity.

When an entity is audited by an external auditor, we perform either overviews or limited procedures on the audits.

- We performed overviews of 14 audits. The overviews were conducted on the audits of three government business enterprises (Manitoba Hydro, Manitoba Public Insurance, and Manitoba Liquor & Lotteries), the five regional health authorities, two other health organizations, one college, one university and one school division.

We also conducted an overview of the audit of the Workers Compensation Board, which we consider a government business enterprise.

We communicated with each external auditor and informed them that we planned to use their audit work as part of our audit evidence in forming our opinion on the Summary Financial Statements. We reviewed the external audit firms' risk assessments, audit plans and audit approaches. At the end of the audits, we obtained and reviewed the financial statements, auditors' reports, summaries of unadjusted errors and management letters. For some of these audits, we also reviewed the completed audit files and attended audit committee meetings at the planning and finalization stages of the audits.

- We performed limited procedures on 111 audits. We communicated with each external auditor and informed them that we planned to use their audit work as part of our audit evidence in forming our audit opinion on the Summary Financial Statements. For these entities, we reviewed the financial statements and audit opinions. As needed, we worked with the external auditors if there were specific issues with the entity or sector.

Management letters

At the end of each of our financial statement audits, we may issue a management letter to senior management and those charged with governance. A management letter contains recommendations to improve internal controls, or other management systems. In 2019/20, we issued 18 new recommendations and followed up on 63 recommendations from prior years. We consider our management letter recommendations when identifying issues that should be brought to the attention of the Assembly.

Other audit opinions

In 2019/20, we issued auditor's reports on the financial statements of 19 other entities within the Government Reporting Entity: eight where we performed the work directly and 11 where we engaged an external audit firm as our agent.

We also conducted seven audits of entities that were not directly related to our work on the Summary Financial Statements. These entities are not in the Government Reporting Entity. We conducted five because the Office is appointed by an Act or Regulation (includes three pension plans). We conducted two because they were for pension plans associated with or managed by entities where we were appointed by an Act.



We issued three opinions to entities on their compliance with specified legislative authorities related to financial matters.

We also issued 20 audit opinions on other financial information such as public sector compensation and schedules supporting claims.

As noted in **SECTION 5** (in our discussion of **STRATEGIC PRIORITY 1**), we are working towards building a portfolio of financial statement audits that are all of strategic importance to the Legislative Assembly. We are continuing the process of determining which audits we should decline because we do not believe they are of strategic importance to the Legislative Assembly. Declining such audits will allow us to redirect some financial services audit resources to more strategic assignments

Reports to the Legislative Assembly

We issued two reports on our financial statement audits in 2019/20.

In September 2019, we issued *Understanding my Audit Opinion on Manitoba's March 31, 2019 Summary Financial Statements*. We did not issue any recommendations in this report but used it to expand upon our Auditor's Report on the Summary Financial Statements. In it, we explain the meaning of a qualified audit opinion and provide additional information on the reasons for our qualification.

In December 2019, we issued *Public Accounts and Other Financial Statements*. This is our recurring report about the examinations and audits we perform under Section 9 of our Act. No new recommendations were included in this report.



Project audits

Project audits contribute to a public service that is effective and a government that is accountable to the Legislative Assembly and Manitobans. In conducting project audits, the Auditor General can examine and audit the:

- Operations of a government organization (see Section 14 of the Act).
- Use of public money by recipients of public money (see Section 15 of the Act).

Project audits look at whether:

- Financial and administrative provisions of Acts, regulations, policies and directives have been complied with.
- Public money has been spent with proper regard for economy and efficiency.
- The Legislative Assembly has been provided with appropriate accountability information.
- The form and content of financial information documents is adequate and suitable.

These audits are planned, performed, and reported in accordance with professional auditing standards and Office policies. Project audits are conducted by qualified auditors who:

- Establish audit objectives and criteria.
- Gather the evidence necessary to assess performance against the criteria.
- Report both positive and negative findings.
- Conclude against the established audit objectives.

The term **project audit** includes the following types of audits:

- Performance
- Investigations (including special audits)
- Information technology
- Governance

- Make recommendations for improvement when there are significant differences between criteria and assessed performance.

To select project audits, we consider a number of factors, including the financial magnitude, impact of the subject matter on Manitobans, and public interest. In 2019/20, we continued with the on-going refinement of the project audit identification and selection process (see **SECTION 5, STRATEGIC PRIORITY 1**).

In addition, Section 16 of the Act permits the Lieutenant Governor in Council (Cabinet), the Minister of Finance, or the Public Accounts Committee to request a Special Audit of the accounts of a government organization, recipient of public money or other person or entity that in any way receives pays or accounts for public money. Section 16 further states that "the Auditor General is not obliged to do so if he or she is of the opinion that it would interfere with the primary responsibilities of the Auditor General."

Performance audits

A performance audit is a systematic assessment of how well a government entity, program or function is managing its activities, responsibilities and resources.

Performance audits examine the government's management practices, controls, and reporting systems based on its own public administration policies and on best practices. Some of our performance audits are cross-government. For example, we may examine a given topic of strategic importance across departments or across other types of government organizations, such as Crown corporations.

Investigations

The typical reason for an investigation is to confirm or dispel allegations. In addition to investigating the specific allegations, these projects may include an audit of related systems and processes. Our experienced forensic accountants find out what happened and why, and then recommend how to avoid similar situations.

Our forensic accountants will typically also conduct any requested Section 16 Special Audits that the Auditor General agrees to conduct, as these audits tend to be allegation based.

Information technology (IT) audits

Our information technology audit team conducts IT project audits in high-risk areas such as IT governance, security, project management, systems development and

changes, and business continuity.

We apply generally accepted frameworks and standards as audit criteria, including the Control Objectives for Information and Related Technologies (COBIT) framework and the International Organization for Standardization (ISO) standards.

In support of annual financial statement audits, our IT auditors review and test IT general controls. These controls include security, access, change management, and operating controls. In addition, our auditors test application controls and system-generated reports. The primary goal is to determine if system-generated information used in support of financial statement audits is both complete and accurate.

Data analysis services, using computer assisted audit techniques, are provided to all areas of the Office to support audit effectiveness and efficiency.

In 2019/20, we trained many financial statement auditors to conduct information technology general control review and perform data analytics.

Governance audits and reviews

Governance audits and reviews serve to enhance and strengthen board governance practices in the public sector. We believe that enhancing the effectiveness of governance practices in public sector organizations contributes to improved organizational performance and stronger accountability processes. We conduct audits and assessments of specific public sector

boards, often in conjunction with performance audits and investigations. We also conduct primary research on governance issues of significance to the public sector, as well as provide advice and assistance to public sector boards, as requested.

Reports to the Legislative Assembly

We have issued the following project audit reports since 2015. Reports are available for viewing on our website, oag.mb.ca.

Date	Audit reports
January 2020	Management of Provincial Tourism
December 2019	Commercial Vehicle Safety
December 2019	Management of Foster Homes
November 2018	Forensic Audits - Pharmacare: Special Audit of Financial Irregularities and Controls - Thompson District Office: Special Audit of Missing Licences and Cash Management Practices - Rural Municipality of De Salaberry: Audit of Financial Irregularities
October 2018	eChart Manitoba
October 2017	Managing Climate Change
July 2017	Management of Manitoba's Apprenticeship Program
April 2017	Management of MRI Services
September 2016	East Side Road Authority – Community Benefits Agreements Public Interest Disclosure Investigation at the Manitoba East Side Road Authority Manitoba Hydro – Keeyask Process Costs and Adverse Effects Agreements with First Nations
July 2016	Management of Provincial Bridges
January 2016	Improving Educational Outcomes for Kindergarten to Grade 12 Aboriginal Students
July 2015	Manitoba Home Care Program Winnipeg Regional Health Authority's Management of Risks Associated with End-user Devices



DEPUTY AUDITOR GENERAL TYSON SHYKALO, RETIRED AUDITOR GENERAL NORM RICARD AND AUDIT PRINCIPAL DALLAS MUIR MEET WITH THE MEDIA FOLLOWING THE RELEASE OF THE REPORT, COMMERCIAL VEHICLE SAFETY.

Project audits in progress

At any given time, our audit teams are working on a variety of project audits. Visit the **AUDITS IN PROGRESS** section of our website (oag.mb.ca) for a brief description of project audits currently in progress.

As of March 31, 2020, we were working on the following project audits:

- Animal Disease Outbreak, Preparedness, Prevention and Response
- Audit of Aging Information Systems
- Audit of Vehicle and Equipment Management Agency's Automatic Vehicle Locator Data
- Civil Service Commission
- Doctor's Billings
- Main Street Project
- Municipal Economic Development Corporations
- Oversight of Post-Secondary Institutions
- Privileged Users
- Provincial Oversight of Drinking Water Safety
- Shellmouth Dam Artificial Flooding Compensation Program
- Quarry Rehabilitation Program Investigation
- Vimy Arena Land Transfer
- Vital Statistics
- WRHA – Specialized Contracts

We want to hear from you

Manitobans bring matters to our attention throughout the year. We conduct a preliminary assessment of all these matters to determine which ones are within our mandate and which ones are better investigated by another organization, such as the Office of the Ombudsman. The Auditor General may initiate an audit as a result of information received. In 2019/20, we received 30 citizen concerns (2018/19: 52 matters).

We encourage Manitobans to have their say. Citizens, civil servants and MLAs who suspect financial waste or mismanagement are encouraged to contact the office with their concerns by email (citizen.concerns@oag.mb.ca), by phone (204.945.3351), or by fax (204.945.2169).

Manitobans can also contribute information to an audit in progress and suggest new audit topics. For additional information, please visit the We Want to Hear From You section of our website: **oag.mb.ca**.

The following in-progress, limited scope audits are a result of citizen concerns received in previous years:

1. Municipal Economic Development Corporations
2. Shellmouth Dam Artificial Flooding Compensation Program
3. Vimy Arena Land Transfer*

** We also received a concern from an MLA on this matter in 2018/19*



We dealt with citizen concerns received over the past five years as follows:

Outcome	2015/16	2016/17	2017/18	2018/19	2019/20
Full audit conducted or in progress	–	–	–	–	2
Limited scope audit conducted or in progress	–	–	3 (resulting in 2 limited scope audits)	1	1
Referred the concern to another organization	10	10	15	6	4
Added to our list of potential audits (limited or full)	8	10	15	12	10
No action considered necessary after additional procedure/inquiries	20	10	5	21	8
Not within our mandate, no further action taken	10	–	8	5	–
Waiting for additional information	–	–	2	7	5
TOTAL	48	30	48	52	30

Follow-up on the implementation status of recommendations

We follow up on the status of the recommendations made in past reports and whether they have been implemented. These recommendations target the areas where our audits found that improvements were needed. Following up on the status of these recommendations provides a continued focus on program performance and ensures the performance issues discussed in our reports are resolved.

We schedule a follow-up about 18 months after an audit report is released, and annually thereafter for two more years (for a total of three years). We request status updates as of September 30 from departments and management.

We have issued the following follow-up reports since 2015:

Date	Number of recommendations followed-up
March 2020	Implementation status as at September 30, 2019 for 180 recommendations
March 2019	Implementation status as at September 30, 2018 for 196 recommendations
March 2018	Implementation status as at September 30, 2017 for 224 recommendations
March 2017	Implementation status as at September 30, 2016 for 262 recommendations
May 2016	Implementation status as at June 30, 2015 for 368 recommendations
December 2015	Implementation status as at October 30, 2015 for 25 recommendations from the Waiving of Competitive Bids report
May 2015	Implementation status as at June 30, 2014 for 296 recommendations

In our March 2020 follow-up report, we noted the implementation status of 180 recommendations we issued between January 2016 and October 2018. We reported the following implementation rates:

Recommendations subject to:	Total	Implemented /resolved	Action no longer required	Do not intend to implement	Work in progress
Third and final follow-up	66	24	5	3	34
Second follow-up	72	17	–	2	53
First follow-up	42	5	3	3	31
Total	180	46	8	8	118



5. What we accomplished against our strategic priorities

Our 2019/20 to 2021/22 **Strategic Priorities Plan** identifies five strategic priorities and 24 related key strategies. In this section, we report on our progress implementing these strategic priorities and strategies.

Strategic priority 1

Focusing our audit work to maximize its value to the Legislative Assembly

There are far more programs, functions, activities and financial statements within the Government Reporting Entity than we have the resources to audit in a year, or even over several years. Therefore, it is crucial that we focus our audit work on areas of strategic importance to the Legislative Assembly and Manitobans.

Our related key strategies are:

- 1.1 Focus the Office's project audit resources on projects that are of strategic significance to the Legislative Assembly and that demonstrate a broad coverage of government organizations.
- 1.2 Focus the Office's financial statement audit resources on entities that of strategic significance to the Legislative Assembly.
- 1.3 Through the strategic allocation of staff resources between financial statement audit work and project audit work, we will strive to maximize our impact on the Government Reporting Entity.

Strategy 1.1

Focus the Office's project audit resources on projects that are of strategic significance to the Assembly and that demonstrate a broad coverage of government organizations

When selecting projects, our initial goal is to ensure we conduct audits in all areas of government. This is also what we refer to as audit universe coverage. We created six sector groups that cover all government departments and Crown entities. These sectors are:

- Health
- Education
- Social Services
- Economic Development
- Environment/Energy
- Government Operations

For each sector, we continuously identify potential audit topics that we believe are most relevant and of strategic importance to the Legislative Assembly. During the course of audit work, Performance Audit teams ask departmental representatives and stakeholders whether there are other audit subjects that we should examine in the future, and we include these suggestions under the respective sectors. We endeavor to select at least one priority project audit annually from each of the six groups or sectors.

In 2019/20, the Assistant Auditor General, Performance Audit offered to meet with all Deputy Ministers to get their perspective on risks and challenges faced by their respective departments and across

government. These discussions provided valuable insights and a better understanding of current and future programs. It also resulted in a number of potential audit subjects focused on areas of strategic significance.

We also have an ongoing focus on IT and governance topics, with at least one IT and one governance project on the go at all times. In 2019/20, the IT Audit team developed a list of project priorities based on IT risks and controls. The Director IT Audit, Operations and Security regularly updates the project list to take into account new and emerging risks and control weaknesses.

In identifying priority audit topics, we consider a number of factors including:

- Financial magnitude.
- Impact of the subject matter on Manitoba (social, environmental, economic).
- Public interest.

Other factors that may influence a topic's priority include:

- A collaborative audit topic proposed by the Canadian Council of Legislative Auditors (CCOLA).
- A high risk of mismanagement.
- A program not previously subject to audit.
- A request for a special audit under Section 16 of *The Auditor General Act*.
- A referral from the Ombudsman under the Public Interest Disclosure Act (PIDA).
- A lack of in-house capacity or other resources to audit the subject matter.

Strategy 1.2

Focus the Office's financial statement audit resources on entities that are of strategic significance to the Legislative Assembly

We are concerned that our time spent on financial statement audits is not focused on the best mix of entities. Many of the financial statement audits we perform are the result of a legislative requirement, rather than importance or strategic significance within the Government Reporting Entity. We believe this has resulted in our resources being used to audit entities that may be considered of lower strategic importance relative to other government entities.

We identified several factors that could be used to determine the importance or strategic significance of an entity within the government reporting entity:

- Financial impact of annual expenses
- Financial impact of assets held
- Type of service delivered
- Significant changes to organization
- Complexity of accounting

We scored each entity in the Government Reporting Entity against each of these factors to determine the entity's significance score. We then ranked all the entities based on their significance score and we categorized the entities into four levels of significance: high, medium, low, and very low.

FIGURE 1 shows the significance of financial statement audits we conduct or oversee versus those conducted by external auditors. Only four of our 27 financial statement audits were on entities of high strategic importance to the Legislative Assembly. Our work on these four audits (which includes the Summary Financial Statements of the Province) took 13,000 hours out of approximately 24,000 hours available for financial statement audits. We are developing a plan on how to be more engaged in entities of strategic importance to the Legislative Assembly. Such entities include school divisions, regional health authorities, and government business enterprises.

Figure 1: Significance of financial statement audits conducted by the Auditor General

Level of significance	Auditor General	External auditor	Total
High	4	15	19
Medium	2	42	44
Low	8	53	61
Very low	13	31	44
Total	27	141	168

In 2019/20, we began looking at approaches we could take to change our financial statement audit portfolio. While this work was taking place, the government released Budget 2020, which contained changes to a number of entities we audit. Some entities will be dissolved or brought into the government departments we audit directly as part of the audit of the Summary Financial Statements. We are awaiting more information on the timing and nature of these changes, and will consider their impact on our future plans to change our audit mix. We hope these changes will provide an opportunity to refocus our financial statement audit portfolio.

Strategy 1.3

Through the strategic allocation of staff resources between financial services audit work and project audit work, we will strive to maximize our impact on the government reporting entity

A key decision for the Office is the percentage of our resources to devote to financial statement audits versus project audits. The current allocation is affected by the priorities of the Auditor General, the number of Section 16 audits the Auditor General is asked to conduct, and the Acts of various organizations that appoint the Auditor General as their financial statement auditor.

For the past several years, we managed our workload with the goal of achieving a 50/50 split between financial statement audits and project audits (see **FIGURE 2** for actual results).

This 50/50 allocation of resources enables us to present the Legislature with a wide array of project audits while meeting our statutory obligations to conduct specified financial statement audits. The use of agents to conduct financial statement audits on our behalf helps us move toward the goal of equal time allocation, as we are able to redeploy some financial statement audit staff to work on projects.



Figure 2: Time allocation					
	2015/16	2016/17	2017/18	2018/19	2019/20
Financial statement audits	54%	55%	55%	52%	52%
Project audits	46%	45%	45%	48%	48%
Total	100%	100%	100%	100%	100%

Strategic priority 2

Supporting the Public Accounts Committee

The Public Accounts Committee (PAC) is an all-party Standing Committee of the Legislature. Its primary role is to examine the financial administration of public assets and the spending of public funds. All reports issued by our office are tabled in the Legislature by the Speaker and are referred to the PAC. During its meetings, the PAC considers the audit reports, questions witnesses, and when it has finished deliberating, a vote is taken to complete consideration of the report (pass/not pass). Chapter 10 of the Rule Book – Legislative Assembly of Manitoba, *“Procedural Guidelines for the Standing Committee on Public Accounts,”* references the role and responsibilities of the Auditor General vis-à-vis the PAC as follows:

- Section 114: The Auditor General should be in attendance at all Public Accounts Committee meetings to provide advice and opinions and answer questions on matters of accounting, administration and reports issued by the Auditor General, except where the Committee feels the circumstances do not require such attendance.
- Section 118: The Auditor General shall at the discretion of the Committee, attend all meetings of the Committee that are held in-camera.

In addition to attending and preparing for PAC meetings, the committee can impact our operations by requesting the Auditor General conduct specific reviews or tasks:

- Section 120: The Public Accounts Committee may request the Auditor General to perform specific reviews or tasks.

- Section 121: Requests to the Auditor General for reviews or special tasks shall be passed as a motion by the whole Committee and terms of reference should be provided to the Auditor General in writing.

An effective PAC can play a significant role in ensuring our Office has the desired positive impact on the performance of public sector organizations. This is because government departments and Crown organizations are accountable to the PAC for the implementation of recommendations from the Office (recommendations, it must be stressed, that deal with administrative and management practices, and not with the merits of government policy decisions.) The PAC, through its follow-up of the implementation status of recommendations and its own reports to the Legislative Assembly on the results of its work, can bring to bear the full authority of the Legislative Assembly to ensure departments do what is needed to properly address the issues underpinning each of our recommendations.

As noted in our March 2020 report, *Follow-up of Recommendations*, we are concerned that an implementation rate of only 36% was achieved on the third and final follow up for 66 of 180 recommendations made between January 2016 and October 2018. In our view, three years is a sufficient amount of time to implement most recommendations included in our audit reports, and a rate of 85% implemented would indicate reasonable progress by the audited entities. This marks the fourth consecutive year where the implementation rate for third year reports fell well below our expectations. It is important to recognize that the impact of the Office's work is, in part, linked to an effective PAC. Hence, we continue to encourage the PAC to actively monitor the status of outstanding recommendations that it judges as significant, and hold government departments and Crown organizations accountable for their respective commitments to improvement. See **SECTION 4** for further discussion on our follow-up process.

To ensure it can be among the best functioning PACs in the country, Manitoba's PAC must strengthen its practices and change several rules. Our strategies below reflect our commitment to assisting the PAC in this journey.

Our related key strategies are:

- 2.1 Provide advice on audit reports.
- 2.2 Provide advice on good practices for Public Accounts Committees.
- 2.3 Provide orientation sessions for new members and workshops for all members on select/desired topics.
- 2.4 Make every effort to be able to act on any Section 16 Special Audit request made by the Public Accounts Committee.
- 2.5 Consult with Public Accounts Committee members when determining project priorities.

Strategy 2.1

Provide advice on audit reports

The Auditor General and required staff attend all PAC meetings where audit reports are discussed. PAC meetings are open to the public, and proceedings are recorded in Hansard (except for those held in-camera). Hansard is available on the Legislative Assembly website (gov.mb.ca/legislature/hansard).

In 2019/20, the PAC met three times for procedural and professional development purposes, but did not hold any meetings to discuss audit reports (see **FIGURE 3**). Section 111(1) in Chapter 10 of the Rule Book – Legislative Assembly of Manitoba, "Procedural Guidelines for the Standing Committee on Public Accounts," requires the PAC to hold a minimum of nine meetings per year. This requirement was not met in 2019/20.

Figure 3: Public Accounts Committee meetings in 2019/20

Meeting dates	Reports listed on the meeting notice
March 11, 2020	Orientation Session (in-camera meeting)
November 28, 2019	Election of a Chairperson and Vice-Chairperson
May 6, 2019	Professional Development (in-camera meeting)

Provide in-camera briefing sessions on each report

When a report is scheduled for discussion at a PAC meeting for the first time, an in-camera meeting occurs just prior to the public meeting, where the Auditor General, or one of his senior staff members, will present the report's conclusions, findings and recommendations. The Auditor General and the senior staff members are then available to answer any questions the members may have regarding the audit.

Conduct three follow-ups on the implementation of our recommendations

In 2019/20, we issued a Follow-up of Recommendations report in March 2020, which discussed the status of 180 recommendations made between January 2016 and October 2018. The report included 12 audits; four of which were in their third and final year (66 recommendations). Only 24 out of these 66 recommendations were implemented (36%).

Strategy 2.2

Provide advice on good practices for the Public Accounts Committee

To assist the PAC in its efforts to modernize its practices, we updated a 2017 analysis that compares and contrasts the rules and practices of Manitoba's PAC to those of other Canadian jurisdictions. This analysis highlights practices in Manitoba that are not consistent with good practices in other jurisdictions. For example, Manitoba's PAC

is the only committee in Canada required to call the Minister as a witness, and the only one requiring the Government House Leader to call its meetings. This analysis serves as a useful paper for the PAC when considering how the effectiveness of the committee could be improved, both with and without rule changes.

At the May 6, 2019 PAC meeting, we worked with the committee to identify ways to strengthen its processes, including how to request action plans from audited entities when audit reports are issued, and how to follow-up on the implementation status of recommendations by the Auditor General. The PAC agreed to develop a process to request action plans from audited entities as a way to strengthen its future practices. We also worked with the Canadian Audit and Accountability Foundation (CAAF) to develop an orientation session and workshop for the PAC to discuss these and other best practices for public accounts committees within the Westminster parliamentary system of government (See **STRATEGY 2.3** below for more details).

Strategy 2.3

Provide orientation sessions for new members and workshops on selected topics

After the start of a new legislative session in the fall of 2019, new members were appointed to the PAC, with an initial meeting held on November 28, 2019 to appoint the Chairperson and Vice-Chairperson.

An orientation session, facilitated by the CAAF, was held on March 11, 2020. CAAF developed this orientation session in consultation with our Office and the PAC Steering Committee. CAAF discussed best practices for public accounts committees and opportunities to improve the effectiveness of Manitoba's PAC. CAAF's workshop also included discussions on how PAC members can hold effective meetings, enhance cross-party collaboration and formulate effective questions related to performance audit reports.

CAAF provided PAC members with a follow-up letter to confirm the actions to be considered as a result of this session, which included establishing a predictable meeting time schedule as far in advance as possible, and asking audited entities to submit action plans following an audit, and progress reports at pre-determined intervals. In support of this, CAAF also provided draft action plan templates and a sample letter used by other jurisdictions. We will continue to work with the PAC in 2020-2021 to develop these processes. Future workshops will be developed as needed to assist in implementing the process, and discuss how PAC can actively follow-up on the status of recommendations that will no longer be followed up by the Auditor General.

Strategy 2.4

Make every effort to be able to act on any Section 16 Special Audit request made by the Public Accounts Committee

As noted earlier, Section 16 of *The Auditor General Act* permits the Lieutenant Governor in Council (Cabinet), the Minister of Finance, or the Public Accounts Committee to request a Special Audit of the accounts of a government organization, recipient of public money or other person or entity that in any way receives, pays or accounts for public money. Section 16 further states that "the Auditor General is not obliged to do so if he or she is of the opinion that it would interfere with the primary responsibilities of the Auditor General."

The Public Accounts Committee did not request any Section 16 audits in 2019/20.

Strategy 2.5

Consult with Public Accounts Committee members when determining project priorities

We issued our Strategic Priorities Plan in July 2019. This document was tabled in the Legislative Assembly and as with all our reports, was referred to the PAC for discussion. This will give members an opportunity to provide input. A PAC meeting has not yet been held on this document.



Strategic priority 3

Ensuring we deliver quality audit products at a reasonable cost

Our related key strategies are:

- 3.1 Develop and maintain professional practices that align with applicable professional standards and respond to emerging best practices.
- 3.2 Develop and maintain strong quality assurance practices for all products produced by the Office.
- 3.3 Deploy and manage resources based on reasonable budgets and deadlines.
- 3.4 Maximize the value of our association with the Canadian Council of Legislative Auditors.
- 3.5 Maximize the value of our association with the Canadian Audit and Accountability Foundation.
- 3.6 Seek opportunities to collaborate with other legislative audit offices and with internal audit departments.

Strategy 3.1

Develop and maintain professional practices that align with applicable professional standards and respond to emerging best practices

Methodology updated

In 2019/20, we continued to use the Office of the Auditor General of Canada's methodology for Financial Statements. We adopted new Public Sector Accounting audit procedures—about 240 procedures documents in total. The new procedure documents represent a significant enhancement to our existing documentation practices.

Our staff attended several training sessions delivered by OAG Canada. Additionally, we adapted several of OAG Canada's training sessions and delivered them directly to our staff.

Professional documents reviewed

We monitor exposure drafts issued by various standard setters to determine how they may impact our Office and the entities that we audit. If our analysis indicates the exposure draft could have a significant impact to our Office or our audits, we respond to the exposure draft. In 2019/20, we analyzed five exposure drafts and provided two responses.

Strategy 3.2

Develop and maintain strong quality assurance practices for all products produced by the Office

The Assistant Auditor General, Innovation and Effective Business Practices (AAG, IEBP) monitors the Office's system of quality control. The AAG, IEBP reports annually to the Auditor General, and all Office staff, on the results of the monitoring. In the 2019 calendar year, we concluded the policies and procedures relating to the system of quality control were relevant, adequate, and operated effectively.

Conducted internal quality assurance review of files

On a rotational basis, the AAG, IEBP conducts file inspections on each audit principal to ensure the engagement followed CPA Canada assurance standards and Office policies. During 2019/20, one financial statement audit engagement was inspected (in 2018/19 we reviewed two). We concluded improvements were necessary in one or more areas to fully comply with Canadian Auditing Standards and Office policies. Actions are underway to address the finding.

Appointed an engagement quality control reviewer for higher risk audits (quality review process)

An engagement quality control review (EQCR) is an objective evaluation of significant judgements made by an audit team, including its conclusions.

An EQCR is performed for audits that we determine have a higher level of risk. We consider the nature of the audit entity and any unusual engagement circumstances when evaluating the level of risk associated with any audit. Quality reviewers are Office staff that are independent of the audit team and who have sufficient and appropriate experience and expertise to conduct the EQCR. In 2019/20, we appointed a quality reviewer for five financial statement audit engagements (in 2018/19 we appointed five).

Strategy 3.3

Deploy and manage resources based on reasonable budgets and deadlines

One of our priorities is deploying and managing resources based on reasonable budgets and deadlines. We have developed this specific key strategy because of the importance we place on continuing to increase the effectiveness of our project management activities.

In 2019/20, we focused on determining and adhering to assigned resource levels and timeframes for all projects and audits. We achieved this, in part, by filling the Director of Public Accounts and Financial Statements position and the Director, Performance Audit position. These individuals provide greater oversight of the resources in their respective areas.

Strategy 3.4

Maximize the value obtained from our association with the Canadian Council of Legislative Auditors

The Office is a member of The Canadian Council of Legislative Auditors (CCOLA), an organization that consists of provincial Auditors General or Provincial Auditors of the Canadian provinces, and the federal Auditor General. The Bermuda Auditor General is an associate member. CCOLA is devoted to sharing information and supporting the continued development of auditing methodology, practices and professional development.

The Auditors General meet throughout year to discuss emerging issues and share practices in carrying out their respective

mandates as legislative auditors. CCOLA has established several strategic support committees and information sharing groups (see **FIGURE 4**). In 2019/20, we ensured that at least one staff member participated on each of the CCOLA's committees and groups. Sitting on these committees and groups gives us access to the knowledge and expertise of professionals in other legislative audit offices. Such contacts help ensure we are aware of emerging best practices as well as opportunities to innovate.

As well, the Office of the Auditor General of Canada makes the services of a National Professional Practices Group available to our Office for a fee. This group provides accounting and auditing advisory services and training support, on an as-requested basis.

Figure 4: Canadian Council of Legislative Auditors committees and groups

Committees	Information sharing groups
Practice Advancement Committee – Financial Statement Audit	Education
Practice Advancement Committee – Performance Audit	Environment, Energy & Natural Resources
Peer Review Committee	Governance
	Health
	Infrastructure
	Justice

Every year, CCOLA organizes professional development events for legislative auditors. Most notable are the joint CCOLA-CCPAC conference, the financial statement symposium, the public accounts forum, and the performance audit symposium. These events provide significant value to the Office, and we ensure an appropriate number of staff attend. In addition to the technical discussions at these sessions, it is an opportunity to connect with and learn from leaders in other legislative audit offices.

Strategy 3.5

Maximize the value obtained from our association with the Canadian Audit and Accountability Foundation

The Canadian Audit and Accountability Foundation (CAAF) is a non-profit organization dedicated to promoting and strengthening public sector performance audit, oversight, and accountability in Canada and abroad through research, education, and knowledge sharing. We use CAAF's research to help identify potential audits, sources of audit criteria, and enhance our knowledge in areas related to public sector oversight, governance and performance audit.

In developing products for use by the Canadian legislative audit community, the CAAF will typically establish a product committee and request participation of related experts from legislative audit offices. To the extent possible, we take advantage of these requests to provide select staff

members with the opportunity to share their knowledge with the CAAF and to be further challenged and influenced by other thought leaders participating on the committee. Our office is also member of the CAAF's advisory group on Performance Audit Capacity Building.

Staff members participate in the CAAFs Emerging Leaders Program. This program builds leadership and critical thinking skills for emerging leaders in the audit community, and provides tools and opportunities for participants to grow as leaders. It is offered every two years to CAAF members. Four of our staff members have participated in this program since it was launched in 2016/17.

The CAAF also delivers quality performance audit performance workshops we rely on to provide our performance auditors with skills development opportunities. This year CAAF offered two in-house workshops: Root Cause Analysis and Leading Successful Audits.

At our request, the CAAF provides training for Public Accounts Committee (PAC) members on the implementation of best practices for such committees. CAAF provided this training to the PAC in March 2020, while also providing staff an in-house overview of the program. We support this training through an annual CAAF membership fee, in addition to direct costs. See **STRATEGIC PRIORITY 2** for additional information.

Strategy 3.6

Seek opportunities to collaborate with other legislative audit offices and with internal audit departments

CCOLA committees and groups are tasked with finding appropriate opportunities to collaborate. Such opportunities did not present themselves in 2019/20.

Strategic priority 4

Nurturing a thriving Office culture that reflects our newly articulated values

Our values articulate a workplace culture within which all staff members can thrive. Our Strategic Priorities Plan, and more specifically the strategies discussed below, ensure we continue to move steadily towards the full realization of such a culture.

Our related key strategies are:

- 4.1 Ensure staff are engaged and satisfied with their work experience.
- 4.2 Provide a comprehensive professional development program.
- 4.3 Ensure risks or barriers that may impede the Office's ability to accomplish its vision and related strategic priorities are identified, assessed and, where warranted, mitigated.

Strategy 4.1

Ensure staff are engaged and satisfied with their work experience

We retain staff by keeping them engaged and professionally challenged, and by supporting work-life balance. We formally gauge how well we are doing by monitoring our turnover and by periodically conducting employee engagement surveys. We ran our most recent employee engagement survey in September in 2019 using Probe Research Inc. We used an independent contractor in order to provide our employees with

assurance of confidentiality

The staff survey had an 85% completion rate and the results of the survey were reviewed by our executive management team. Overall, 78% of respondents agreed they get a sense of satisfaction from their work. This information was used to validate our strategic priorities, solidify our culture action plan and identify a number of changes we could make.

Our next employee engagement survey is planned for either September 2020 or 2021, depending on vendor availability.

Implementing an Office culture initiative

Ensuring our Office culture supports our vision and values is key in helping us achieve our priorities with the highest quality results.

To ensure our six values are embedded in how we do things, we identified changes that needed to be made to existing processes, identified new processes and initiatives, and developed an action plan to implement these changes. The action plan addresses key priorities identified by staff in the recent staff survey, as well as key areas identified by the Executive Management Team.

To assist in ensuring items from the action plan meet the expectation of both the executive team and staff, a culture committee was created to help identify potential issues with deliverables and/or provide alternate ideas on how to deliver these deliverables.

Recognizing long service

Every year, we celebrate the long service of staff members. Milestones are recognized in five-year increments, beginning at five years of service. The Auditor General and Deputy Auditor General presented the following long-service awards at a staff luncheon in December 2019.



In 2019/20, we celebrated the retirement of three long-serving staff members.



Norm Ricard

Auditor General Norm Ricard retired in January 2020, after 36 years with the Office. Norm was Manitoba's 15th Auditor General. He was appointed Auditor General in June 2015, after acting in the position since April 2014. Norm was with the office since 1984, holding a variety of positions. Deputy Auditor General Tyson Shtykalo presented Norm with a Meritorious Service Award at a luncheon celebration.



Larry Lewarton

Larry Lewarton, a principal in the Performance Audit area, retired in February 2020 after 35 years with the Office. Deputy Auditor General Tyson Shtykalo presented Larry with a Meritorious Service Award at a luncheon celebration.



Greg MacBeth

Greg MacBeth, Assistant Auditor General, Professional Practice and Quality Assurance, retired in May 2019 after 34 years with the Office. Former Auditor General Norm Ricard presented Greg with a Meritorious Service Award at a luncheon celebration.

Supporting Social Committee activities

The Office has a staff-led Social Committee that plans and hosts a variety of events throughout the year. These events promote camaraderie and collaboration, and allow for employees from different areas to interact. Some of the events serve as fundraisers for the All Charities Campaign, a workplace campaign that allows employees of the Manitoba government and its affiliates to donate to a variety of charities.

Providing technological tools and appropriate workspaces

We regularly modernize software and hardware technology—that includes the update of end-user devices, applications and infrastructure—to ensure accessibility and ease of use in the office or working at remote locations.

In 2019/20, we launched new Intranet site to support information sharing and collaboration.

Our move to a new organizational structure in 2017/18 prompted a review of our existing office space. By repurposing some underutilized space, we found that our future needs could be accommodated at our existing location. We continue to work with Accommodation Services of the Department of Finance to determine whether redeveloping our existing office space is the most cost-effective way to accommodate our needs over the long run.

Strategy 4.2

Provide a comprehensive professional development program

We are developing a more strategic approach to how professional development is offered to staff. One of the influences of this is the Canadian Council of Legislative Auditors (CCOLA), which provides a database of training resources and available courses nationally. Select senior staff members have been assigned to CCOLA committees to help identify these training resources and courses. Our training program for our auditors will be informed by this centralized database while also taking into account feedback provided to our Professional Development (PD) Committee.

There is an expectation that all staff members will manage their skills development and monitor their progress against the competency model developed by the Office. Staff members identify training needs, and discuss and review these with



AUDIT STAFF PARTICIPATE IN TRAINING DELIVERED BY CCOLA

their supervisor. Training requests are approved if they are consistent with Office priorities and our competency model, costs are reasonable, and allocated training dollars are available. Every effort is made to ensure staff assignments also contribute to their professional growth.

Staff also frequently attend development activities offered by the following organizations: CPA Manitoba, CPA Canada, Institute of Internal Auditors, Financial Management Institute, Institute of Public Administration of Canada, Institute of Corporate Directors, the Association of Certified Fraud Examiners, the Canadian Audit & Accountability Foundation, ISACA, SANS Institute, and CCOLA.

Every year our PD Committee prepares a program of in-house training sessions for all audit staff. Committee members come from all staff levels and service groups. The PD Committee's primary focus is to

determine and deliver training sessions and workshops that staff believe would benefit them on the job.

The PD Committee also organizes the Office's sunrise speaker series. The committee invites guests to speak on a variety of topics of general interest to the public sector. In 2019/20, our sunrise speakers and the topics they discussed were as follows:

- Steve Greyeyes (Treaty Relations Commission of Manitoba) – We Are All Treaty People
- Karen Mackintosh (Senior Advisor Corporate Services Legislation and Strategic Policy) – Pathways to a Better Future: Manitoba's Poverty Reduction Strategy
- Fred Meier (Clerk of the Executive Council and Cabinet Secretary) – Transforming the Manitoba Public Service: A Strategy for Action
- Beth Ulrich (Executive Director, Manitoba Status of Women) – The Manitoba Women's Advisory Council
- Prof. Arthur Schafer (Canadian ethicist and the founding Director of the Centre for Professional and Applied Ethics, at the University of Manitoba) – Does ethics pay? Does virtue profit the virtuous auditor?
- Elder Harry Bone (Treaty Relations Commission of Manitoba) – Spirit and Intent of Treaties



STEVE GREYEVES SPEAKS TO STAFF

While all auditors are assigned to a service group, cyclical heavy workloads provide opportunities for auditors to participate in audits within other service groups. This integration of skills and knowledge ensures more effective results than could be achieved if each service group operated in isolation, and provides staff members with enriching professional experiences.

Train future accountants

CPA Manitoba recognizes us as an audit training office. Our student recruitment and development committee offers motivated, knowledgeable and engaged mentors to assist our accounting students as they transition from the academic world into the accounting profession. In 2019/20, we had two full-time students and two summer students (who transitioned to full-time during the year).

Train future performance auditors

Experienced performance auditors are very difficult to recruit. As a result, for several years we have worked to build a performance auditor development program. We typically have one or two individuals in the program. A good source of potential performance auditors has been the Master of Public Administration (MPA) program. Candidates can be hired as co-op students, as summer students and/or on a one-year renewable term.

Strategy 4.3

Ensure risks that may impede the Office's ability to accomplish its strategic priorities are identified, assessed and, if warranted, mitigated

In 2018/19, we enhanced our identification and assessment of risks that could impact our ability to achieve our vision and mission. We note these risks in **SECTION 3**. Our Strategic Priorities Plan maps our identified risks to strategies, which we continue to implement.



Strategic priority 5

Strengthening office operations

Our related key strategies are:

- 5.1 Develop a comprehensive Office human resources management function.
- 5.2 Develop a comprehensive Office communications function.
- 5.3 Produce appropriately detailed accountability documents to inform the Assembly and the public of the value they receive for their investment in the Office.
- 5.4 Prudent use of public funds entrusted to us.
- 5.5 Ensure Office information, systems, documents and physical plant are secure from inappropriate access.
- 5.6 Ensure the Office is properly structured to respond to existing challenges and to support the effective pursuit/delivery of our vision/mission, priorities, and the production of quality products.
- 5.7 Meet the commitments noted in our French language Services Plan.

Strategy 5.1

Develop a comprehensive Office human resources management function

The Director Corporate Services is responsible for building an effective, efficient, and progressive human resources management function within the Office. Until legislative amendments are in place to allow the Auditor General to manage and administer all aspects of human resources, the Director is the point person for all Office interactions with the Civil Service Commission. As an interim measure, we are seeking delegated staffing authority for the Director Corporate Services.

In 2019/20 we:

- Managed an anonymous online tool where staff can report concerns.
- Recruited several key vacant office positions.
- Updated and created several HR and corporate policies.
- Began the process of converting Canadian Council of Legislative Auditors (CCOLA) material into office training.
- Piloted a new performance management system for one service area of the office with full launch planned for 2020.
- Finalized the creation of three new director positions, and fully staffed these positions.

- Developed a comprehensive onboarding program for new employees.
- Began working on a transition plan for when the Public Service Act is finalized
- Worked with the Respectful Workplace coordinator to institute a formal conflict resolution process for the Office.
- Developed and tracked key HR metrics, which are being shared with other Auditor General offices across Canada.

Strategy 5.2

Develop a comprehensive Office communications function

The Communications Manager is responsible for developing, implementing and monitoring an effective communications program for the Office. The individual is the strategic communications expert and leader in the Office, and provides direct and confidential communications support for the Auditor General and senior management.

In 2019/20, we:

- Continued implementing the external and internal communications strategies:
 - » Launched a new external website
 - » Launched a new intranet
 - » Launched a LinkedIn account.
 - » Continued to update Office documents as required to reflect the new visual identity, and ensured the visual identity was applied correctly in all office materials.
- » With respect to our audit reporting process, started to develop a report writing guide and reviewed the Writing Style Guide to ensure it reflects all the Auditor General's expectations for reports.

Strategy 5.3

Produce appropriately detailed accountability documents to inform the Assembly and the public of the value they receive for their investment in the Office

The *Auditor General Act* requires the Auditor General to submit an annual report on the operations of the Office to the Legislative Assembly before August 1. The Act states that the report should include information on the performance of the Office as well as the Office's financial information and the related auditor's report.

This year's operations report:

- Updates progress in implementing each of our five strategic priorities and 24 related key strategies contained in our Strategic Priorities Plan.
- Continues improvements of the report structure and design to enhance readability and clearly distinguish the operations report from our audit reports.



Strategy 5.4

Prudent use of public funds entrusted to us

Initiatives with respect to our prudent use of human resources are embedded throughout our strategic priorities, as they involve what we do and how well we do it.

Concerning our operating and capital expenditures, the Office maintains strong processes to ensure operating and capital expenditures are based on an appropriate need and provide good value. As a final review, the Auditor General continues to review and approve all expenditures (see **SECTIONS 8 AND 9**).

Strategy 5.5

Ensure Office information, systems, documents and physical plant are secure from inappropriate access

We regularly assess and enhance our Office's security policies and practices to maintain a strong security posture and prevent inappropriate access to systems and data.

In 2019/20, we implemented a security awareness program for all staff to improve our defence against cybersecurity threats, including phishing attacks and social engineering techniques.

We continued to ensure the effectiveness of our layered security program. Key aspects of our security program include:

- IT policies, standards and guidelines.
- Security awareness training.
- Physical security controls such as multi-factor authentication locks and security cameras.
- Restricted access to information (based on need to know).
- Logical access controls (i.e. encryption, passwords).
- Sharing confidential documents with authorized individuals through a secure Web portal.
- Remote access authentication mechanisms.
- Secure removal of data residing on devices.
- Program, data and infrastructure change management.

Strategy 5.6

Ensure the Office is properly structured to respond to existing challenges and to support the effective pursuit/delivery of our vision/mission, priorities, and the production of quality products

The work we do is complex and demanding. To provide insightful and impactful audit reports to the Legislative Assembly, all of our staff levels need to be sufficiently and appropriately supported. This support facilitates measured risk taking as well as creative and innovative approaches to our audits.

We continue to work toward full implementation of the organization structure depicted in **APPENDIX A**.

One of the biggest changes of the reorganization was the creation of audit director positions. These positions effectively oversee and guide audit assignments and help ensure the Deputy Auditor General and the Assistant Auditor General, Performance Audit can focus their attention on the desired strategic direction of the Office.

The audit director positions ensure focused attention can be paid to further enhancing the quality, impact and timely delivery of the following products: performance audits, IT audits, governance audits/reviews, financial statement system/compliance audits/reviews, investigations, and citizen concern limited scope audits.

In 2019/20 we:

- Classified three director positions in the areas of Governance, Financial Statement Audits and Performance Audits and successfully filled all three positions.
- Began the classification process for the role of Director, Investigations.
- Redefined the role of our AAG Professional Practice and Quality Assurance to now be AAG Innovation and Effective Business Practices, and successfully recruited for the role.

Strategy 5.7

Meet the commitments noted in our French Language Services Plan

On June 30, 2016, the government of Manitoba enacted *The Francophone Community Enhancement and Support Act*. The purpose of the Act is to "provide a framework for enhancing the vitality of Manitoba's Francophone community and for supporting and assisting its development..."

The legislation includes the following provision, which impacts the Office:

- 15 *An independent officer must prepare and submit for approval a proposed multi-year strategic plan relating to the provision of French language services to the Legislative Assembly Management Commission continued under The Legislative Assembly Management Commission Act, and the commission may avail itself of the assistance of the secretariat in approving the plan.*

In 2019/20, we continued to implement our multi-year strategic French-Languages Services Plan, including the following highlights:

- Launched a bilingual website.
- 10 staff members began to take conversational French lessons.
- Continued to issue all news releases, and portions of all reports, in French.



6. Our planned audit activities for 2019/20

Financial statement audits

We issue an annual report to the Legislative Assembly titled *Public Accounts and Other Financial Statements*. In the report, we discuss the results of our financial statement audit work and matters related to this work that we believe should be brought to the Legislative Assembly's attention.

In 2020/21, we plan to complete the following number of work products:

Work product	In 2020/21 we plan to conduct			Total 19/20
	Office	Agent	Total	
Financial statement audit opinions – organizations within the Government Reporting Entity (see Appendix C)	8	11	19	19
Reviews of audits conducted by external audit firms – organizations within the Government Reporting Entity	14	-	14	7
External auditor communications	115	-	115	115
Financial statement audit opinions – organizations outside the Government Reporting Entity (see Appendix C)	7	1	8	7
Compliance opinions	1	1	2	2

Project audits

Project audits consist of performance audits, investigations (including special audits), information technology audits, and governance audits and reviews.

What we plan to deliver in 2019/20

See **SECTION 4** for a list of the project audits we worked on in 2019/20. We anticipate releasing several of these in 2020/21.

For up-to-date information on what we are working on, and anticipated report release dates, see the [Audits in Progress section of our website \(oag.mb.ca\)](https://oag.mb.ca)

Follow-up of Recommendations

In 2020/21, we will present the status of 114 recommendations issued since 2017. We will determine the status of these recommendations as at September 30, 2020. We anticipate releasing this report in early 2021.



7. Key performance indicators

In this section, we list the key performance indicators (KPIs) for each of our strategic priorities.

Three-year targets are presented in the **STRATEGIC PRIORITIES PLAN**, which is available on our website: oag.mb.ca. We review our list of KPIs every year to ensure their ongoing relevance and completeness. Any deleted or added KPI will be identified and explained in the operations report for the year the change was made.

Strategic Priority	#	Key Performance Indicator Description	Actual 2019/2020
1	1	Percentage of chargeable staff hours allocated to financial statement versus projects audits	52/48
1	2	Number of financial statement audits we conduct that are of significant strategic importance to the Legislative Assembly	4
1	3	Number of financial statement audits we conduct because the entity's Act appoints the Auditor General as their auditor but are not judged to be of significant strategic importance to the Legislative Assembly	13
1	4	Number of citizen concerns received	30
1	5	Number of MLA requests for audits	3
1, 2	6	Percentage of PAC MLAs reporting by survey that they are satisfied our Office is effectively delivering on our legislated mandate	n/a
1, 2, 3	7	KPI 7 was deleted for the year ended March 31, 2020. See Note 1 below.	n/a
1, 2, 3	8	Number of special audits released	0
1, 2, 3	9	Number of special audits in progress as at March 31	2
1, 3	10	Number of project audits released (excluding special audits)	3

Strategic Priority	#	Key Performance Indicator Description	Actual 2019/2020
1, 3	11	Number of project audits in progress (excluding special audits) as at March 31	13
3	12	Complying with auditing standards – professional practice reviews indicate no significant deficiencies	100%
4	13	Time invested in training activities as a %age of available work hours	4%
3, 4, 5	14	Staff turnover rate	10%
3, 4, 5	15	Percentage of staff reporting by survey that they are satisfied with the work environment	72%
5	17	Percentage of staff reporting by survey that they are satisfied with the overall quality and timeliness of internal communications	54%
5	18	The amount of our appropriation that we lapse	\$613,005
5	19	Incidences of unauthorized access to our information	0
5	20	Office reports are issued in English and French simultaneously	86%

Note 1: KPI 7 read as follows: "Audit recommendations implemented or judged to have made significant progress by end of our 3rd follow-up review." Given the low implementation rates we have observed over recent years, we removed this KPI and shifted our focus to the full implementation of our recommendations by audited entities.

Our Vision and Mission statements refer to impactful audits. Measuring whether our audits are having the desired impact is difficult to do, but we believe KPIs 1, 2, 4 and 5 are useful when considering impact and our drive toward realizing our vision.





Website Version

8. Financial results

Budget and expenditure management practices

The Legislative Assembly Management Commission (Commission), an all-party Legislative Commission, reviews and approves our annual budget. Under Section 27(3) of *The Auditor General Act*, the money required by the Office is paid out of the Consolidated Fund through the appropriation for the Legislative Assembly. Annually, the Auditor General presents to the Commission an estimate of the money required for the upcoming year.

To maintain an appropriate separation between our financial records and those of the government, we maintain our own accounting system and bank account to record and pay our operating expenses. As needed, we draw advances up to the annual amount approved by the commission. At the end of the year, any undrawn amount is considered lapsed and returns to the Consolidated Fund.

All staff employed by the Office are paid through the government's payroll system.

The expenditures of the Office are reflected in the financial information presented in **SECTION 9** of this report and the Public Accounts of the Province.

Basis of reporting

We prepare our financial statements using a disclosed basis of accounting as described in Note 2 to the financial statements. Our financial statements describe how the money authorized was spent, how it compares to last year's actuals, and how actual revenue compared to estimated revenue.



9. Independent Auditors' Report and our financial statements

Management's responsibility for financial statements

The accompanying financial statements of the Office of the Auditor General for the year ended March 31, 2020 are the responsibility of management of the Office. Management has prepared the financial statements to comply with *The Auditor General Act*. The financial statements are prepared in accordance with the basis of accounting described in the notes to the financial statements and, where appropriate, reflect management's best estimates and judgments. The financial information presented elsewhere in this report is consistent with that in the financial statements.

The Office maintains appropriate systems of internal control (including policies and procedures) which provide management with reasonable assurance that assets are safeguarded and that the financial records are reliable and form a proper basis for the preparation of the financial statements.

The financial statements have been audited by the firm of Craig & Ross Chartered Professional Accountants in accordance with Canadian generally accepted auditing standards. Their report to the Members of the Legislative Assembly on the following pages expresses their opinion on the financial statements of the Office.

Original Signed by
Tyson Shtykalo

Tyson Shtykalo, CPA, CA
Deputy Auditor General
July 15, 2020



INDEPENDENT AUDITORS' REPORT

To the Legislative Assembly of Manitoba

Opinion

We have audited the accompanying financial statements of the Office of the Auditor General of Manitoba (the "Office"), which comprise the statements of audit fees deposited to the Consolidated Fund and expenditures for the year ended March 31, 2020, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the audit fees deposited to the Consolidated Fund and expenditures of the Office of the Auditor General of Manitoba, for the year ended March 31, 2020 in accordance with the basis of accounting described in Note 2.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Office in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Office in complying with the financial reporting provisions of the Province of Manitoba. As a result, the financial statements may not be suitable for another purpose.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the disclosed basis of accounting described in Note 2, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Office's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Office or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Office's financial reporting process.

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1515 ONE LOMBARD PLACE WINNIPEG MB R3B 0X3 (204) 956-9400 FAX (204) 956-9424
www.craigross.com

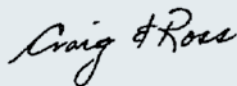
Independent Auditor's Report to the Legislative Assembly of Manitoba (*continued*)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Office's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Office's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Office to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
1515 One Lombard Place
Winnipeg MB R3B 0X3
July 15, 2020

OFFICE OF THE AUDITOR GENERAL OF MANITOBA

Statement of Audit Fees Deposited to the Consolidated Fund

Year Ended March 31, 2020

	2020	2019
Audit fees deposited in bank account	\$ 809,708	\$ 837,480
Less: Amounts paid to agent auditors (Note 2)	(484,990)	(511,057)
Audit fees transferred to the Consolidated Fund	\$ 324,718	\$ 326,423
Main estimate - audit fees	\$ 315,000	\$ 315,000

OFFICE OF THE AUDITOR GENERAL OF MANITOBA

Statement of Expenditures

Year Ended March 31, 2020

	2020	2019
Salaries and benefits	\$ 5,496,453	\$ 5,429,950
Operating expenses		
Office rent	305,103	324,080
Professional fees	58,923	101,860
Information technology	251,872	246,101
Office administration	142,412	179,914
Professional development	149,660	139,876
Capital	162,229	86,919
Parking and travel	84,078	90,974
Memberships and publications	49,942	50,143
Printing	35,480	43,458
	1,239,699	1,263,325
	6,736,152	6,693,275
Appropriation draws (less) more than accrued expenses	(41,157)	68,773
Total expenditures per appropriation	\$ 6,694,995	\$ 6,762,048
Comparison of actual expenditures per appropriation to voted expenditures in the main estimates		
Actual - Expenditures per appropriation	\$ 6,694,995	\$ 6,762,048
Main estimate - Expenditures	7,308,000	7,330,000
Variance	\$ (613,005)	\$ (567,952)

OFFICE OF THE AUDITOR GENERAL OF MANITOBA

Notes to Financial Statements

Year Ended March 31, 2020

1. NATURE OF OPERATIONS AND ECONOMIC DEPENDENCE

The Auditor General is appointed under The Auditor General Act (Chapter 39) as an officer of the Legislature. The Act provides for the establishment of the Office of the Auditor General of Manitoba (the "Office") and sets out the authority and powers of the Auditor General, identifies the audit services to be provided and establishes reporting responsibilities.

The Office is economically dependent on the Province of Manitoba. The annual estimates for the operations of the Office are approved by the Legislative Assembly Management Commission and are included in the Government's estimates which are voted through the Appropriation Act by the Legislative Assembly. The expenditures of the Office are reflected in the Public Accounts of the Province.

2. SIGNIFICANT ACCOUNTING POLICIES

The Auditor General Act requires an annual audit of the accounts of the Office of the Auditor General. Accordingly, these financial statements report on the accounts of the Office and reflect the following accounting policies:

Audit Fees

Audit fees are recorded when received and deposited to the bank account of the Office. Audit fees received from entities audited by agents of the Office are used by the Office to pay the agents. Accordingly, fees paid to agents are excluded from expenditures of the Office.

Expenditures

Expenditures are reported on an accrual basis, except for pension, vacation, severance and overtime expenses which are reported on a cash basis.



Website Version

10. Independent Auditors' Report and our disclosure of employee compensation payments



CRAIG & ROSS

CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Legislative Assembly of Manitoba

Opinion

We have audited the Office of the Auditor General of Manitoba (the "Office") Disclosure of Employee Compensation Payments (the "statement") for the year ended March 31, 2020.

In our opinion, the financial information in the statement presents fairly in all material respects, the compensation of officers and employees in excess of \$75,000 of the Office for the year ended March 31, 2020 in accordance with the Public Sector Compensation Disclosure Act.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Statement* section of our report. We are independent of the Office in accordance with the ethical requirements that are relevant to our audit of the statement in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Restriction on Distribution

The statement is prepared to assist the Office to meet the requirements of the Public Sector Compensation Disclosure Act. As a result, the statement may not be suitable for another purpose. Our report is intended solely for the Office and the Province of Manitoba and should not be distributed to other parties.

Responsibilities of Management and Those Charged with Governance for the Statement

Management is responsible for the preparation of the statement in accordance with the Public Sector Compensation Disclosure Act of the Province of Manitoba, and for such internal control as management determines is necessary to enable the preparation of the statement that is free from material misstatement, whether due to fraud or error.

In preparing the statement, management is responsible for assessing the Office's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Office or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Office's financial reporting process.

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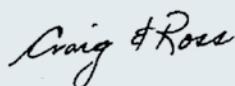
Independent Auditor's Report to the Legislative Assembly of Manitoba (*continued*)

Auditor's Responsibilities for the Audit of the Statement

Our objectives are to obtain reasonable assurance about whether the statement is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Office's internal control.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Office's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Office to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
1515 One Lombard Place
Winnipeg MB R3B 0X3
July 15, 2020

**OFFICE OF THE AUDITOR GENERAL OF MANITOBA
DISCLOSURE OF EMPLOYEE COMPENSATION PAYMENTS
For the Year Ended March 31, 2020**

In accordance with The Public Sector Compensation Disclosure Act, disclosure is required of annual compensation payments of \$75,000 or more. For the year ended March 31, 2020 aggregate employees of the Office of the Auditor General of Manitoba received compensation of \$75,000 or more, including professional fees and taxable benefits, as follows:

Bessette-Asumadu, Natalie	Principal	\$ 114,671
Bo-Maguire, Wade	Director, IT Audit, Operations and Security	112,052
Capozzi, Maria	Director, Corporate Governance Practice	115,603
Charron, Shane	Principal	86,959
Chowdhury, Kam	Manager, Application Support	79,525
Cohen, Sandra	Assistant Auditor General, Value for Money Audit	136,673
Diaz, Yuki	Manager	77,548
Duenas Heinrichs, Rolet	Manager	79,732
Emslie, Melissa	Director, Performance Audits	113,545
Gilbert, Jeffrey	Principal	107,706
Hay, Susan E.	Principal	109,817
Hickman, Graham	Manager	85,862
Janzen, Benjamin	Manager	82,584
Johnson, Jo	Principal	107,706
Landry, Frank	Communications Manager	80,796
Lewarton, Lawrence	Principal	170,287 *
MacBeth, Gregory	Assistant Auditor General, Professional Practice	90,176
Montefrio, Christian	Principal	89,220
Muir, Dallas	Principal	105,692
Nebriada, Arlene	Senior Auditor	78,675
Nero, Kenneth	Controller	82,651
Ngai, Jacqueline	Principal	107,256
Obelnicki, Larry	Technical Analyst	76,945
Ricard, Norman	Auditor General	268,657 **
Riddell, Ryan	Manager	85,263
Sharma, Ganesh	Principal	99,804
Shyjak, Jay	Director, Corporate Services	102,387
Shtykalo, Tyson	Deputy Auditor General	138,302
Stephen, Jim	IT Specialist	88,261
Stoesz, Jonathan	Principal	90,061
Storm, David	Principal	109,382
Thiessen, Brendan	Principal	107,706
Thomas, Erika	Principal	107,706
Torchia, Philip	Assistant Auditor General, Innovation and Effective Business Practices	111,353
Torre Cabacungan, Melanie	Manager	92,426
Voakes, F. Grant	Principal	103,678
Wowchuk, Stacy	Assistant Auditor General, Performance Audit	103,131
Wright, James	Principal	108,031

* The amount includes severance pay.

** The disclosed amount includes the taxable benefit for the personal use of a government vehicle during the 2019 calendar year and severance pay.

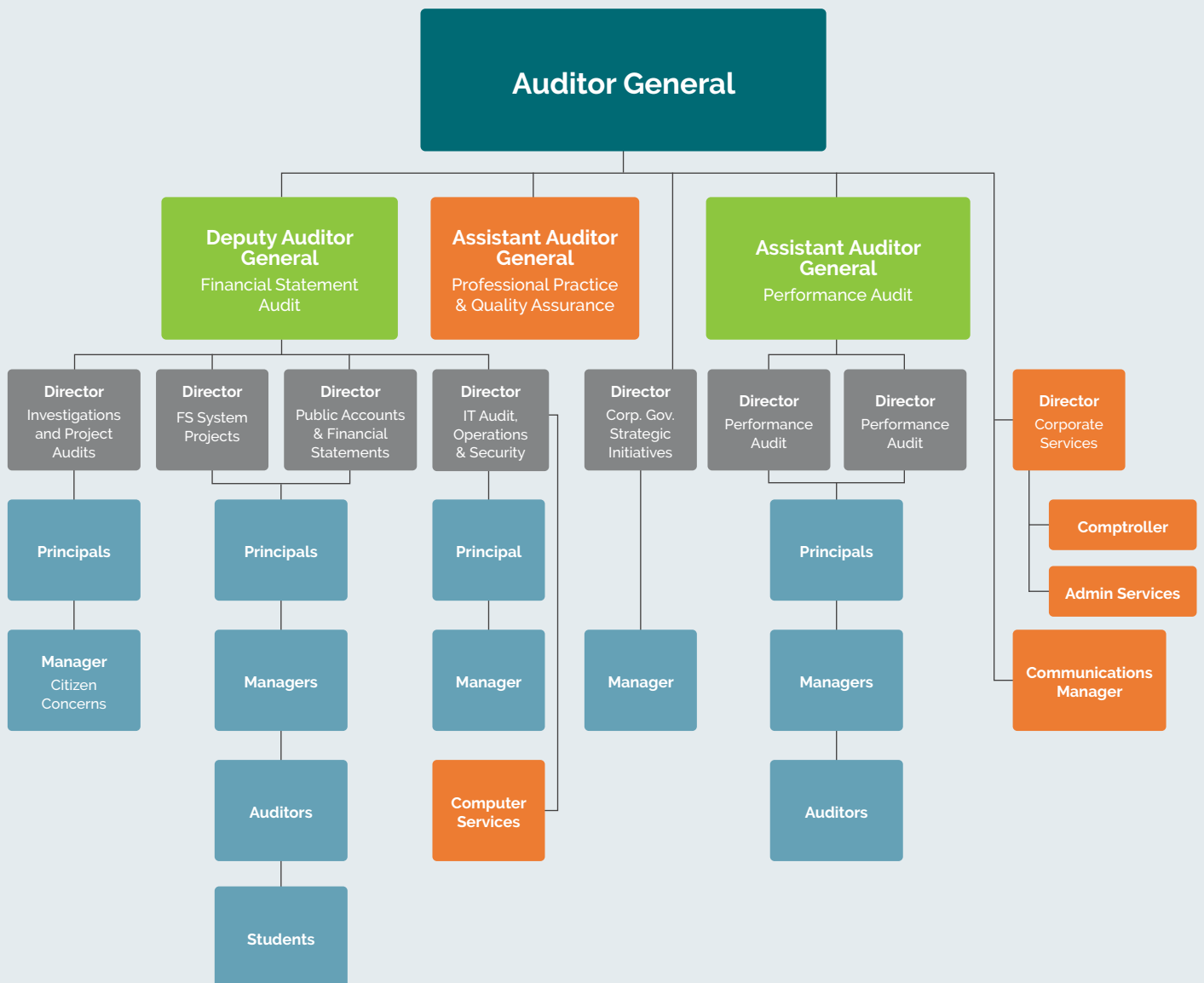


Appendices

APPENDIX A

Office structure

More than 55 individuals work for the Auditor General in a variety of areas, including financial statement audits, project audits, and corporate services. Here is our organization structure, as at March 31, 2020,



APPENDIX B

The Auditor General Act

CHAPTER A180

THE AUDITOR GENERAL ACT

(Assented to July 6, 2001)

HER MAJESTY, by and with the advice and consent of
the Legislative Assembly of Manitoba, enacts as follows:

PART 1

DEFINITIONS

Definitions

1 In this Act,

"department" means a department or branch of the government; (« ministère »)

"external auditor" means a professional auditor or firm of professional auditors appointed to audit the financial statements of a government organization; (« vérificateur externe »)

"government organization" means a department, government agency, fund or other organization included in the summary financial statements of the government reporting entity referred to in clause 65(1)(b) of *The Financial Administration Act*; (« organisme gouvernemental »)

"public money" means public money as defined in *The Financial Administration Act*; (« fonds publics »)

"recipient of public money" means

(a) a person, organization or other body

(i) that has received, directly or indirectly, a grant, loan or advance from the government or a government organization,

(ii) to whom the government or a government organization has transferred property for no consideration or consideration substantially less than its fair market value, or

(iii) for whom the government or a government organization has guaranteed the performance of an obligation or given an indemnity,

(b) a business entity or organization that has received a tax credit under a Manitoba law, or

(c) a business entity or organization that has issued a share, debt obligation or other security, if a person is eligible for a tax credit under a Manitoba law in respect of that acquisition or ownership of the security,

but does not include a government organization.
(« bénéficiaire de fonds publics »)

S.M. 2007, c. 6, s. 100.

PART 2

AUDITOR GENERAL

Appointing the Auditor General

2(1) On the recommendation of the Standing Committee of the Assembly on Legislative Affairs, the Lieutenant Governor in Council must appoint an Auditor General of Manitoba, as an officer of the Assembly, to provide the Assembly with independent information, advice and assurance under this Act.

Role respecting government policy objectives

2(2) Nothing in this Act is to be interpreted as entitling the Auditor General to question the merits of policy objectives of government.

S.M. 2004, c. 42, s. 97.

Appointment process

3(1) If at any time the position of Auditor General

(a) will become vacant within six months because the term of office is scheduled to expire or the Auditor General has resigned; or

(b) has become vacant for any other reason;

the President of the Executive Council must, within one month after that time, convene a meeting of the Standing Committee on Legislative Affairs and the Standing Committee must, within six months after that time, consider candidates for the position and make recommendations to the President of the Executive Council.

3(2) and (3) [Repealed] S.M. 2015, c. 14, s. 1.

No other public office

3(4) The Auditor General may not be nominated for, be elected as, or sit as a member of the Assembly, and may not hold any other public office or engage in any partisan political activity.

S.M. 2004, c. 42, s. 97; S.M. 2015, c. 14, s. 1; S.M. 2017, c. 26, s. 33.

Term

4 The Auditor General is to hold office during good behaviour for a term of 10 years, and may be reappointed for further terms of 10 years each.

Salary

5(1) The Auditor General must be paid a salary within the range of salaries paid to senior deputy ministers in the civil service, and is entitled to the same privileges of office as a senior deputy minister.

No reduction in salary

5(2) The Auditor General's salary must not be reduced except by a resolution of the Assembly carried by a vote of 2/3 of the members voting.

Civil Service Superannuation Act applies

6(1) The Auditor General is an employee within the meaning of *The Civil Service Superannuation Act*.

Civil Service Act does not apply

6(2) *The Civil Service Act*, except sections 42 and 43, does not apply to the Auditor General.

Suspension or removal

7(1) The Lieutenant Governor in Council may suspend or remove the Auditor General from office on a resolution of the Assembly carried by a vote of 2/3 of the members voting.

Suspension if Assembly not sitting

7(2) When the Assembly is not sitting, the Lieutenant Governor in Council may suspend the Auditor General for cause, if advised to do so in writing by a majority of a committee consisting of the President of the Executive Council and the recognized leaders of the members belonging to the political parties in opposition. But a suspension imposed when the Assembly is not sitting may not continue beyond the end of the next sitting.

Deputy Provincial Auditor General

8(1) On the Auditor General's recommendation, the Lieutenant Governor in Council may appoint a Deputy Auditor General in accordance with *The Civil Service Act*.

Duties

8(2) If the Auditor General is absent or unable to act or if the office is vacant, the Deputy Auditor General has the powers and must carry out the responsibilities of the Auditor General.

Salary in certain cases

8(3) During any period that the Deputy Auditor General must assume the Auditor General's responsibilities for an extended period, the Lieutenant Governor in Council may direct that the Deputy be paid a salary within the same range as the Auditor General.

No other public office

8(4) The Deputy Auditor General may not be nominated for, be elected as, or sit as a member of the Assembly, and may not hold any other public office or engage in any partisan political activity.

PART 3

RESPONSIBILITIES OF THE AUDITOR GENERAL

AUDIT OF ACCOUNTS AND FINANCIAL STATEMENTS

Audit of government accounts

9(1) The Auditor General is the auditor of the accounts of the government, including those relating to the Consolidated Fund, and must make any examinations and inquiries that he or she considers necessary to enable the Auditor General to report as required by this Act.

Audit of other public money

9(2) The Auditor General is responsible for examining and auditing public money that is not part of the Consolidated Fund, unless an Act provides otherwise.

Audit of the Public Accounts

9(3) The Auditor General is responsible for examining and auditing the financial statements included in the Public Accounts under *The Financial Administration Act*, and any other statements the Minister of Finance presents for audit.

Opinion about the Public Accounts

9(4) The Auditor General must express an opinion as to whether the financial statements included in the Public Accounts fairly present information in accordance with the accounting policies of the government stated in the Public Accounts and on a basis consistent with that of the preceding year, and must set out any reservations the Auditor General might have.

Report to ministers

9(5) At least once in each year, the Auditor General shall make a report about the examinations and audits conducted under this section to the minister responsible for each government organization concerned and to the Minister of Finance. The Auditor General must allow at least 14 days for those ministers

to review and comment on the report before finalizing it for submission to the Assembly under subsection 10(1).

Advice to officials

9(6) The Auditor General may advise appropriate officers and employees of matters discovered in conducting examinations and audits under this section.

Annual report to Assembly

10(1) No later than December 31 in each year, the Auditor General must report to the Assembly about the examinations and audits conducted under section 9.

Content of the report

10(2) The report must indicate anything resulting from the work of the Auditor General that he or she considers should be brought to the Assembly's attention, including, but not limited to, circumstances in which

- (a) required information was not provided or was not provided within a reasonable time;
- (b) accounts were not properly kept or public money was not fully accounted for;
- (c) essential records were not maintained, or the rules and procedures applied were insufficient, to
 - (i) safeguard and control public property,
 - (ii) secure an effective check on the assessment, collection and proper allocation of revenue, or
 - (iii) ensure that expenditures were made only as authorized;
- (d) public money was expended for purposes other than those for which it was appropriated by the Legislature;
- (e) financial and administrative provisions of Acts, regulations, policies and directives were not complied with.

Report may include recommendations

10(3) The report may include any recommendation the Auditor General wishes to make, and may draw attention to and make recommendations about any audit conducted by an external auditor under section 12.

SPECIAL REPORT TO ASSEMBLY

Special report to Assembly

11 The Auditor General may make a special report to the Assembly on any matter of pressing importance or urgency that he or she considers should not be deferred until the next annual report under section 10 is presented.

AUTHORITY OVER EXTERNAL AUDITORS

Scope of an external audit

12(1) When an external auditor is appointed to audit the financial statements of a government organization, the Auditor General may require the external auditor to give the Auditor General a description of the proposed scope of the audit before the audit is begun. The Auditor General may then require changes to be made in the scope of the audit.

Further directions

12(2) Before an external auditor issues an audit opinion on the financial statements of a government organization, the Auditor General may require the external auditor to

- (a) give the Auditor General a copy of the proposed audit opinion, the financial statements, and any recommendations arising out of the audit of the financial statements; and
- (b) conduct additional examinations relating to the financial statements.

Audit working papers

12(3) The Auditor General may require an external auditor to give the Auditor General a copy of the audit working papers.

Audit opinion

12(4) As soon as an audit is completed, an external auditor must give the Auditor General a copy of the audit opinion on the financial statements of a government organization and any recommendations arising out of the audit of the financial statements.

Reliance on external auditor's report

13 In order to fulfil his or her responsibilities as the auditor of the government's accounts, the Auditor General may rely on the report of an external auditor of a government organization or of a subsidiary of a government organization.

AUDIT OF OPERATIONS

Audit of operations

14(1) In carrying out his or her responsibilities under this Act, the Auditor General may examine and audit the operations of a government organization with regard to any of the following matters:

- (a) whether financial and administrative provisions of Acts, regulations, policies and directives have been complied with;
- (b) whether public money has been expended with proper regard for economy and efficiency;
- (c) whether the Assembly has been provided with appropriate accountability information;
- (d) whether the form and content of financial information documents is adequate and suitable.

Report to ministers

14(2) At least once in each year, the Auditor General shall make a report about the examinations and audits conducted under this section to the minister responsible for each government organization concerned and to the Minister of Finance. The Auditor General must allow at least 14 days for those ministers to review and comment on the report before finalizing it for submission to the Assembly.

Report to officials

14(3) The Auditor General may advise appropriate officers and employees of matters discovered in conducting examinations and audits under this section.

Report to Assembly

14(4) The Auditor General must report to the Assembly annually on the work carried out under this section, and may bring to the Assembly's attention anything he or she considers necessary, including recommendations.

AUDIT OF RECIPIENT OF PUBLIC MONEY

Audit of recipient of public money

15(1) The Auditor General may conduct an examination and audit in respect of public money received by a recipient of public money, including the matters listed in subsection 14(1), and may require the recipient to prepare and give to the Auditor General the financial statements setting out the details of the disposition of the public money received.

No obstruction

15(2) No person shall obstruct or provide false or misleading information to the Auditor General or a person employed under the Auditor General in conducting an examination or audit under this section, or conceal or destroy any records or things relevant to an examination or audit.

Offence

15(3) A person who contravenes subsection (2) is guilty of an offence and is liable on summary conviction to a fine of not more than \$10,000.

Reliance on report of other auditor

15(4) The Auditor General may rely on the report of an auditor appointed by a recipient of public money.

JOINT AUDIT

Joint audit

17 With respect to public money that is spent jointly, the Auditor General may undertake a joint audit with the Auditor General of Canada, an Auditor General or Provincial Auditor of another province or territory, or an auditor of a municipality.

SPECIAL AUDIT ON REQUEST

Special audit on request

16(1) When requested to do so by the Lieutenant Governor in Council or the Minister of Finance, or by resolution of the Standing Committee on Public Accounts, the Auditor General may examine and audit the accounts of a government organization, recipient of public money or other person or entity that in any way receives, pays or accounts for public money. But the Auditor General is not obliged to do so if he or she is of the opinion that it would interfere with the primary responsibilities of the Auditor General.

Report

16(2) The Auditor General must report the findings of an audit under this section to the person or body that requested the audit and to the minister responsible for any government organization concerned.

Report submitted to the Assembly

16(3) The Auditor General may submit a report of an audit under this section to the Assembly if it is in the public interest to do so, but must allow at least 14 days for the minister responsible for the government organization and the Minister of Finance to review and comment on the report before finalizing it for submission to the Assembly.

PART 4

POWERS OF THE AUDITOR GENERAL

Access to records

18(1) Despite any other Act, the Auditor General is entitled to access at all reasonable times to the records of any government organization that are necessary for the purpose of this Act.

Access to information

18(2) The Auditor General may require and is entitled to receive any information necessary for the purpose of this Act from

- (a) any person in the public service or formerly in the public service;
- (b) any current or former director, officer, employee or agent of a government organization or of a recipient of public money; or
- (c) any other person, organization or other body that the Auditor General believes on reasonable grounds may have information relevant to an examination or audit under this Act.

No access to Cabinet confidences

18(3) Despite subsections (1) and (2), the Auditor General shall not have access to information described in subsection 19(1) of *The Freedom of Information and Protection of Privacy Act*, except in the circumstances mentioned in subsection 19(2) of that Act.

Part V of Evidence Act powers

19 The Auditor General or his or her delegate may examine any person on oath on any matter that the Auditor General considers relevant to an examination and audit under this Act, and for that purpose the Auditor General or delegate has the powers of a commissioner appointed under Part V of *The Manitoba Evidence Act*.

Staff in government organizations

20 To carry out responsibilities under this Act more effectively, the Auditor General may place a person or persons employed under the Auditor General in any government organization, and the organization must provide the necessary office accommodation.

Security requirements

21 The Auditor General must ensure that every person employed under the Auditor General who is to examine records of a government organization complies with any security requirements applicable to persons employed in that organization.

PART 5

GENERAL PROVISIONS

STAFF AND OFFICE OF THE AUDITOR GENERAL

Staff appointed under Civil Service Act

22(1) Officers and employees necessary to enable the Auditor General to perform his or her duties must be appointed in accordance with *The Civil Service Act*.

Civil Service Superannuation Act applies

22(2) Officers and employees of the Auditor General, including the Deputy Auditor General, are employees within the meaning of *The Civil Service Superannuation Act*.

Office of the Auditor General

23 The Auditor General is responsible for the internal operations of his or her office and for the persons employed under the Auditor General. For those purposes, the Auditor General may

- (a) establish office policies and procedures consistent with practices followed by the government;
- (b) charge fees for services provided by the office on a basis approved by the Lieutenant Governor in Council;
- (c) delegate to any person employed under the Auditor General any responsibility or power that the Auditor General has under this Act, other than the responsibility to report to the Assembly;
- (d) maintain an independent bank account; and
- (e) contract for professional services.

CONFIDENTIALITY

Confidentiality

24(1) The Auditor General and everyone employed under the Auditor General shall preserve secrecy concerning all matters that come to their knowledge in the course of their work under this Act, and shall not communicate those matters to any person unless required to do so in connection with the proper administration of this Act or a proceeding under this Act, or in a court of law.

Exception

24(2) Nothing in subsection (1) limits the Auditor General's right to report under this Act on the conclusions of an examination or audit.

Working papers confidential

25 The working papers relating to an examination or audit by the Auditor General or a person employed under the Auditor General are confidential and must not to be laid before the Assembly or any committee of the Assembly.

ANNUAL REPORT OF AUDITOR GENERAL'S OFFICE

Annual audit of Auditor General's office

26(1) Each year, an auditor whose appointment is approved by the Legislative Assembly Management Commission must examine the accounts of the office of the Auditor General and prepare a report. The Commission may also direct the auditor to conduct an audit respecting any of the matters listed in subsection 14(1).

Annual report

26(2) Before August 1 each year, the Auditor General must report to the Assembly on the operations of his or her office. The report must include

(b) the report on the annual audit under subsection (1).

ESTIMATES

Estimates

27(1) The Auditor General shall present annually to the Legislative Assembly Management Commission estimates of the amount of money that will be required for the purpose of this Act.

Special report

27(2) The Auditor General may make a special report to the Assembly if he or she thinks that the amount of money provided in the estimates submitted to the Legislature is inadequate.

Money

27(3) The money required for the purpose of this Act is to be paid out of the Consolidated Fund from money authorized by an Act of the Legislature.

Unexpended money to be paid into Consolidated Fund

27(4) All money which has been authorized by an Act of the Legislature to be paid and applied for the purposes of this Act that remains unexpended at the end of the fiscal year must be paid to the Minister of Finance and becomes part of the Consolidated Fund.

TABLING REPORTS IN THE ASSEMBLY

Tabling reports in the Assembly

28(1) When making a report to the Assembly under this Act, the Auditor General must submit the report to the Speaker. The Speaker must lay a copy of it before the Assembly within 15 days after receiving it if the Assembly is sitting or, if it is not, within 15 days after the beginning of the next sitting.

Distribution to members of the Assembly

28(2) On receiving a report under this Act, the Speaker must direct that copies be sent to the members of the Assembly.

Referral to Public Accounts Committee

28(3) A report to the Assembly under this Act stands referred to the Standing Committee on Public Accounts.

PROTECTION FROM LIABILITY

Protection from liability

29 No proceeding may be instituted against the Auditor General, the Deputy Auditor General, or any person employed under the Auditor General,

(a) for any act done in good faith in the performance or intended performance of a duty or in the exercise or intended exercise of a power under this or any other Act or regulation; or

(b) for any neglect or default in the performance or intended performance or in the exercise or intended exercise in good faith of a duty or power described in clause (a).

TRANSITIONAL, CONSEQUENTIAL, REPEAL AND COMING INTO FORCE

Transitional

30 *The Provincial Auditor appointed under **The Provincial Auditor's Act** continues in office as the Auditor General under this Act as if appointed under this Act for a term that expires on the day the appointment under **The Provincial Auditor's Act** would expire.*

31 **NOTE: The Schedule referred to in this section contained consequential amendments to other Acts that are now included in those Acts.**

Repeal

32 *The Provincial Auditor's Act*, R.S.M. 1987, c. P145, is repealed.

C.C.S.M. reference

33 This Act may be referred to as chapter A180 of the Continuing Consolidation of the Statutes of Manitoba.

Coming into force

34 This Act comes into force on a day fixed by proclamation.

NOTE: S.M. 2001, c. 39 came into force by proclamation on May 1, 2002.

APPENDIX C

Listing of financial statement audits

Financial statement audits conducted by the Auditor General's Office

ORGANIZATIONS WITHIN THE GOVERNMENT REPORTING ENTITY

Province of Manitoba Summary
Financial Statements

Community Revitalization Fund

Co-operative Loans and Loans
Guarantee Board

Funeral Board of Manitoba

Liquor Gaming and Cannabis
Authority of Manitoba

Manitoba Health Services Insurance Plan

Public Schools Finance Board

University of Manitoba

ORGANIZATIONS OUTSIDE THE GOVERNMENT REPORTING ENTITY

Civil Service Superannuation Fund

Legislative Assembly Pension Plan

Northern Affairs Fund

Public Service Group Insurance Fund

Teachers' Retirement Allowances Fund

Winnipeg Child and Family Services
Employee Benefits Retirement Plan

Financial statement audits conducted by the Auditor General's Office under an agency agreement with a private sector accounting firm

ORGANIZATIONS WITHIN THE GOVERNMENT REPORTING ENTITY

Crown organizations:

Crown organizations:

Brandon University

Helen Betty Osborne Memorial
Foundation

Leaf Rapids Town Properties Ltd.

Legal Aid Manitoba

Manitoba Agricultural Services
Corporation

Manitoba Habitat Heritage Corporation

Manitoba Housing and Renewal
Corporation

Manitoba Water Services Board

University College of the North

Special Operating Agencies:

Manitoba Learning Resource Centre

Public Guardian and Trustee of Manitoba

ORGANIZATIONS OUTSIDE THE GOVERNMENT REPORTING ENTITY

Brandon University Retirement Plan

**Financial statement audits
conducted by private sector
accounting firms with overviews
performed by the Auditor
General's Office**

GOVERNMENT ENTERPRISES

Deposit Guarantee Corporation of Manitoba
Manitoba Hydro-Electric Board
Manitoba Liquor and Lotteries Corporation
Manitoba Public Insurance Corporation
Workers Compensation Board of Manitoba

CROWN ORGANIZATIONS

Addictions Foundation of Manitoba
Assiniboine Community College
Cancer Care Manitoba
Le Centre culturel franco-manitobain
Communities Economic Development Fund
Economic Development Winnipeg Inc.
Efficiency Manitoba
General Child and Family Services Authority
Insurance Council of Manitoba
Manitoba Arts Council
Manitoba Centennial Centre Corporation
Manitoba Combative Sports Commission
Manitoba Development Corporation
Manitoba Film and Sound Recording
Development Corporation
Manitoba Hazardous Waste
Management Corporation
Manitoba Horse Racing Commission
Manitoba Opportunities Fund Ltd.

North Portage Development Corporation
Red River College
Rehabilitation Centre for Children Inc.
Research Manitoba
Shared Health Manitoba Inc.
St. Amant Inc.
Sport Manitoba Inc.
Travel Manitoba
Universitaire de Saint-Boniface
University of Winnipeg
39 Personal Care Homes and other
Health Care Facilities
38 School Divisions

REGIONAL HEALTH AUTHORITIES

Interlake-Eastern Regional Health Authority
Northern Regional Health Authority Inc.
Prairie Mountain Health
Southern Health-Santé Sud
Winnipeg Regional Health Authority

SPECIAL OPERATING AGENCIES

Entrepreneurship Manitoba
Food Development Centre
Industrial Technology Centre
Materials Distribution Agency
Manitoba Education Research and Learning
Information Networks (MERLIN)
Manitoba Financial Services Agency
Office of the Fire Commissioner
Vehicle and Equipment
Management Agency
Vital Statistics Agency



Auditor General
MANITOBA

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