

October 31, 2022

**Undertaking #10**

To the extent that there are expectations or indicators that Mr. Giesbrecht expected to guide the budget deliberations for the '22/'23 and '23/'24 years, to provide same.

**RESPONSE:**

MPI based its Budgeting for 2022/23 similar to the 2023/24 budget planning processes, except that it did not have a Budgeting System (introduced in 2022).

The overall budgeting cycle consisted of:

## June 2022

- Operating expense and staffing [FTE] files provided to VPs (in collaboration with their Directors/Managers), for the budget input for the next 3-year period (i.e., 2022 – 2025);
- Budget requirements aligned to strategic initiatives and the 5-year ambition of MPI (i.e., MPI 2.0); and
- Preliminary general rate application (GRA) provided as a high-level target.

## July 2022

- All budget submissions targeted for completion on July 16<sup>th</sup>;
- All budget requirements and inputs prepared and budget review committee meetings established with SLT/respective VPs; and
- All budget submissions and capital 5-year plans due.

## August 2022

- Budget review committee meetings held, and all forecast inputs finalized and discussed with the Board of Directors (BoD) for approval.

## September 2022

- Completed BoD approvals and Submission to Province of Manitoba – Treasury Board Secretariat (TBS).

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Please see [Appendix 0](#) for an example of the Budget memo for one division that was sent to all VP directorates for 2022/23 and table below for net savings targets by division for 2022/23. For a comprehensive review of the budgeting process, please refer to the 2023/24 budgeting processes detailed below.

Division	Savings Targets for the Division 2022/23
Actuarial Department IRM	\$74K
Legal	\$19K
People & Culture	\$109K
Information Technology	\$853K
Digital Transformation	\$50K
Customer Division	\$180K
Operations	\$1.0M
Financial	\$1.1M

MPI based its budgeting for 2023/24 on a robust budgeting framework coupled with a strategic focus on building a transformative organization. The budgeting process requires significant consultation, planning and alignment with stakeholders, which MPI completes over a three-month process.

The Executive reviewed the following five key areas on June 14<sup>th</sup>, 2022, then shared their views with the management team (please see [Appendix 1](#) for more information):

- **Technology Enablement** – introduction of a budgeting system/process to automate budget planning, decrease budget timelines, and increase overall visibility to leadership for operational spend within the organization.
- **Expense Management** – focus was to ensure expense management through rigorous review of budget build up, balanced against expense pressures noted through inflation growth.

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- **MPI Strategy Alignment** –alignment of short term/long term goals through the budget process. Targeting the MPI five-year ambition (MPI 2.0), filed with PUB.
- **Focus on Customers** - through new systems, and people enablement through our business partners, MPI focused on understanding its business needs and engaged vigorously to ensure attainment of goals.
- **TBS Mandates & Crown Accountability Frameworks** – direction with TBS/Crown Frameworks considered to ensure alignment. Key mandates reviewed and weighted against inflation drivers, putting pressure on the Administrative Expense Ratio, identified as a long-term target for 7.2% by 2030/31.

The 5-year Ambition (MPI 2.0) guided the buildup of the MPI budget. MPI based its budget builds up on its five-year ambition, in alignment with its corporate goals. The three aspiration statements, focused on the long term, guide the budget and are paramount to ensuring that MPI can continue to provide exceptional service to Manitobans. The major themes of the 5-year ambition (MPI 2.0) are:

- “MPI understands my needs. They make it easy and effortless.” – Customers
- “MPI is a rewarding and progressive place to work.” – Employees
- “MPI is fair, transparent and does things right.” – Stakeholders

To achieve the 5-year ambition (MPI 2.0), the MPI will follow these principles:

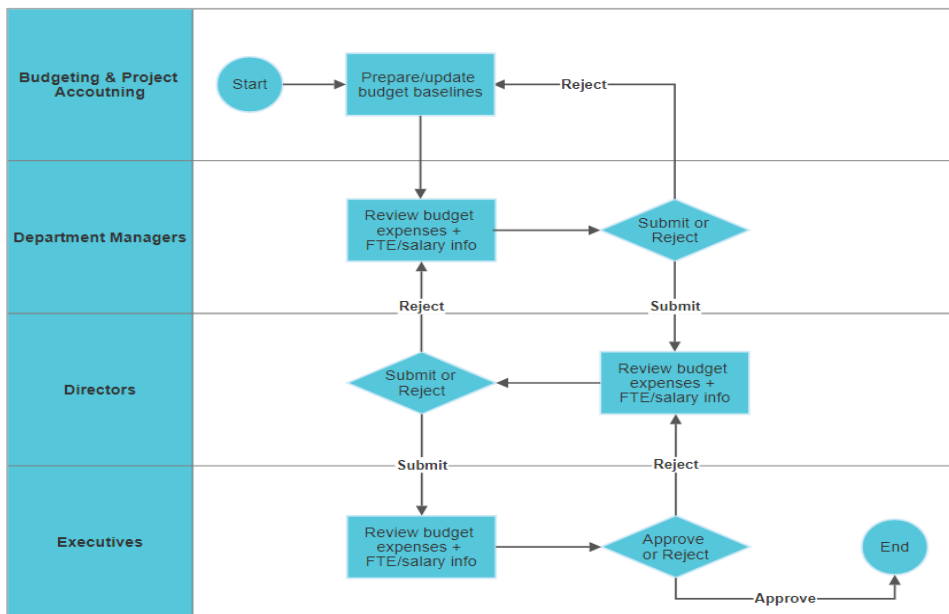
- Customer experience drives improvements;
- Improvements must make financial sense;
- Create a culture of continuous improvement through empowerment and automation;
- Be a fast follower of industry best practices and trends; and
- Engage stakeholders actively along the way.

**To ensure visibility, MPI completed a robust budget review:**

MPI conducted a significant review of its budget through its budgeting process, following the introduction of its budgeting system. The process for the budget review is outlined below:

- MPI ensured budget approvals with visibility for each successive approver:
  - Budgeting & Project Accounting prepared budget baselines in the MPI Budgeting Tool for departments;
  - Managers then reviewed the budget baselines, updated expenses and FTE/salary information/operational expenses;
  - Directors then approved the budget expenses and FTE/salary information/operational expenses, and then submitted it to Executives for approval/rejection (if the budget was rejected it was sent back to the managers for refinement as outlined in notes to the Managers as required); and
  - Executives then reviewed the budget for their departments and provided their approval.

**Overall Budgeting Review Process:**



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MPI provided a Top-Down Target for the budget in both the Budgeting system and to Executive on June 14<sup>th</sup>, 2022. After the June 14<sup>th</sup>, 2022, meeting, MPI provided amended targets based on the 2023 GRA filing (see *Figure 1*):

**Figure 1 Initial Budget to GRA Comparative**

Line No.	(\$M's)	2022/23 Budget	2023/24 2023 GRA	Change B(W)
1	Revenue	1,501.1	1,568.3	(67.2)
2	Claims Incurred	1,077.4	1,124.9	47.5
3	Interest Rate Impacts - Claims	15.9	4.6	(11.3)
4	Claims Expense	182.4	188.6	6.2
5	Road Safety/Loss Prevention	14.6	14.9	0.3
6	<b>Total Claims Costs</b>	<b>1,290.3</b>	<b>1,333.0</b>	<b>42.7</b>
7	<b>Expenses</b>			
8	Operating	171.8	181.6	9.8
9	Commissions	96.4	106.0	9.6
10	Premium Taxes	43.5	45.6	2.1
11	Regulatory/Appeal	4.6	4.5	(0.1)
12	<b>Total Expenses</b>	<b>316.3</b>	<b>337.7</b>	<b>21.4</b>
13	Underwriting Income (Loss)	(105.5)	(102.4)	(3.1)
14	Investment Income	132.5	137.5	(5.0)
15	Interest Rate Impacts - INV	1.1	(0.1)	1.2
16	<b>Net Income (Loss)</b>	<b>28.1</b>	<b>35.0</b>	<b>(6.9)</b>

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As a high-level planning target, each Executive received an FTE base, as their initial planning base to build their FTE targets based on the fundamental requirement of planning MPI 2.0 as per the table below:

#### Breakdown of 2022 Budget Total Operating Exp

VP Directorate	2022 Budget Total Op Ex (\$000)	2022 Budget FTE
CEO	3,596.9	12.00
Chief Operating Officer/VP	101,847.8	1,262.25
Chief Transformation Officer/VP	89,095.2	299.35
CFO/VP Finance	92,039.8	149.00
CHRO/VP HR	6,019.9	40.00
CTO/Nova	9,332.8	86.00
CLO/VP Legal	8,187.9	50.00
CCO/VP	10,859.3	64.60
CRO/VP	3,706.5	23.00

#### Defense of Budget:

MPI then hosted rigorous Budget Review Committees with the attendees being the respective Executive and their teams, Chief Executive Office, Chief Financial Officer, Corporate Controller, and the Manager of Budgeting. During the budget review, committee presentations ensured the review of budget inputs at a detailed level. Please see [Appendices 2-9](#) and [Appendices 10-17](#) for the for 2022/23 and 2023/24 Budget Review Committee for each division, respectively.

Budget Review Committee Standing Agenda consisted of:

- Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26;
- Operating Expense Budget Request;
- Staffing Budget Request; and
- Additional strategic items.

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The Budget Review Committees affirmed or denied budget requests based on the strategic need to ensure operational mandates, transformational requirements, NOVA requirements and key business mandates.

**BoD and TBS Review:**

MPI then reviewed the budgets with its BoD on September 29<sup>th</sup>, 2022, and noted the following:

- Inflation and competitive forces place significant pressure on salaries and ability to attract and retain key staff;
- NOVA Release 1 & 2 require significant resourcing input from the business, discovery and development work for Release 3 and 4 will further accelerate this;
- After years of holding the line and limited investment in many areas of the business, capability gaps and risks have emerged – moving towards industry best practices requires investment; and
- Even with inflationary pressures and significant need for additional FTE, the 2023/24 budget results supports a -0.1% rate change for Basic customers.

Based on discussions and consultation with the BoD, MPI approved the Budget overall to finalize the internal budget requirements for 2023/24. MPI will now seek concurrence with the TBS to finalize budget approvals.



## Internal Memo

<b>TO:</b>	Shayon Mitra, Chief Transformation Officer and VP Digital & Transformation
<b>FROM:</b>	Finance Department
<b>DATE/TIME</b>	June 22, 2021
<b>RE:</b>	2022/23 Budget

### Background:

MPI is committed to ensuring we engage with our stakeholders and provide value to our respective customers. As we have continued to meet with the Province of Manitoba Finance department in ensuring a high-level of transparency and engagement, we have been requested to align MPI budget timelines for the 2022/2023 fiscal end for September 2021. On a go-forward basis, end of September will be the completion of our budgeting cycle and submission to the Treasury Board.

There will be significant betterment in our budgeting process, as we progress to the new times lines. We will eliminate the various budget versions under the old process/timelines for GRA/Government/Final MPI Board. This will ensure that MPI/stakeholders use one budget in measuring financial performance.

We will be engaged with your respective teams to ensure ample help/support for your questions, and in completing the budget submission processes.

### Budget Files:

Budget files for your division are attached and provide the following information:

#### Operational Expenses:

- 4 years of actuals for years 2017 through 2020;
- 2021/22 Budget; and
- Input requirements for 2022/23, 2023/24, and 2024/25 budget years.

#### FTE Budget Inputs:

- 2021 FTE Budget; and
- Input requirements for 2022/23, 2023/24, and 2024/25 budget years.
- Along with historical information of Division FTE Summary, Positions filled for March 2021 and a departmental listing.

### Best Practices:

Budget changes need to be submitted at the general ledger account level using the input tabs for both staffing and operating expenses. Use the filters to view each directorate area or department. Saving the file in a central area that can be accessed by managers / directors will mitigate multiple files or duplicate versions. If there are changes between departments, please ensure both leaders are aware and have identified accordingly.





## Budget Targets:

Overall Savings Required for your Division:

- 2022/23 - \$50k
- 2023/24 - \$51k
- 2024/25 - \$52k

We have provided high level Operating Expense Targets based on discussions with the Province of Manitoba for Special Services, Travel, and Printing and Stationary. If the savings cannot be achieved in the expense categories identified, please note that you can supplement for savings in other expense categories.

FTE savings as a result of project implementation (specifically Nova) have not been identified in the budget documents provided. These FTE changes will need to be processed for the final version of the budget once information is known through the summer months.

## Timelines:

Below we have provided the timelines for key budget deliverables

### June

- Operating expense and staffing [FTE] files will be provided to the VP's and in collaboration with their Directors/Managers we will require the budget input for the next 3 year period [2022 – 2025].
- Budget requirements will be to align with the 5 year ambition and MPI 1.5/2.0
- Preliminary GRA rate application will be provided.

### July

- All budget submissions will be **required July 16<sup>th</sup>**.
- Process all changes requested and prepare for budget review committee meetings that will be established with SLT/Respective VP
- This will include departmental budget submissions as well as capital plans for the next 5 years

### August

- Budget review committee meetings and finalization of all forecast inputs for approval by the Board of Directors – meetings will be established with the VP's, and the applicable teams.

### September

- Revised GRA Rate indication
- Board Approvals and Submission to Province of Manitoba – Treasury Board
- Completion of budget cycle

We are mindful that in revising our budget timelines, there will be learning(s) for us as leaders of the company and thank you for your support and leadership.

# Budget Kick Off 2023/24

Presented by: Finance Department

Presented to: EC

Date: June 14<sup>th</sup>, 2022



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# Agenda

1

## Budget Kick off

Budget Debrief and Points from last year

Budget Strategy & Key Focus for our Budget

IT Enablers/Transformation

Budget Targets

3

## Financial Impacts

Budget Comparative  
22/23 to 23/24

Key Financial  
assumptions/changes

2

## Budget Timelines

4

## Next Steps

Communication Strategy

EC Budget Sessions

AFRC meeting in  
September

# What did we learn via Debrief of Budget Process?

***Based on our budget planning we are mindful and will be addressing feedback/debrief on the budgeting process from last year – we have included the learnings from the prior year in our Budget Planning. Below are the items we heard through discussions with budget owners – and incorporated into our budget strategy to address for same:***

- Vacation planning issues and GRA timelines were in parallel
- Challenges with determination of baseline budget – i.e. target for overall budget
- Budget submissions were late and timelines not met by Budget Owners
- Confusion on approvals (changes at the budget review committee meetings are not communicated to managers)
- High degree of admin work in the budgeting processes distribute information to managers
- Validation of external information (e.g. monthly parking) and clarification of what accounts managers have in their control
- Corporate vacancy, GWI and merit changes done late in the process (need to be early on in known changes) and communicated with guidance from HR
- Initiative planning late into the process and not aligned for strategic mandates

# Our Budget Strategy will focus on:

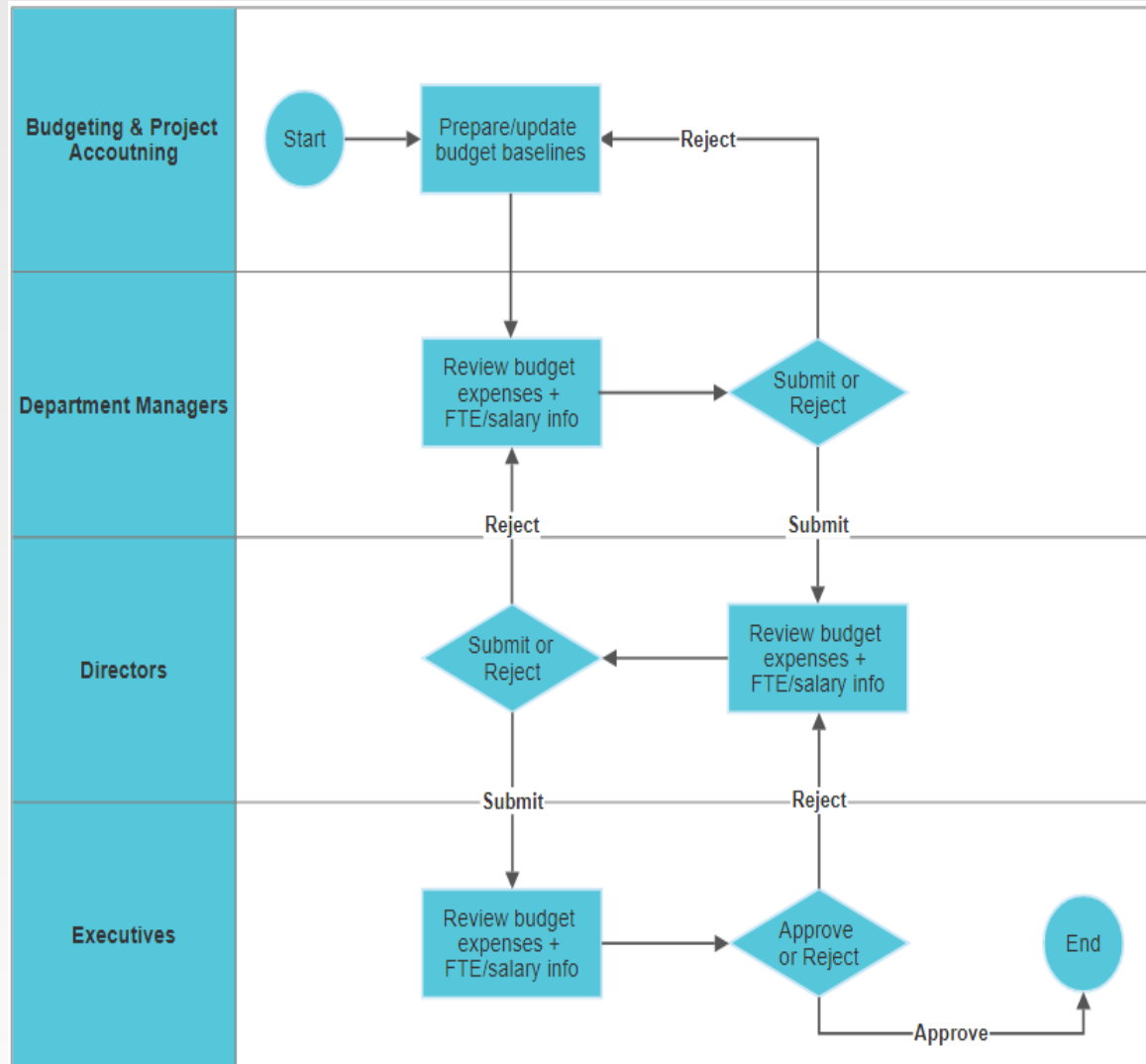


*MPI Budget Strategy has five key areas:*

- **Technology Enablement** - through new budgeting system/processes and automation we will increase the service, capabilities to plan the budget, decrease in budget time lines, and increased overall visibility to our teams managers and above.
- **Expense Management** – as overall financial pressures increase we will need to ensure expense management through rigorous review of budget build up balanced against expense pressures noted through inflation growth.
- **MPI Strategy Alignment** – budget will need to consider short term/long term goals. Historically, we have targeted a one year budget build. Additionally, key focus will be on Lean Portfolio Management initiatives and integration into budget processes.
- **Focus on Customers**- through new systems, and people enablement through our business partners we want to focus on understanding the business needs and engage vigorously to ensure attainment of goals.
- **TBS Mandates & Crown Accountability Frameworks** – direction with TBS/Crown Frameworks will need to align. We will need to clarify inflation adjustments, and key build up of the Operational Expense Ratio which is targeted for 7.2%.



# IT Enablement and system advancements



## MPI Budgeting Tool Overview

- Increasing Service Delivery** - The MPI Budgeting Tool which is a significant advancement in budgeting preparation will allow:
  - automation budgeting via centralized platform
  - eliminates excel files for budgeting management
  - greater visibility at all layers
  - increasing strategic planning
    - robust budget management tools allowing 5 years of financial data
  - easier budget preparation decreasing budget preparation and timelines.
- Process workflows Strategically Aligned** - MPI will have refined processes for budget approvals with visibility for each successive approver.
  - Budgeting & Project Accounting prepares will send the budget baselines in the MPI Budgeting Tool to departments
  - Managers review the budget baselines, make changes to expenses and FTE/salary information (as required); and
  - Next-level approvers reviews the budget expenses and FTE/salary information, and then submits it to Executives or rejects it back to their Managers as required.
  - Overall a significant leap-forward for MPI.

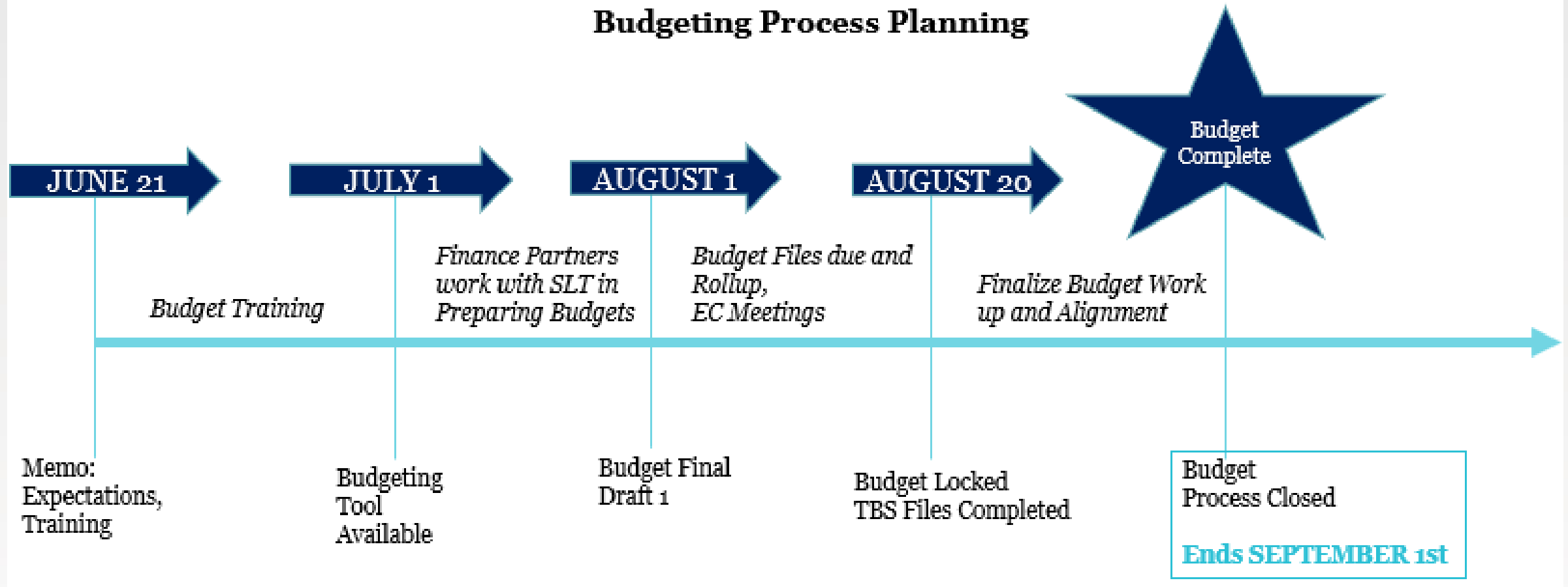
# Budget Targets

- Budget Targets will be provided to MPI budget owners which will be based on a high level target of 2022 Budgets and management will be requested to stay within those guard rails
- VP’s will own the budget approvals and will be requested to align to the overall targets and have autonomy for changes they will like to see to ensure alignment to MPI strategy
- Initiative totals will be based on LPM and we are proposing to place a total of \$10 to \$15M for projected spend

VP Directorate	2022 Budget Total Op Ex (\$000)	2022 Budget FTE
CEO	3,596.9	12.00
Chief Operating Officer/VP	101,847.8	1,262.25
Chief Transformation Officer/VP	89,095.2	299.35
CFO/VP Finance	92,039.8	149.00
CHRO/VP HR	6,019.9	40.00
CTO/Nova	9,332.8	86.00
CLO/VP Legal	8,187.9	50.00
CCO/VP	10,859.3	64.60
CRO/VP	3,706.5	23.00

# Budget Timelines

## Budgeting Process Planning





# Finance Business Partner

Division	Finance Business Partner
IT, IRM, CEO	Jim Humble
Operations, D&T, Customer	Grant Gaudry
Legal, Finance	Rowena Izzard
Nova, HR	Lynne Onofreychuk

# Budget – Initial Budget to GRA Comparative

	2022/23	2023/24	Change
(\$M's)	Budget	2023 GRA	B(W)
<b>Revenue</b>	<b>1,501.1</b>	<b>1,568.3</b>	<b>(67.2)</b>
Claims Incurred	1,077.4	1,124.9	47.5
Interest Rate Impacts - Claims	15.9	4.6	(11.3)
Claims Expense	182.4	188.6	6.2
Road Safety/Loss Prevention	14.6	14.9	0.3
<b>Total Claims Costs</b>	<b>1,290.3</b>	<b>1,333.0</b>	<b>42.7</b>
<b>Expenses</b>			
Operating	171.8	181.6	9.8
Commissions	96.4	106.0	9.6
Premium Taxes	43.5	45.6	2.1
Regulatory/Appeal	4.6	4.5	(0.1)
<b>Total Expenses</b>	<b>316.3</b>	<b>337.7</b>	<b>21.4</b>
<b>Underwriting Income (Loss)</b>	<b>(105.5)</b>	<b>(102.4)</b>	<b>(3.1)</b>
Investment Income	132.5	137.5	(5.0)
Interest Rate Impacts – INV	1.1	(0.1)	1.2
<b>Net Income (Loss)</b>	<b>28.1</b>	<b>35.0</b>	<b>(6.9)</b>

# Key Financial Assumptions – Initial budget plan

Expense Category	Cost Driver(s)	Baseline Recommendation
<b>Salaries</b>	1. FTE Counts 2. Salary Amount 3. GWI / Merit	FTE count based on 2022/23 budget with updated salary information
<b>Overtime</b>	Fluctuations in work demands (peak periods)	2022/23 Forecast at May 2022. If not available based on 22/23 Budget
<b>Benefits / Tax</b>	Rates for next year	Input comes from Accounting Services Benefits are based on ~23% of Compensation
<b>Data Processing</b>	1. Amounts paid last year for existing licensing 2. New initiatives planned to end this year (ongoing costs moved to operations from projects)	2022/23 Budget aligned to Forecast
<b>Printing, Stationary &amp; Supplies</b>	Printing and stationary accounts (forms which may be regulatory)	2022/23 Forecast at May 2022. If not available based on 22/23 Budget
<b>Safety Programming</b>	Loss Prevention programming (Advertising/Comms/LP)	2022/23 Forecast at May 2022. If not available based on 22/23 Budget *direct input from Loss Prevention
<b>Special Services</b>	Unique	2022/23 Forecast at May 2022. If not available based on 22/23 Budget
<b>Merchant Fees</b>	Rates for next year	Input comes from Financial Operations based on historical actuals, with known agreement changes
<b>Travel &amp; Vehicle Expenses</b>	Travel costs Vehicle costs Monthly Parking	2022/23 Forecast at May 2022. If not available based on 22/23 Budget *validation with Admin Services for parking and vehicles *validation with business on travel expenses
<b>Misc./Other/Regulatory Exp</b>	Various	2022/23 Forecast at May 2022. If not available based on 22/23 Budget *confirmation with Mark Giesbrecht on Regulatory expenses

# Next steps on Budget Kick off

- **EC Communication and planning with teams for training on Budget module and access to budget resources**
- **Alignment with CEO/CFO for overall targeting and alignment for budget process - with alignment of Crown/TBS targets**
- **Budget kick off for week of June 21<sup>st</sup> with communication to all MPI internal and external stakeholders'**
- **GRA Alignment and communications**
- **Internal Sign offs and Budget Rationalization meetings with VP Directorates for first week of August**
- **AFRC Meeting for last week of September**

# Questions

# Budget Review Committee Presentation

Digital & Transformation Division

August 20, 2021



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# Agenda

## Version 1 Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
4. Staffing Budget Request
  - ▶ Vacancy discussion per division
5. Approval / Changes required



# Division and Strategic Objectives

## Guiding questions:

1. How does the budget request in this presentation align to the corporate strategic initiatives in your area?
2. Please come prepared to speak to the WHY of today (current requirements for the normal operations work) and the WHAT is needed for tomorrow to transform the business. HOW will this budget request help shape the future for the next 3 fiscal years?





# Division and Strategic Objectives

## OCM and KMS – Corporate Strategic Initiatives

- I. **Nova Operational Readiness** – Deliver program that provides effective OCM, training, communications, and training to support the business in the adoption of new technology and business processes.
- II. **Enterprise OCM Program Maturity** – Develop a more robust enterprise level OCM framework which incorporates Lean-Agile/LPM and provides a more robust and mature enterprise level OCM practice that is scalable, flexible, and measurable.

## KMS – Operational Demands based on Historical Intake

- I. **Technical Training and Digital Learning** – Corporate Training (Mandatory and Business Critical), Business Initiatives and LPM portfolio/EAM projects including Nova.
- II. **Technical Procedures and Communications** – Operational tickets, Business initiatives, and LPM portfolio/EAM projects including Nova.



# Corporate Expense Budget Request vs. Target

OPERATING EXPENSES	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)
2022 GRA Forecast	\$331,670	\$335,521	\$340,212
Corporate Target Savings	(3,468)	(3,537)	(3,608)
<b>Projected Budget (Forecast – Savings)</b>	<b>\$328,202</b>	<b>\$331,984</b>	<b>\$336,604</b>
<b>Corporate Requested budget with Normal Ops changes</b>	<b>\$339,590</b>	<b>\$342,625</b>	<b>\$345,708</b>
Budget Request V1 (Normal Operations)	\$11,388	\$10,641	\$9,104



	<b>Total 2022/23 Budget Baseline</b>	<b>2022/23 Version 1 Changes</b>	<b>Total 2022/23 Budget after V1 Changes</b>
<b>Total Corporate Expenses - 2022/23 Budget</b>			
<b>Compensation</b>	<b>185,767,287</b>	7,166,028	<b>192,933,315</b>
Data Processing	57,428,404	4,031,217	59,287,546
Special Services	8,500,122	3,797,441	12,297,563
Building Expenses	8,569,687	87,718	8,657,405
Loss Prevention/Safety Program	4,139,000	(321,800)	3,817,200
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Advertising & Public Info	3,504,978	(283,012)	3,221,966
Printing, Stationery & Supplies	4,603,532	(103,600)	4,499,932
Postage	4,738,705	(243,000)	4,495,705
Regulatory/Appeal Expenses	4,387,300	(415,160)	3,972,140
Travel & Vehicle Expenses	1,234,307	(63,668)	1,170,639
Driver Education Program	4,875,070	(182,000)	4,693,070
Grant in Lieu of Taxes	1,949,525	(22,000)	1,927,525
Furniture & Equipment	2,567,698	(1,000,431)	1,567,267
Merchant, Credit & Debit Card & Bank Fees	10,842,170	(150,000)	10,692,170
Miscellaneous	9,013,289	(2,307,791)	6,705,498
<b>Sub Total</b>	<b>128,263,943</b>	2,765,726	<b>128,857,594</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>314,031,230</b>	9,931,754	<b>321,790,909</b>
Depreciation of Capital Investment	6,289,054	159,947	6,449,001
Amortization of Deferred Dev Costs	11,349,974	1,623,342	11,349,974
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>17,639,028</b>	1,783,289	<b>17,798,975</b>
<b>Grand Total</b>	<b>331,670,258</b>	11,715,043	<b>339,589,884</b>
	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# Digital & Transformation Division

Digital & Transformation Division	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensaton Expenses</b>	5,804,222	2,273,382	<b>8,077,604</b>
Data Processing	10,688	0	<b>10,688</b>
Special Services	250,000	100,000	<b>350,000</b>
Building Expenses	0	0	<b>0</b>
Loss Prevention/Safety Program	0	0	<b>0</b>
Telephone/Telecommunications	0	0	<b>0</b>
Advertising & Public Info	0	0	<b>0</b>
Printing,Stationery & Supplies	18,050	25,600	<b>43,650</b>
Postage	0	0	<b>0</b>
Regulatory/Appeal Expenses	0	0	<b>0</b>
Travel & Vehicle Expenses	9,100	200	<b>9,300</b>
Driver Education Program	0	0	<b>0</b>
Grant in Lieu of Taxes	0	0	<b>0</b>
Furniture & Equipment	0	0	<b>0</b>
Merchant, Credit & Debit Card & Bank Fees	0	0	<b>0</b>
Miscellaneous	26,750	266,800	<b>293,550</b>
<b>Sub Total</b>	314,588	392,600	<b>707,188</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	6,118,810	2,665,982	<b>8,784,792</b>
Depreciation of Capital Investment	0	0	<b>0</b>
Amortization of Deferred Dev Costs	0	0	<b>0</b>
<b>Sub Total - Amortization &amp; Depreciation</b>	0	0	<b>0</b>
<b>Grand Total</b>	6,118,810	2,665,982	<b>8,784,792</b>
<b>Budget Target Savings</b>	<b>(49,838)</b>		
<b>BUDGET TARGET</b>	<b>6,068,972</b>		<b>2,715,820</b>



# Staffing Budget Request

## Guiding Questions

- How will the requested new roles support the journey to MPI 2.0?
- What vacancies can be considered when looking at the needs of the corporation (to run and change the business)?



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Digital & Transformation Division Forecast	57.0	57.0	57.0	-
Digital & Transformation Division V1 Budget		82.0	82.0	82.0
increase / (decrease)		25.0	25.0	



# Digital & Transformation Division Staff Budget

**MANITOBA PUBLIC INSURANCE**

**DIGITAL & TRANSFORMATION**

**2022/23 STAFFING BUDGET - NORMAL OPERATIONS**

	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Digital & Transformation								
Strategy & Portfolio Management	14.0	13.0	13.0	14.0	14.0	14.0	1.0	1.0
Change & Knowledge Management	28.0	39.0	39.0	39.0	39.0	39.0	-	-
Business Architecture	-	5.0	5.0	29.0	29.0	29.0	24.0	24.0
<b>Total</b>	<b>42.0</b>	<b>57.0</b>	<b>57.0</b>	<b>82.0</b>	<b>82.0</b>	<b>82.0</b>	<b>25.0</b>	<b>25.0</b>



# Strategy & Portfolio Management

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
STRATEGY & PORTFOLIO MANAGEMENT								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Strategy & Portfolio Management								
Agile Project Management Office	14.0	13.0	13.0	14.0	14.0	14.0	1.0	1.0
Ongoing	-	-	-	-	-	-	-	-
<b>Total</b>	<b>14.0</b>	<b>13.0</b>	<b>13.0</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>1.0</b>	<b>1.0</b>

- +1.0 FTE Project Coordinator (Fixing role classification, impact is nil)
- -1.0 FTE Project Manager
- +1.0 FTE Business Analyst (Existing FTE, salary previously from initiative budgets)





# Change & Knowledge Management

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
CHANGE & KNOWLEDGE MANAGEMENT								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Change & Knowledge Management								
KMS Instructional Design	12.0	21.0	21.0	21.0	21.0	21.0	-	-
Organizational Change Management	5.0	5.0	5.0	5.0	5.0	5.0	-	-
Technical, Writing & Communications	11.0	13.0	13.0	13.0	13.0	13.0	-	-
<b>Total</b>	<b>28.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>-</b>	<b>-</b>

- No change to FTE budget from prior year and PUB baseline
- We have repurposed 1FTE from a PM in KMS to an OCM Manager



# Divisional FTE Increases

## 24 New FTE Request

- +4 FTE Business Architects
  - Existing FTEs, salary previously from initiative budgets
- +20 new FTEs
  - Final distribution of roles is under review
  - Current plan is for the roles to be split amongst three departments (B.Arch, OCM, and S&PM) as follows:
    - 10 Process Analysts
    - 2 Process Tool expert
    - 3 Strategic Portfolio leaders (OOS)
    - 2 Organizational Change Management (OOS)
    - 3 Lean CoE (Green belts)



# Details of Budget Request

## Summary:

- 25.0 new roles added for this divisional budget request
- Special Services increase by 100k in Organizational Change Management
- Staff Training – Other increased by 160k totaling 175k in Agile PMO
- Staff Training – Other increased by 100k in Business Architecture
  - ▶ Note this marks a change to the training costs as all programs were the responsibility of Organizational Development. This will be an exception for specific programming.



# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments



# Budget Review Committee Presentation

Operations Division

August 16, 2021



MANITOBA  
PUBLIC INSURANCE

# Agenda

## Version 1 Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
4. Staffing Budget Request
  - ▶ Vacancy discussion per division
5. Approval / Changes required



# Operations Division

Operations Division	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensation Expenses</b>	83,210,604	(1,197,214)	<b>82,013,390</b>
Data Processing	0	0	0
Special Services	1,570,381	2,816,393	<b>4,386,774</b>
Building Expenses	315	0	<b>315</b>
Loss Prevention/Safety Program	620,400	(310,200)	<b>310,200</b>
Telephone/Telecommunications	0	0	0
Advertising & Public Info	10,266	0	<b>10,266</b>
Printing, Stationery & Supplies	1,771,198	(759)	<b>1,770,439</b>
Postage	0	0	0
Regulatory/Appeal Expenses	0	0	0
Travel & Vehicle Expenses	1,126,593	(25,409)	<b>1,101,184</b>
Driver Education Program	4,610,070	(192,000)	<b>4,418,070</b>
Grant in Lieu of Taxes	0	0	0
Furniture & Equipment	500	1,375	<b>1,875</b>
Merchant, Credit & Debit Card & Bank Fees	54,548	0	<b>54,548</b>
Miscellaneous	3,517,723	(2,662,640)	<b>855,083</b>
<b>Sub Total</b>	13,281,994	(373,240)	<b>12,908,754</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	96,492,598	(1,570,454)	<b>94,922,144</b>
Depreciation of Capital Investment	379,464	(1,355)	<b>378,109</b>
Amortization of Deferred Dev Costs	0	0	0
<b>Sub Total - Amortization &amp; Depreciation</b>	379,464	(1,355)	<b>378,109</b>
<b>Grand Total</b>	96,872,062	(1,571,809)	<b>95,300,253</b>
<b>Budget Target Savings</b>	<b>(1,009,360)</b>		
<b>BUDGET TARGET</b>	<b>95,862,702</b>		<b>(562,449)</b>



# Changes in Operating Expenses

## Summary:

1. 2.9M Online Auction Fees moving from Misc. account to Special Services (offset/transfer within division)
2. 192k reduction in Driver Education Programs
3. 50% overall reduction in the Finger Print Unit (100k) and the Auto Theft Unit (210k)- total reduction of \$310k
4. Small reduction in travel expenses 25k





# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Operations Division Forecast	1,202.0	1,193.8	1,189.8	-
Operations Division V1 Budget		1,202.5	1,202.0	1,173.0
increase / (decrease)		8.7	12.2	



# Operations Division Staff Budget

**MANITOBA PUBLIC INSURANCE**

**INJURY CLAIMS MANAGEMENT**

**2022/23 STAFFING BUDGET - NORMAL OPERATIONS**

Operations	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Injury Claims Management	173.8	186.6	184.6	186.6	186.6	186.6	-	2.0
Physical Damage Management	120.0	128.0	128.0	128.0	128.0	128.0	-	-
Service Centre Operations 2	173.1	183.5	181.3	172.5	172.5	170.5	(11.0)	(8.8)
Physical Damage Claims & Analytics	124.0	126.5	122.5	138.5	138.5	138.5	12.0	16.0
Service Delivery & Broker Operations	326.5	331.4	331.4	330.9	330.4	308.4	(0.5)	(0.5)
Service Centre Operations 1	222.1	246.0	246.0	246.0	246.0	241.0	-	-
<b>Total</b>	<b>1,139.5</b>	<b>1,202.0</b>	<b>1,193.8</b>	<b>1,202.5</b>	<b>1,202.0</b>	<b>1,173.0</b>	<b>0.5</b>	<b>8.7</b>



# Injury Claims Management

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
INJURY CLAIMS MANAGEMENT								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Injury Claims Management								
PIPP Support Services	70.4	79.0	79.0	52.0	52.0	52.0	(27.0)	(27.0)
Health Care Services & Quality Assurance	3.0	4.0	4.0	9.0	9.0	9.0	5.0	5.0
Injury Claims Management	7.0	6.0	6.0	1.0	1.0	1.0	(5.0)	(5.0)
Serious & Long Term Management	27.8	25.8	25.8	25.8	25.8	25.8	-	-
Rehabilitation Management	65.6	71.8	69.8	71.8	71.8	71.8	-	2.0
PIPP Financial and Operational Support	-	-	-	27.0	27.0	27.0	27.0	27.0
<b>Total</b>	<b>173.8</b>	<b>186.6</b>	<b>184.6</b>	<b>186.6</b>	<b>186.6</b>	<b>186.6</b>	<b>-</b>	<b>2.0</b>

- 2.0 FTE increase in Sr. Case Manager roles requested in Rehab Management bringing the staff compliment up to existing budget levels (eliminating planned decrease in 2022/23).
- Restructure of some departments – FTE neutral for these changes



# ICM Key Assumptions

## FTE request is flat to current budget

- Claims volume dropped significantly during COVID – budget assumes return to pre-COVID claims levels
  - Volumes have already increased since restrictions lifted (+350 claims over last year)
  - Reliance on interactions with claimants to facilitate return to work/health; MPI 2.0 objective to increase customer experience.
- Anticipated retirements in 2022 will result in significant turnover and reduced bench strength

## As at August 13, 2021: 9.5 vacant FTE (excluding medical leaves)

- Active recruitment ongoing for 5.5 positions, delays experienced
- 2 positions loaned to shared health until December 31, 2021 – return based on claims volume
- 2 positions – staff are returning in fall from leaves
- Overtime is currently being utilized to maintain service levels while positions are being filled.
- If claim volumes do not increase to pre-COVID levels, commitment to evaluate FTEs filled



# Physical Damage Management

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
PHYSICAL DAMAGE MANAGEMENT								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Physical Damage Management								
Bodily Injury Centre	14.0	13.0	13.0	13.0	13.0	13.0	-	-
Physical Damage Management	7.0	6.0	6.0	6.0	6.0	6.0	-	-
Specialized Risk Claims	30.0	32.0	32.0	32.0	32.0	32.0	-	-
Vehicle Safety	19.0	20.0	20.0	20.0	20.0	20.0	-	-
Physical Damage Programs	24.0	27.0	27.0	27.0	27.0	27.0	-	-
Accredited Repair	12.0	12.0	12.0	12.0	12.0	12.0	-	-
Research & Estimations	14.0	18.0	18.0	18.0	18.0	18.0	-	-
<b>Total</b>	<b>120.0</b>	<b>128.0</b>	<b>128.0</b>	<b>128.0</b>	<b>128.0</b>	<b>128.0</b>	-	-

- Net neutral FTE request
- 4 changes in FTE:
  - Reduced a Clerk 4 and a Dealer Program Coordinator
  - Added a Vehicle Safety Supervisor and a Vehicle Safety Specialist



# Physical Damage Claims & Analytics



## Staffing Budget

MANITOBA PUBLIC INSURANCE								
PDC & ANALYTICS								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Physical Damage Claims & Analytics								
Service Operations Policy & Control	10.0	6.0	6.0	6.0	6.0	6.0	-	-
Temp - Catastrophe Centre (Hail)	-	-	-	-	-	-	-	-
Operational Support & Analytics	7.0	7.0	7.0	9.0	9.0	9.0	2.0	2.0
Salvage & Compound Operations	27.0	27.0	26.0	26.0	26.0	26.0	(1.0)	-
Special Investigation Unit	23.0	23.0	23.0	22.0	22.0	22.0	(1.0)	(1.0)
Estimating Operations	27.0	33.0	30.0	45.0	45.0	45.0	12.0	15.0
Total Loss & Evaluations	30.0	30.5	30.5	30.5	30.5	30.5	-	-
Hail-Non-Catastrophic	-	-	-	-	-	-	-	-
<b>Total</b>	<b>124.0</b>	<b>126.5</b>	<b>122.5</b>	<b>138.5</b>	<b>138.5</b>	<b>138.5</b>	<b>12.0</b>	<b>16.0</b>

- PDC&A refocused many departments into a centralized approach by grouping like minded roles to leverage efficiencies
  - Restructure of OSA through approved staffing strategy– **FTE neutral**
  - Addition of SOPC- Addition of 6 FTE- **FTE neutral**
  - Movement of 1 BA FTE from Customer Insights to SOPC- did not move budget
  - Estimating Ops centralization of Brandon, Parkland and city FTE (14 FTE)- **FTE neutral**
- 2.0 FTE increase due to elimination of planned PUB target decreases in 2022/23 bringing the staff compliment up to existing budget levels (4 planned FTE decreases, can only maintain 2)



## 2022/23 PUB target budget baseline

- Last budget review, 2022/23 PUB target had four FTE reductions in PD Claims & Analytics directorate:
  - 1 Commercial Estimating FTE ✓
  - 1 Estimator- City ✓
  - 1 Tow Truck Operator (now Holding Compound Technician)  (filled)
  - 1 Mechanical Support Technician  (filled)

- Salvage gains of \$10 million per year is in part due to the conditioning of salvage vehicles prior to sale. The dept. converted all Tow Truck Operators to HCT's in order to support the new business requirements
- Leadership changes in SIU has enabled new initiatives to begin. The elimination of the VFIS and WPS contracts will net the organization in \$500,000 in savings, but require mechanical support for fire claims.

Seeking approval to reduce only 2 of 4 planned reductions for 2022/23.  
**Budget ask is still 2 FTE less than current budget.**



# PD Claims & Analytics FTE vacancies

Physical Damage Claims & Analytics	Current filled- ACTUAL FTE	Current Fiscal 2021/22 FTE Budget	VARIANCE- VACANT FTE	VACANCY %	Note
Service Operations Policy & Control	7.0	6.0	1.0	(16.7)%	Over budget BA offset by vacancy in 260
Operational Support & Analytics	7.0	7.0	-	0.0%	--
Salvage & Compound Operations	24.0	27.0	(3.0)	11.1%	Recruitment complete
Special Investigation Unit	24.8	23.0	1.8	(7.8)%	Offset with Parkland manager
Estimating Operations	39.0	47.0	(8.0)	17%	See below
Total Loss & Evaluations	27.0	30.5	(3.5)	11.5%	Recruitment complete
<b>Total</b>	<b>128.8</b>	<b>140.5</b>	<b>(11.7)</b>	<b>15.1%</b>	

- Overall directorate vacancy rate is largely due to Estimating Operations
  - Retirements, resignations and movements to new roles
- Held vacancies during 2020/21 to return to pre-COVID volumes & completion of LVAA
- Current external recruitment in place for 11 new estimators, bringing province wide estimating budget in line with Estimating Capacity model- no net new FTE ask
- Over budget approval for additional two external hires to avoid trade disruption and risk mitigation on the 9 current estimators who are eligible to retire.

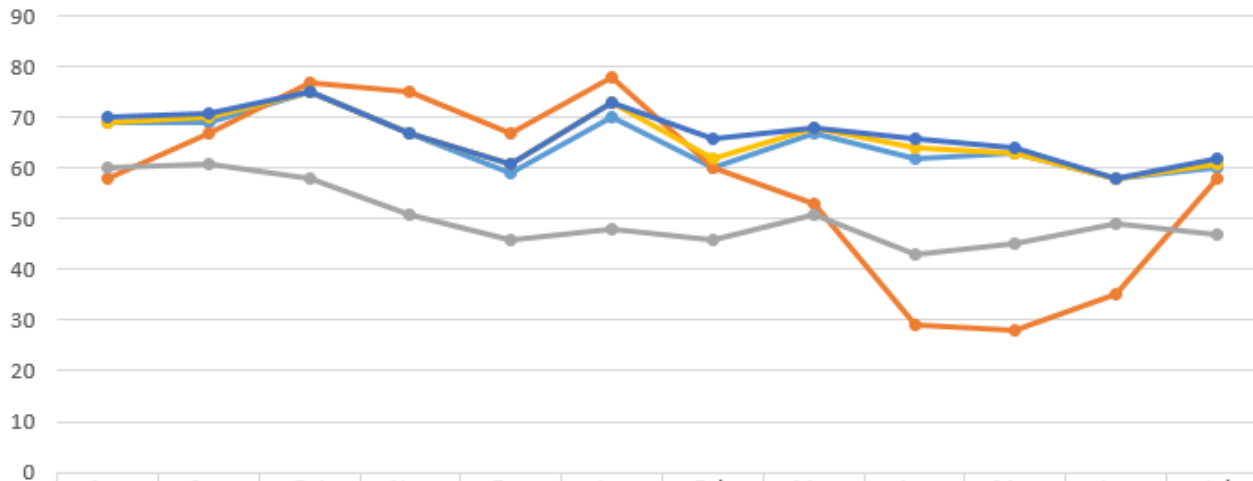
16 • Service levels expected to rebound post hire, before winter





# Estimating Ops- Province wide

## Historical & Forecasted FTE Based on Capacity



	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
2018/19	69	69	75	67	59	70	60	67	62	63	58	60
2019/20	58	67	77	75	67	78	60	53	29	28	35	58
2020/21	60	61	58	51	46	48	46	51	43	45	49	47
2021/22	69	70	75	67	61	73	62	68	64	63	58	61
2022/23	70	71	75	67	61	73	66	68	66	64	58	62

Average FTE Req	Peak Volume FTE Req	Low Volume FTE Req
65	75	58
58	78	28
51	61	43
67	71	58
68	75	58

Estimating Capacity model is forecasting a need for **67** estimators in 2021/22 & **68** estimators in 2022/23.

Current provincial estimating budget: **65**

Not requesting any additions due to gains from centralization



# Service Delivery & Broker Operations

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
SERVICE DELIVERY & BROKER OPERATIONS								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Service Delivery & Broker Operations								
Driver Education & Training	12.0	13.0	13.0	13.0	13.0	13.0	-	-
Service Centre Operations	4.0	4.0	4.0	4.0	4.0	4.0	-	-
Identity Verification & Data Integrity	28.5	30.0	30.0	29.0	28.5	28.5	(1.0)	(1.0)
Broker Support Services	19.4	18.4	18.4	18.4	18.4	18.4	-	-
Contact Centre Operations	151.8	157.0	157.0	157.0	157.0	148.0	-	-
Basic Autopac Special Services	15.0	17.0	17.0	17.0	17.0	14.0	-	-
Vehicle Registration	26.0	22.5	22.5	23.5	23.5	18.5	1.0	1.0
Driver Records	23.0	25.5	25.5	26.0	26.0	23.5	0.5	0.5
Driver Testing Policy & Evaluation	8.0	7.0	7.0	6.0	6.0	6.0	(1.0)	(1.0)
Driver Fitness	38.8	37.0	37.0	37.0	37.0	34.5	-	-
<b>Total</b>	<b>326.5</b>	<b>331.4</b>	<b>331.4</b>	<b>330.9</b>	<b>330.4</b>	<b>308.4</b>	<b>(0.5)</b>	<b>(0.5)</b>

- 1.0 FTE transferred to Loss Prevention (Legal & Compliance Div)



# Details of Budget Requests

FTE request is a reduction overall by .5 FTE to current budget

- Licencing Services
  - FTE neutral - Increase 1 FTE in PLP- repurposed from reduction of 1 FTE in LU clerk
  - FTE neutral - Increase 1 FTE for Liaison Officer repurposed from 1 FTE reduction DRP clerk
  - Increase of net 1.5 term FTE - Increase of 2 term FTE in DR clerk roles until self service option is offered via NOVA . Repurpose of .5 FTE reduction in CI clerk
- Decrease of 1 FTE for IVDI upon discontinuance of enhanced program in mid to late 2022
- Decrease of 1 FTE for DTPE to Loss prevention

Vacancy Assumptions:

As at June 2021 12.4 vacant FTE (excluding medical leaves)

- Active recruitment ongoing for 10 CCA1 FTE in CCO – Sept 13 class start date. CCA2 recruitment to follow
- Recruitment for up to 2 FTE in IVDI end of Aug ( previous decrease of workload due to Covid did not require filling)



# Service Centre Operations 1

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
SERVICE CENTRE OPERATIONS 1								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
Service Centre Operations 1	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Main Street Service Centre	59.6	62.8	62.8	62.3	62.3	60.3	(0.5)	(0.5)
St. Mary's Road Service Centre	28.5	33.0	33.0	33.0	33.0	33.0	-	-
Selkirk Service Centre	14.0	14.3	14.3	15.3	15.3	15.3	1.0	1.0
Beausejour Service Centre	8.0	8.0	8.0	8.0	8.0	8.0	-	-
Steinbach Service Centre	18.0	19.8	19.8	19.8	19.8	19.8	-	-
Arborg Service Centre	7.0	7.0	7.0	7.0	7.0	7.0	-	-
Winkler Service Centre	14.0	14.8	14.8	14.8	14.8	14.8	-	-
Bison Drive Service Centre	57.5	62.8	62.8	62.3	62.3	60.3	(0.5)	(0.5)
Claims Processing Unit	15.5	15.5	15.5	15.5	15.5	14.5	-	-
Cityplace Service Centre	-	8.0	8.0	8.0	8.0	8.0	-	-
<b>Total</b>	<b>222.1</b>	<b>246.0</b>	<b>246.0</b>	<b>246.0</b>	<b>246.0</b>	<b>241.0</b>	<b>-</b>	<b>-</b>

- Transferred 2.0 Estimators to PD Claims & Analytics
- Added 2.0 Driver Examiners



# Service Centre Operations 2

## Staffing Budget

MANITOBA PUBLIC INSURANCE								
SERVICE CENTRE OPERATIONS 2								
2022/23 STAFFING BUDGET - NORMAL OPERATIONS								
	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Service Centre Operations 2								
King Edward Street Service Centre	30.0	30.8	30.8	31.3	31.3	31.3	0.5	0.5
Brandon Service Centre	39.1	42.0	39.8	34.0	34.0	34.0	(8.0)	(5.8)
Dauphin Service Centre	11.0	13.3	13.3	11.3	11.3	11.3	(2.0)	(2.0)
Portage Service Centre	14.0	14.0	14.0	14.0	14.0	14.0	-	-
Swan River Claims Centre	4.0	4.2	4.2	3.2	3.2	3.2	(1.0)	(1.0)
The Pas Claims Centre	5.2	5.2	5.2	5.2	5.2	5.2	-	-
Thompson Service Centre	13.0	13.0	13.0	13.0	13.0	13.0	-	-
Gateway Road Service Centre	56.8	61.0	61.0	60.5	60.5	58.5	(0.5)	(0.5)
<b>Total</b>	<b>173.1</b>	<b>183.5</b>	<b>181.3</b>	<b>172.5</b>	<b>172.5</b>	<b>170.5</b>	<b>(11.0)</b>	<b>(8.8)</b>

- Transferred 11.0 Estimators and 1.0 Estimating Supervisor to PD Claims & Analytics
- Added 0.7 Manager role, 0.5 Assistant Manager Role and 1.0 Claims Supervisor in Brandon. The reduction change occurred during last budget submission as a human error as an incorrect forecasted adjustment.
- Added 1.0 Driver Examiner



# Details of Budget Request

## Key areas for change include:

- **Centralizing Estimating Staff**
  - ▶ Transfers from SCO 1 and 2 to PD Claims & Analytics (Estimating Operations)
  - ▶ All changes are offset within existing FTE (no + or -)
- **3.0 term Driver Examiner roles added to SCO**
- **Adjusting FTE (all types and levels) remained unchanged at 178.5**



# SCO Key Assumptions

Budget requirement of 3 additional term FTE for all of Service Centre Operations, and is based on the following assumptions that support the journey to MPI 2.0 :

- Road testing continue to have high demand that is related to on-going low pass rates, driver examiner vacancies and a reduction of testing capacity (at 80% of normal volumes) due to COVID safety response protocols throughout 2021.
  - We have increased term budgets to maximize our capacity within our office with FTE for next year's budget. Ultimately, our present facilities can accommodate an additional 3 DX FTE.
  - Overtime budgets will remain in place and will be utilized over the course of the year to slowly address backlog.
- In addition to supporting NOVA, adjuster FTE -COVID did have an impact in claims volumes however, keeping FTE budget flat as outlined in GRA, we anticipate claims volumes to return to normal levels. NOVA impacts will not be realized until 2024/25 budget year.
- Front Counter traffic and FTE remains flat as transactions return to pre-COVID normal in addition to providing ongoing support to NOVA.



# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments





# Budget Review Committee Presentation

Finance Division

August 19, 2021



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# Agenda

## Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
4. Staffing Budget Request
  - ▶ Vacancy discussion per division
5. Approval / Changes required



# Division and Strategic Objectives

## Guiding questions:

1. How does the budget request in this presentation align to the corporate strategic initiatives in your area?
2. Please come prepared to speak to the WHY of today (current requirements for the normal operations work) and the WHAT is needed for tomorrow to transform the business. HOW will this budget request help shape the future for the next 3 fiscal years?



# Corporate Expense Budget Request vs. Target

OPERATING EXPENSES	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)
2022 GRA Forecast	\$331,670	\$335,521	\$340,212
Corporate Target Savings	(3,468)	(3,537)	(3,608)
<b>Projected Budget (Forecast – Savings)</b>	<b>\$328,202</b>	<b>\$331,984</b>	<b>\$336,604</b>
<b>Corporate Requested budget with Normal Ops changes</b>	<b>\$339,590</b>	<b>\$342,625</b>	<b>\$345,708</b>
Budget Request V1 (Normal Operations)	\$11,388	\$10,641	\$9,104



	<b>Total 2022/23 Budget Baseline</b>	<b>2022/23 Version 1 Changes</b>	<b>Total 2022/23 Budget after V1 Changes</b>
<b>Total Corporate Expenses - 2022/23 Budget</b>			
<b>Compensation</b>	<b>185,767,287</b>	7,166,028	<b>192,933,315</b>
Data Processing	57,428,404	4,031,217	59,287,546
Special Services	8,500,122	3,797,441	12,297,563
Building Expenses	8,569,687	87,718	8,657,405
Loss Prevention/Safety Program	4,139,000	(321,800)	3,817,200
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Advertising & Public Info	3,504,978	(283,012)	3,221,966
Printing, Stationery & Supplies	4,603,532	(103,600)	4,499,932
Postage	4,738,705	(243,000)	4,495,705
Regulatory/Appeal Expenses	4,387,300	(415,160)	3,972,140
Travel & Vehicle Expenses	1,234,307	(63,668)	1,170,639
Driver Education Program	4,875,070	(182,000)	4,693,070
Grant in Lieu of Taxes	1,949,525	(22,000)	1,927,525
Furniture & Equipment	2,567,698	(1,000,431)	1,567,267
Merchant, Credit & Debit Card & Bank Fees	10,842,170	(150,000)	10,692,170
Miscellaneous	9,013,289	(2,307,791)	6,705,498
<b>Sub Total</b>	<b>128,263,943</b>	2,765,726	<b>128,857,594</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>314,031,230</b>	9,931,754	<b>321,790,909</b>
Depreciation of Capital Investment	6,289,054	159,947	6,449,001
Amortization of Deferred Dev Costs	11,349,974	1,623,342	11,349,974
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>17,639,028</b>	1,783,289	<b>17,798,975</b>
<b>Grand Total</b>	<b>331,670,258</b>	11,715,043	<b>339,589,884</b>
	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# Finance Division

Finance Division	Total 2022/23 Base Budget	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensation</b>	50,597,414	926,981	<b>51,524,395</b>
Data Processing	0	0	0
Special Services	2,547,775	437,425	<b>2,985,200</b>
Building Expenses	8,569,372	87,718	<b>8,657,090</b>
Loss Prevention/Safety Program	0	0	0
Telephone/Telecommunications	0	0	0
Advertising & Public Info	0	0	0
Printing, Stationery & Supplies	131,125	(22,205)	<b>108,920</b>
Postage	4,738,655	(243,000)	<b>4,495,655</b>
Regulatory/Appeal Expenses	4,387,300	(415,160)	<b>3,972,140</b>
Travel & Vehicle Expenses	(166,678)	(28,005)	<b>(194,683)</b>
Driver Education Program	0	0	0
Grant in Lieu of Taxes	1,949,525	(22,000)	<b>1,927,525</b>
Furniture & Equipment	55,000	(55,000)	0
Merchant, Credit & Debit Card & Bank Fees	10,787,622	(150,000)	<b>10,637,622</b>
Miscellaneous	1,737,086	(112,142)	<b>1,624,944</b>
<b>Sub Total</b>	<b>34,736,782</b>	<b>(522,369)</b>	<b>34,214,413</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>85,334,196</b>	<b>404,612</b>	<b>85,738,808</b>
Depreciation of Capital Investment	5,173,294	233,549	<b>5,406,843</b>
Amortization of Deferred Dev Costs	0	0	0
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>5,173,294</b>	<b>233,549</b>	<b>5,406,843</b>
<b>Grand Total</b>	<b>90,507,490</b>	<b>638,161</b>	<b>91,145,651</b>
<b>Budget Target Savings</b>	<b>(1,001,266)</b>		
<b>BUDGET TARGET</b>	<b>89,506,224</b>		<b>1,639,427</b>



# Staffing Budget Request

## Guiding Questions

- How will the requested new roles support the journey to MPI 2.0?
- What vacancies can be considered when looking at the needs of the corporation (to run and change the business)?



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Finance Division Forecast	146.0	146.0	142.0	-
Finance Division V1 Budget	-	148.0	144.0	143.0
increase / (decrease)		2.0	2.0	





# Finance Division Staff Budget

		2020/21 Filled @ Mar 20/21	2021/22 Approved Budget	2022/23 PUB Target	2022/23 Version 2 Budget	2023/24 Version 2 Budget	2024/25 Version 2 Budget
	<b>Subdivision/ Department</b>						
	<b>Normal Operations</b>						
SD5	<b>Corporate Controller</b>						
002	Financial Reporting	10.00	11.00	11.00	12.00	12.00	11.00
004	Accounting Services	25.00	37.00	37.00	32.00	32.00	32.00
006	Financial Operations	16.00	7.00	7.00	12.00	12.00	12.00
045	Corporate Controller	4.00	4.00	4.00	4.00	4.00	4.00
408	Budgeting and Project Accounting	8.00	9.00	9.00	10.00	10.00	10.00
	<b>Total - Corporate Controller</b>	63.00	68.00	68.00	70.00	70.00	69.00
SD16	<b>Corporate Services</b>						
005	Administrative Services	9.00	12.00	12.00	19.00	19.00	19.00
038	Corporate Services	6.00	9.00	9.00	7.00	7.00	7.00
072	Premises	14.00	13.00	13.00	8.00	8.00	8.00
	<b>Total - Corporate Services</b>	29.00	34.00	34.00	34.00	34.00	34.00
SD2	<b>Regulatory Affairs</b>						
062	Regulatory Affairs	3.00	3.00	3.00	3.00	3.00	3.00
404	PIPP Mediation	2.00	-	-	-	-	-
	<b>Total - Regulatory Affairs</b>	5.00	3.00	3.00	3.00	3.00	3.00
003	Special Accounts & Subrogation	36.00	38.00	38.00	38.00	34.00	34.00
096	Value Management	3.00	3.00	3.00	3.00	3.00	3.00
	<b>Improvement Initiative Efficiencies*</b>	-	-	-	-	-	-
	<b>Total - Finance Division</b>	136.00	146.00	146.00	148.00	144.00	143.00



# Details of Budget Request

## Key areas for change include:

- **2.0 FTE increase for 2022/23**
  - ▶ 1.0 FTE transferred in from Information & Technology (SBA)
  - ▶ 1.0 additional Assistant Manager – 2 year term role in Financial Reporting
- **Increase in Special Services by \$437,000 from 2.5M to 2.95M**
  - ▶ In Corporate Services increases to Workplace Safety and Special Services – Other
  - ▶ Security Services for buildings increasing by 100k



# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments





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# Budget 2022-23

Subrogation





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# Budget 2022-23

## Value Management



# Value Management Strategic Objectives



## **NOVA**

Continued support and collaboration with Nova on financial analysis and creating and completing benefits tracking framework and processes

## **Corporate Agile/Lean Process Management**

Re-design Value Management processes to align with the Corporate Scaled Agile methodology. Supporting the development of Epic Hypothesis Statements, Lean Business Cases, the prioritization of initiatives and the tracking of deliverables and benefits

## **Expense Request**

Minimal departmental spend, budget ask of \$5K is down 17% year over year and consists mainly of professional dues & memberships. No change in FTEs





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# Budget 2022-23

Corporate Controller



# Controller Group Key Initiatives



## **NOVA Project and Billing Stream Alignment**

End-to-End Billing/Systems Refresh with significant work on modernization of our systems infrastructure. Impacts to financial reporting and Financial ERP [Lawson] along with System Architect. Nova Enablers – eCash/eTransfer/eSignature.

## **Process Refinements/Controls & Risk Management**

We have eliminated a management position and created a financial controls specialist to provide controls and governance oversight over all our financial controls processes.

All Financial Processes are being refreshed through an end to end review as part of Project Nova, and to ensure best practices within Finance.

## **IFRS 17 and IFRS 9 Management**

IFRS 17/9 Roadmap to be progressed and integration of impacts into all streams. The adoption for IFRS will be in year end 2023 with comparatives required starting in 2022.





# FTE Request & Rational

# FTE	Department	Positon
<i>IFRS 17 and 9 neutral request</i>	<i>Corporate Controller</i>	<ul style="list-style-type: none"> <li><i>Strategic Project - with significant impacts internally, and there are no net requests for the IFRS 17/9 road map and progression for 22/23 and/or onwards.</i></li> <li><i>IFRS 17/9 will be produced from 2 streams of IT infrastructure – both pre and post Nova.</i></li> <li><i>We will need to ensure that we have comparatives and requirements planned and aligned for March/2022.</i></li> </ul>
<i>Nova neutral request</i>	<i>Providing Nova Support</i>	<ul style="list-style-type: none"> <li><i>There are 10 people engaged in the Nova work streams and the Controller group leads all billing streams and the Nova Enabler projects. Based on time requirements – 4FTE to 6FTE.</i></li> <li><i>Nova requirement/involvement will increase in 22/23 as our personal autopac line approaches and to service the billing requirements for IRP and to continue to service the SRE.</i></li> <li><i>Additional service mandates will increase with the project within cash management, and financial reporting.</i></li> <li><i>Lawson integration, and testing requirements will be additional to the work highlighted above.</i></li> </ul>
<i>1</i>	<i>Financial Reporting – Assistant Manager [backfill for 2 year term]</i>	<p><i>Rational for request:</i></p> <ul style="list-style-type: none"> <li><i>All financial deliverables that will need to be changed in the financial reporting area from both accounting processes and investments management;</i></li> <li><i>Lawson/PAM reporting and design that will need to change to support the IFRS 17 and IFRS 9 design; and</i></li> <li><i>Ensure that we can run parallel financial reporting as we will need to ensure we have comparatives ready.</i></li> </ul>
<b>+1</b>	<b>Corporate Controller</b>	<b>Total FTE Change</b>

# Key Operating Expense Summary

	2021/22 Approved Budget	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Notes
<b>Merchant, Credit &amp; Debit Card &amp; Bank Fees</b>	\$10.6M	\$10.8	\$10.6	<ul style="list-style-type: none"> <li>Target of \$150K of base cost savings through renegotiation of Moneris fees ~ 85%-90% of these costs are set by the credit card brand</li> <li>Expense management and revised contract will see this spend decrease further through eTransfer capabilities in 2022/23</li> </ul>
<b>Bad Debt Expense</b>	\$700K	\$700K	\$700k	<ul style="list-style-type: none"> <li>For overall write off of accounts will remain consistent with prior year – overall a very low write off % AR.</li> </ul>
<b>Corporate Capital Tax and Audit Fees</b>	\$835K	\$835K	\$835K	<ul style="list-style-type: none"> <li>Corporate Capital Tax of \$600K will remain the same, and the PWC Audit fees of \$235K have remained relatively consistent.</li> </ul>
<b>Special Services</b>	\$400K	\$400K	\$400k	<ul style="list-style-type: none"> <li>Historically under utilized for expenses and will need ~\$300K for Acturial/IFRS support work. Possibility to decrease by \$100K.</li> </ul>





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# Budget 2022-23

Corporate Services  
Directorate



# Corporate Services Key Initiatives



## **CITYPLACE ASSET MANAGEMENT**

- **cityplace repositioning strategy**
- **Workplace 2.0 (cityplace space plan)**

## **SAFETY, SECURITY & ENVIRONMENT**

- **Sustainability Strategy**
- **Workplace Safety & Health Program**

## **PREMISES/ADMINISTRATIVE SERVICES**

- **Fleet Optimization**
- **Facilities Utilization Analysis**
- **Workspace 2.0 Analysis (all facilities)**



# Operational Expense Summary – Fleet Vehicles, Equipment & Buildings

	2021/22 Approved Budget	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Notes
Corporate – Travel & Fleet Vehicles <a href="#">Travel and Fleet Expense Budget</a>	1,515,132	1,522,957	1,488,857	- # of fleet vehicles Decreased from 140 to 136 in 2021/22 (Also in fleet: 2 loaders; 1 skid steer; 9 trailers; 3 misc equipment)
Corporate – Equipment <a href="#">Corporate Capital Equipment Budget</a>	0	0	9,000	- Required tester for new CAT network cables
Premises – Buildings <a href="#">Building Operational Budget</a>	15,958,849	16,016,176	16,255,801	239K increase comprises of: - 100K Bldg B use analysis - 69K increase for other Special Services - 48K increase for Gas utilities - 19K Major projects - 3K Misc



# Breakdown of Building Operations Budget

Account	2021/22 Approved Budget	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Detail
Buildings Basic Operations	3,985,360	3,943,360	3,997,860	This part of budget stays fairly stable in order to run the buildings
Major Projects	153,000	381,000	400,000	- 10k increase scope Dauphin meeting room - 15k - replace RTU Brandon
Monthly Parking	-303,750	-303,750	-303,750	
Downtown Biz	99,000	99,000	99,000	
CAM/Tax	4,157,775	3,798,580	3,798,580	- Reduced CAM costs – cityplace
Property / Business Tax	2,388,175	2,388,175	2,388,175	- Includes 460,650 for Main Interest Expense
Security	908,000	962,475	966,000	- Guards located at City Place; Main SC; Plessis PDC
Special Services	84,900	77,500	246,500	Breakdown on next page



# Special Services Account

Account	2021/22 Approved Budget	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Detail
Plessis Bldg B			100,000	- Building use analysis (One time cost)
All Bldg			76,100	- Introduction to Building Use Analysis for city properties (One time cost)
cityplace	25,000	25,000	25,000	- Misc Services
Plessis Compound	10,400	10,400	10,400	- Soils & water testing @ PDC
Plessis Compound	35,000	35,000	35,000	- Fire Protection @ PDC
<b>Total</b>	<b>84,900</b>	<b>77,500</b>	<b>246,500</b>	<a href="#">Building Budget Hyperlink</a>



# Capital Summary

	2021/22 Approved Budget	2021/22 Reforecast June	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Notes
Capital – Buildings	8,782,286	8,726,720	11,377,956	9,161,456	- Buildings only - Includes Space Plan 21/22 – \$7,749,760 22/23 – \$7,300,000
Capital – Fleet <a href="#">Fleet Budget Hyperlink</a>	582,780	585,780	630,290	526,678	Eliminated 5 fleet assets
<b>Total Directorate Budget</b>	<b>9,365,066</b>	<b>9,312,500</b>	<b>12,008,246</b>	<b>9,708,134</b>	<a href="#">Capital Budget Hyperlink</a>





# Cityplace Capital Summary

	2021/22 Approved Budget	2021/22 Reforecast June	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Notes
Cityplace non recoverable structural	\$1,364,670	\$440,000	\$2,365,400	\$3,816,435	Includes partial replacement and fire pump relocation project
Cityplace non recoverable equipment	\$4,669,855	\$4,682,710	\$3,532,635	\$3,910,515	Includes building automation and sprinkler projects
Cityplace modernization projects	\$75,000	\$1,573,430	\$3,236,760	\$7,502,442	Mall Repositioning project
Cityplace Tenant Fit up	Previous budget under leasing costs	\$4,912,196	\$0.00	\$9,384,894	-MPI space plan -5 <sup>th</sup> floor tenant
<b>Totals</b>	<b>\$6,109,525</b>	<b>\$11,608,336</b>	<b>\$9,134,795</b>	<b>\$24,614,286</b>	



# FTE Budget

	2021/22 Approved Budget	2022/23 Approved Previous year Budget	2022/23 Revised Budget	Notes
(038) Corporate Services Safety & Security	9	9	7	- Reallocated 2 positions to (072)
(005) Admin Services: Premises Warehouse & Mailroom	11	12	19	- Reallocated 5 positions from (072)
(072) Asset Management	13	13	8	- Reallocated 5 positions to (005) and 2 positions from (038)
Total Directorate Budget	33	34	34	<a href="#">FTE Budget Hyperlink</a>





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# Budget 2022-23

Regulatory Affairs



# Budget Request

Description	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request
Corporate Rel - Other	-	-	-
Corp Rel-Empl Recog Prog	-	-	-
Employee Recognition	150	150	150
Professional Fees	1,066	1,066	1,066
Freight & Express	-	-	-
Office Supplies	370	370	370
Printed Forms and Stationery	-	-	-
Overtime	4,000	4,000	4,000
Meal Allowance	150	150	150
Monthly Parking	-	-	-
Travel - Expense Reports	-	-	-
Travel Expense-Personal	-	-	-
Rates Appeal - Rent	-	-	-
Rates Appeal Board	85,000	85,000	85,000
Rates Appeal - Other	-	-	-
Public Information Meetings	10,300	10,300	10,300
Public Utilities Board	-	-	-
PUB Monthly Costs	318,000	228,000	228,000
Advisors and Counsel to PUB	477,909	477,909	477,909
Advisors and Counsel to Interveners	270,631	224,444	144,444
Advisors and Counsel to MPI	52,300	169,514	52,300
GRA Preparation	6,000	6,000	6,000
GRA Hearing Costs	20,000	20,000	20,000
GRA Notice of Public Hearing	22,000	22,000	22,000
AICC Expenses	1,300,000	1,300,000	1,300,000
Crown Corporation Levy	180,000	180,000	180,000
Claimant Advisory Office	1,230,000	1,230,000	1,230,000
Operating Expenses - Misc	875	875	875
Postage - Other	655	655	655
Office Supplies	1,090	1,090	1,090
Photocopying Exp	1,245	1,245	1,245
Overtime	-	-	-
PIPP Mediation Pilot	415,000	415,000	415,000
Sundry Claims - Other	2,500	2,500	2,500
Monthly Parking	2,580	2,580	2,580
	<b>4,401,821</b>	<b>4,382,848</b>	<b>4,185,634</b>



# Intervener's Analysis 2022/23

<b>Interveners</b>	<b>2023 GRA 2022/23 Budget</b>	<b>2024 GRA 2023/24 Forecast</b>	<b>2024 GRA 2024/25 Forecast</b>
<b>Advisors and Counsel to Interveners</b>			
TC	\$ 126,187.52	\$ 80,000.00	\$ -
ATA	\$ -	\$ -	\$ -
IBAM	\$ -	\$ -	\$ -
CMMG	\$ 53,511.98	\$ 53,511.98	\$ 53,511.98
BW	\$ -	\$ -	\$ -
CAC	\$ 90,931.00	\$ 90,931.00	\$ 90,931.00
	<b>\$ 270,630.50</b>	<b>\$ 224,442.98</b>	<b>\$ 144,442.98</b>
<b>PUB</b>			
PUB Monthly Costs	\$ 318,000.00	\$ 228,000.00	\$ 228,000.00
Advisors and Counsel to	\$ 477,908.85	\$ 477,908.85	\$ 477,908.85
	<b>\$ 795,908.85</b>	<b>\$ 705,908.85</b>	<b>\$ 705,908.85</b>
<b>MPI</b>			
Advisors and Counsel to	\$ 52,300.00	\$ 169,514.00	\$ 52,300.00
GRA Preparation	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
GRA hearing Costs	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00



# Intervener Analysis

- TC- VFH product Analysis still underway-thus less participation
- ATA- Not expected to intervene
- IBAM- Not expected to intervene
- CMMG - Increased level of participation is expected, including in the DSR
- BW - Not expected to intervene
- CAC - End of trial period of the CMP, Counsel costs includes potential discussion of Bill 35
- PUB - RS Tech Conference, Bill 35 implementation
- GRA Hearing costs - Comparable, in complexity, to the 2021 GRA
- Advisors and Counsel to MPI -2022 GRA (transition to the new regulatory scheme), 2023 GRA - 1st full year of Bill 35, possible PwC / Nova participation, 2023 GRA - ALM assessment, 2024 GRA- ALM Assessment should be completed



# Budget Review Committee Presentation

Legal & Compliance Division

August 17, 2021



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# Agenda

## Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
4. Staffing Budget Request
  - ▶ Vacancy discussion per division
5. Approval / Changes required





# Division and Strategic Objectives

## Guiding questions:

1. How does the budget request in this presentation align to the corporate strategic initiatives in your area?
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Special Services	8,500,122	3,797,441	12,297,563
Building Expenses	8,569,687	87,718	8,657,405
Loss Prevention/Safety Program	4,139,000	(321,800)	3,817,200
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Advertising & Public Info	3,504,978	(283,012)	3,221,966
Printing, Stationery & Supplies	4,603,532	(103,600)	4,499,932
Postage	4,738,705	(243,000)	4,495,705
Regulatory/Appeal Expenses	4,387,300	(415,160)	3,972,140
Travel & Vehicle Expenses	1,234,307	(63,668)	1,170,639
Driver Education Program	4,875,070	(182,000)	4,693,070
Grant in Lieu of Taxes	1,949,525	(22,000)	1,927,525
Furniture & Equipment	2,567,698	(1,000,431)	1,567,267
Merchant, Credit & Debit Card & Bank Fees	10,842,170	(150,000)	10,692,170
Miscellaneous	9,013,289	(2,307,791)	6,705,498
<b>Sub Total</b>	<b>128,263,943</b>	2,765,726	<b>128,857,594</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>314,031,230</b>	9,931,754	<b>321,790,909</b>
Depreciation of Capital Investment	6,289,054	159,947	6,449,001
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<b>Sub Total - Amortization &amp; Depreciation</b>	<b>17,639,028</b>	1,783,289	<b>17,798,975</b>
<b>Grand Total</b>	<b>331,670,258</b>	11,715,043	<b>339,589,884</b>
	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# Legal & Compliance Division

Legal & Compliance Division	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensation</b>	4,580,653	386,034	<b>4,966,687</b>
Data Processing	0	170,000	<b>170,000</b>
Special Services	0	0	<b>0</b>
Building Expenses	0	0	<b>0</b>
Loss Prevention/Safety Program	2,826,600	(11,600)	<b>2,815,000</b>
Telephone/Telecommunications	0	0	<b>0</b>
Advertising & Public Info	0	0	<b>0</b>
Printing, Stationery & Supplies	85,974	(7,447)	<b>78,527</b>
Postage	50	0	<b>50</b>
Regulatory/Appeal Expenses	0	0	<b>0</b>
Travel & Vehicle Expenses	47,620	(5,370)	<b>42,250</b>
Driver Education Program	265,000	10,000	<b>275,000</b>
Grant in Lieu of Taxes	0	0	<b>0</b>
Furniture & Equipment	0	0	<b>0</b>
Merchant, Credit & Debit Card & Bank Fees	0	0	<b>0</b>
Miscellaneous	111,882	850	<b>112,732</b>
<b>Sub Total</b>	3,337,126	156,433	<b>3,493,559</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	7,917,779	542,467	<b>8,460,246</b>
<b>Budget Target Savings</b>	<b>(19,063)</b>		
<b>BUDGET TARGET</b>	<b>7,898,716</b>		<b>561,530</b>



# Staffing Budget Request

## Guiding Questions

- How will the requested new roles support the journey to MPI 2.0?
- What vacancies can be considered when looking at the needs of the corporation (to run and change the business)?



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Legal & Compliance Division Forecast	48.0	48.0	47.0	-
Legal & Compliance Division V1 Budget	-	51.0	51.0	51.0
increase / (decrease)		3.0	4.0	



# Legal & Compliance Division Staff Budget

		2020/21 Filled @ Mar 20/21	2021/22 Approved Budget	2022/23 PUB Target	2022/23 Version 2 Budget	2023/24 Version 2 Budget	2024/25 Version 2 Budget
	<b>Subdivision/ Department</b>						
	<b>Normal Operations</b>						
SD3	<b>DVA Policy &amp; Registrar of Motor Vehicles</b>						
010	Road Safety Program Development	5.00	5.00	5.00	5.00	5.00	5.00
057	INACTIVE-Deputy Registrar	-	-	-	-	-	-
098	Driver & Vehicle Policy & Administration	9.00	9.00	9.00	9.00	9.00	9.00
420	Loss Prevention Planning & Analysis	-	4.00	4.00	5.00	5.00	5.00
	<b>Total - DVA Policy &amp; Registrar of Motor Vehicles</b>	14.00	18.00	18.00	19.00	19.00	19.00
059	Legal Services	29.60	30.00	29.00	32.00	32.00	32.00
	<b>Improvement Initiative Efficiencies*</b>	-	-	-	-	-	-
	<b>Total - Legal &amp; Compliance Division</b>	43.60	48.00	47.00	51.00	51.00	51.00



# Details of Budget Request

## Key areas for change include:

- **3.0 FTE increase for 2022/23**
  - ▶ 1 FTE transferred in from Operations
  - ▶ 2.0 additional new FTE added in Legal Services (Privacy Coordinator & Compliance Officer)
  - ▶ 1.0 additional Legal Services Clerk role.
    - Last year this was a planned reduction with the removal of the term clerical role in future years. Added back on a permanent basis starting 2022/23.
- **\$170,000 in data processing expenses**
  - ▶ New request – may require submission through I&T or Digital & Transformation. Is this a normal operations expense request?





# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments



# Budget Review Committee Presentation

Customer Division

August 18, 2021



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# Agenda

## Version 1 Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
4. Staffing Budget Request
  - ▶ Vacancy discussion per division
5. Approval / Changes required



# Division and Strategic Objectives

## Objectives:

- Supports our Road Safety and Corporate Citizenship mandate.
- Focus on building capacity and capabilities around customer experience.
- Created capacity to support Nova/Customer Experience within.
- Look to create efficiencies and effectiveness of communication team, product team by organizing team to deliverables.
- Upon completion of KPMG's engagement understand operating model required to support MPI 2.0 and create plan to build further capability.
- Teams are supporting operational requirement.
- Limited capacity for strategic priorities.



# Corporate Expense Budget Request vs. Target

OPERATING EXPENSES	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)
2022 GRA Forecast	\$331,670	\$335,521	\$340,212
Corporate Target Savings	(3,468)	(3,537)	(3,608)
<b>Projected Budget (Forecast – Savings)</b>	<b>\$328,202</b>	<b>\$331,984</b>	<b>\$336,604</b>
<b>Corporate Requested budget with Normal Ops changes</b>	<b>\$339,590</b>	<b>\$342,625</b>	<b>\$345,708</b>
Budget Request V1 (Normal Operations)	\$11,388	\$10,641	\$9,104



	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	Total 2022/23 Budget after V1 Changes
<b>Total Corporate Expenses - 2022/23 Budget</b>			
<b>Compensation</b>	<b>185,767,287</b>	7,166,028	<b>192,933,315</b>
Data Processing	57,428,404	4,031,217	59,287,546
Special Services	8,500,122	3,797,441	12,297,563
Building Expenses	8,569,687	87,718	8,657,405
Loss Prevention/Safety Program	4,139,000	(321,800)	3,817,200
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Advertising & Public Info	3,504,978	(283,012)	3,221,966
Printing, Stationery & Supplies	4,603,532	(103,600)	4,499,932
Postage	4,738,705	(243,000)	4,495,705
Regulatory/Appeal Expenses	4,387,300	(415,160)	3,972,140
Travel & Vehicle Expenses	1,234,307	(63,668)	1,170,639
Driver Education Program	4,875,070	(182,000)	4,693,070
Grant in Lieu of Taxes	1,949,525	(22,000)	1,927,525
Furniture & Equipment	2,567,698	(1,000,431)	1,567,267
Merchant, Credit & Debit Card & Bank Fees	10,842,170	(150,000)	10,692,170
Miscellaneous	9,013,289	(2,307,791)	6,705,498
<b>Sub Total</b>	<b>128,263,943</b>	2,765,726	<b>128,857,594</b>
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Amortization of Deferred Dev Costs	11,349,974	1,623,342	11,349,974
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>17,639,028</b>	1,783,289	<b>17,798,975</b>
<b>Grand Total</b>	<b>331,670,258</b>	11,715,043	<b>339,589,884</b>
	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# Customer Division (revised)

Customer Division	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensation Expenses</b>	5,523,475	(92,321)	<b>5,431,154</b>
Data Processing	0	0	0
Special Services	783,000	9,000	<b>792,000</b>
Building Expenses	0	0	0
Loss Prevention/Safety Program	692,000	(199,000)	<b>493,000</b>
Telephone/Telecommunications	0	0	0
Advertising & Public Info	3,449,712	(283,012)	<b>3,166,700</b>
Printing, Stationery & Supplies	124,080	(4,980)	<b>119,100</b>
Postage	0	0	0
Regulatory/Appeal Expenses	0	0	0
Travel & Vehicle Expenses	32,918	0	<b>32,918</b>
Driver Education Program	0	0	0
Grant in Lieu of Taxes	0	0	0
Furniture & Equipment	0	0	0
Merchant, Credit & Debit Card & Bank Fees	0	0	0
Miscellaneous	637,050	(120,180)	<b>516,870</b>
<b>Sub Total</b>	<b>5,718,760</b>	<b>(598,172)</b>	<b>5,120,588</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>11,242,235</b>	<b>(690,493)</b>	<b>10,551,742</b>
Depreciation of Capital Investment	18,545	11,751	<b>30,296</b>
Amortization of Deferred Dev Costs	0	0	0
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>18,545</b>	<b>11,751</b>	<b>30,296</b>
<b>Grand Total</b>	<b>11,260,780</b>	<b>(678,742)</b>	<b>10,582,038</b>
<b>Budget Target Savings</b>	<b>(179,657)</b>		
<b>BUDGET TARGET</b>	<b>11,081,123</b>		<b>(499,085)</b>



## Significant Line Items

Category Summary	2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request	Notes
<b>Loss Prevention/Safety Program:</b> This is essentially our Community Relations budget.	692,000		493,000	Impaired Driving -\$269 Vulnerable Road user - \$20 Safety Promotional -\$95
<b>Advertising &amp; Public info:</b> This covers our campaigns and printed materials. Note: 85%-90% of campaign budget is devoted to road safety awareness.	3,449,712	(283,012)	3,166,700	Production & media spending: Distracted \$671 Impaired \$599 Speed \$516 Seatbelts \$163 VRU \$207 Traffic Culture \$269 * Decrease is from removing fraud campaign this year (\$200,000) and lower volume levels for print materials.
<b>Special Services:</b> This covers our entire Customer Insights budget and digital media production vendors.	783,000	9,000	792,000	CX tracking \$462 Product research \$56 Campaign, market research & other program evaluations -\$90 Traffic safety research \$100K.
<b>Printing, Stationary &amp; Supplies:</b> Media Relations subscription to a media monitoring service is under this category.	124,080	(4,980)	119,100	Media Relations subscription to Cision and Meltwater is \$72,000.



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Customer Division Forecast	62.6	62.6	62.6	-
Customer Division V1 Budget		62.6	62.6	62.6
increase / (decrease)		-	-	



# Customer Division Staff Budget

	Subdivision/ Department	2020/21 Filled @ Mar 20/21	2021/22 Approved Budget	2022/23 PUB Target	2022/23 Version 2 Budget	2023/24 Version 2 Budget	2024/25 Version 2 Budget
	<b>Normal Operations</b>						
SD13	<b>Brand &amp; Customer Experience</b>						
070	Customer Experience	6.00	4.00	4.00	2.00	2.00	2.00
066	Marketing Campaigns	12.00	13.00	13.00	5.00	5.00	5.00
073	Customer Insights & Analytics	9.00	9.00	9.00	9.00	9.00	9.00
410	Creative & Digital Design	8.90	9.90	9.90	9.90	9.90	9.90
	<b>Total - Brand &amp; Customer Experience</b>	35.90	35.90	35.90	25.90	25.90	25.90
	<b>Customer Value Proposition</b>						
FA16	<b>Customer Value Proposition</b>						
036	Product	3.00	11.70	11.70	11.70	11.70	11.70
085	Product Management	5.80	-	-	-	-	-
	<b>Total - Customer Value Proposition</b>	8.80	11.70	11.70	11.70	11.70	11.70
426	Corporate Communications	-	-	-	7.00	7.00	7.00
043	Fair Practices & Customer Relations	7.00	8.00	8.00	9.00	9.00	9.00
074	Stakeholder & Media Relations	6.00	7.00	7.00	9.00	9.00	9.00
	<b>Improvement Initiative Efficiencies*</b>	-	-	-	-	-	-
	<b>Total - Customer Division</b>	57.70	62.60	62.60	62.60	62.60	62.60



# Details of Budget Request

## Key areas for change include:

- **FTE remains as planned with no additional requested**
  - ▶ Changes within the division have been processed (Corporate Communications and Marketing Campaigns separated) and shifts within division requiring some reclassification of roles.
  - ▶ All changes are offset within existing FTE
- **Decreased advertising budget to offset increased special services costs**
- **Overall operating expense savings targets are exceeded in the 3 year budget period**



# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments



# Budget Review Committee Presentation

People & Culture Division

August 18, 2021



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# Agenda

## Version 1 Budget Review Committee

1. Overview of the divisional departments and strategic objectives
2. Operating Expense Target Savings
3. Operating Expense Budget Request
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  - ▶ Vacancy discussion per division
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# Division and Strategic Objectives

## Background

People & Culture budget mainly encompasses HR services and administration, professional and leadership development. Some of these items fluctuate – for example legal costs relating to arbitration proceedings or human rights complaints as well as collective bargaining for example. The budget also factors in work required for our three strategic initiatives.

- Culture 2.0 (eg. assessing HR maturity and programming, identifying best practices)
- Talent 2.0 (eg. engagement with Mercer on compensation practices, talent acquisition integration)
- Professional & Leadership Development (eg. Leadership agility)



# Corporate Expense Budget Request vs. Target

OPERATING EXPENSES	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)
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	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# People & Culture Division

People & Culture Division	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Compensation Expenses</b>	3,022,702	195,132	<b>3,217,834</b>
Data Processing	0	0	0
Special Services	543,012	8,000	<b>551,012</b>
Building Expenses	0	0	0
Loss Prevention/Safety Program	0	0	0
Telephone/Telecommunications	0	0	0
Advertising & Public Info	45,000	0	<b>45,000</b>
Printing, Stationery & Supplies	39,700	(23,400)	<b>16,300</b>
Postage	0	0	0
Regulatory/Appeal Expenses	0	0	0
Travel & Vehicle Expenses	15,100	(2,700)	<b>12,400</b>
Driver Education Program	0	0	0
Grant in Lieu of Taxes	0	0	0
Furniture & Equipment	0	0	0
Merchant, Credit & Debit Card & Bank Fees	0	0	0
Miscellaneous	1,625,300	206,700	<b>1,832,000</b>
<b>Sub Total</b>	2,268,112	188,600	<b>2,456,712</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	5,290,814	383,732	<b>5,674,546</b>
Depreciation of Capital Investment	0	0	0
Amortization of Deferred Dev Costs	0	0	0
<b>Sub Total - Amortization &amp; Depreciation</b>	0	0	0
<b>Grand Total</b>	5,290,814	383,732	<b>5,674,546</b>
<b>Budget Target Savings</b>	<b>(108,636)</b>		
<b>BUDGET TARGET</b>	<b>5,182,178</b>		<b>492,368</b>



# People & Culture Division

## Budget highlights by department

- Talent Management and Professional & Leadership Development
- Total Rewards
- Employee Engagement (new – dept name to be refined)
- HR Business Partnerships
- HR Systems & Support



# Talent Management and Learning & Development:

The TMLD budget is centered around a few themes:

Learning & Development	Talent	Engagement
<ul style="list-style-type: none"><li>• Educational Assistance</li><li>• Staff Training- Other</li><li>• CIP</li><li>• Skillsoft</li><li>• Corporate Library</li><li>• Leadership Development (MPILead &amp; Leadership Agility)</li></ul> <p>Approx.: \$1,007,800</p>	<ul style="list-style-type: none"><li>• Coaching</li><li>• Leadership Effectiveness</li><li>• Core Strengths</li><li>• Membership fees</li><li>• Leader Onboarding</li></ul> <p>Approx.: \$143,000</p>	<ul style="list-style-type: none"><li>• Diversity, Equity &amp; Inclusion</li><li>• Be Heard: Employee Engagement Survey</li><li>• Wellness</li></ul> <p>Approx.: \$188,000</p>

Total Ask: \$1,343,850



# TMLD Breakdown of Changes:

Account No.	Description	2022/23	Rationale:
505140-0000	Ref Material/Subscriptions	(4,200)	Reduced from \$6,200/year to \$2000 based on previous spend. Also we will be looking to provide access to shareable electronic resources, as well as podcasts and virtual books vs the physical library.
505930-0000	Special Services - Other	(20,000)	<b>Core Strengths, RFSO services</b>
505960-0000	Employee Opinion Surveys	(32,000)	We were able to reduce this year's fees based on the need to only pay the 43k annual license cost for Be Heard. This will also be the case for next year, however in addition to the 43K we will be adding \$16.5 in 23/24 to administer the next survey.
505964-0000	Spec Serv-Wellness Init	(15,000)	We were able to reduce the wellness ask by budgeting Corporate activities at a cost of 10k, and allocating 5k/ division for a total of 35K to provide specific wellness supports. This is due to a more enhanced, strategic focus on wellness.
506125-0000	Leadership Development	29,000	<p><b>MPILead Supervisor</b> 48k for 4 sessions/year the breakdown of costs are as follows:</p> <ul style="list-style-type: none"> <li>• Effective feedback -8K</li> <li>• Difficult conversations -8k</li> <li>• Communicating the Essential Skills -12k</li> <li>• Managaing Multiple Priorities &amp; Delegating-20k</li> </ul> <p><b>Manager &amp; Above:</b> 22/23 Leadership Agility will be 110k, 1250/person based on 80 ppl. RFP will confirm actual pricing. Closes Aug. 30<sup>th</sup></p>
TBD	Leader Onboarding	32,000	<p>Costs based on 2 sessions/year offering 4 externally offered courses in addition to in house. Cost breakdown:</p> <ul style="list-style-type: none"> <li>• Coaching for Conflict: 4,000- 2k/session</li> <li>• Communicating as Leader: 20k- 1k/person</li> <li>• Effective Feedback: 4,000- 2k/session</li> <li>• Difficult Conversations: 4,000- 2k/session</li> </ul>



# Talent Management and Learning & Development

## The value the additional budget will bring now and in the future:

- The additional budget requested from TMLD is centered on the need to focus on our talent through leadership development.
- Additional budget will be used to evolve our MPILead program to offer leadership with of the moment courses and programs such as the Agile leadership program to compliment our focus on agile project management through our improvement initiatives.
- Creating a comprehensive Leader Onboarding program will provide new leaders with information and development to assist them to hit the ground running instead of waiting for the next session of MPILead. This will in turn improve the employee experience, and increase engagement and productivity, at the initiation of the leader's journey



# HR Business Partnerships

Account No.	Description	Changes:	Rationale:
503120-0000	Labour Relations Negotiations	150,000	Continue to participate in negotiations for CBA. Previous contract expired September 26, 2020; current proposal is for a 2 year contract with a potential expiration date of September 2022. Will need to prepare for contract negotiations again in 2022/23. Current cost of negotiations is approx. 130,000 – expect total cost to be approx. 150,000. Propose a similar budget for next contract (2022/23).
504740-0000	Legal	2,000	Have a temp vacant employee and labour relation specialist role until September 2022; will be looking to utilize and offset with external legal counsel. Currently have 1 outstanding arbitration; 2 potential arbitrations.
	Special Services - Other	25,000	Budget should have been included in 2020/21; have been utilizing the Legal accounting number to offset these costs. Increase in human rights complaints, mediations, respectful workplace issues where external provider has been necessary. This budget is also used for potential career transition services offered as part of separation agreement. In past years, total spend for this account was approx. \$20,000 – \$25,000.



## Total Rewards

Account No.	Description	Changes:	Rationale:
	Special Services - Other	25,000	Additional 25,000 will be used to engage Mercer to assist in assessing & enhancing the compensation framework. These enhancements will support the ability to attract & retain future talent.





## P&C: Total Rewards

- **Special Services:** The additional 25,000 requested will be used to engage Mercer to assist in assessment & enhancement of the compensation framework. These enhancements will support the ability to attract & retain talent in consideration of the future needs of the business & skills required to support the journey to MPI 2.0. This work is a defined objective within Epic Talent 2.0.
- **Corporate Recognition Program:** The existing 184,450 accounts for the majority (68%) of the total rewards budget. This covers expenses incurred for corporate recognition initiatives such as departmental recognition, service anniversaries, retirements, special events & programming, etc. The program aims to create an engaged workforce through effective reward & recognition programming & supports the goal of becoming a rewarding place to work as identified through Epic Talent 2.0 and Epic Culture 2.0.
- The remainder of the budget supports operational work tied to disability management and corporate scholarships.



## P&C: Employee Experience

- No additional budget has been requested for Employee Experience.
- The most impactful portions of the budget falls within:
  - Outside Recruiter Costs (43%): Existing 200,000 allows for the engagement of external agencies to support the identification & sourcing of candidates for highly skilled & difficult to fill positions. This resource supports the ability to hire specialized skills required to support the journey to MPI 2.0 as identified in Epic Talent 2.0.
  - Diversity Driven Professional Internship Program (33%): Existing 152,000 allows for recruitment of 3 external candidates (self-declared as a member of an employment equity group). Each spring, selected departments are loaned an FTE for a 12 month term.
- The existing 25,000 in special services is to be used to define the final elements of the talent acquisition strategy including a system capabilities & costing assessment which will further support the ability to attract & retain talent in consideration of the future needs of the business & skills required to support the journey to MPI 2.0. This work is a defined objective within Epic Talent 2.0.
- The remainder of the budget supports operational work tied to recruitment – candidate assessments, criminal record checks, security clearance & other background checks.



## HR Systems & Support

Account No.	Description	2022/23	Rationale:
504310-0000	Membership Fees	\$7,500	Reduced from \$10,000 to \$7,500 due to re-org. \$2,500 transferred to AU83.
505120-0000	Office Supplies	\$7,500	Reduced from \$15,000 to \$7,500 due to re-org. \$7,500 transferred to AU83.
505125-0000	Photocopying Exp	\$5,000	Reduced from \$15,000 to \$5,000 due to re-org. \$10,000 transferred to AU83.
505130-0000	Printed Forms and Stationery	\$300	Reduced from \$1,000 to \$300 due to re-org. \$700 transferred to AU83.
505140-0000	Ref Materials/Subscriptions	\$1500	Reduced from \$2,500 to \$1,500 due to re-org. \$1,000 transferred to AU83.
506907-0000	Monthly Parking	\$2,700	Reduced to \$0 as not parking is charged to AU411
505930-0000	Special Services	\$75,000	Increased budget by \$25,000 to allow for Gartner services &/or Conference Board of Canada &/or APQC.org fees. Special services budget also to cover Infor training for HRMS team.



# Staffing Budget Request

## Overview

- No new roles requested
- Point in time vacancies:
  1. Compensation analyst (filled, new incumbent starts shortly)
  2. Temporary HRBP (unable to fill, perm incumbent returns from maternity leave in 7 months)
  3. Employee & Labour Relations Specialist (will be posted in new fiscal year to reduce OB headcount)
  4. Term HRMS Associate (posted)
  5. Manager, Employee Experience (to be filled once Laura returns from maternity leave)



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
People & Culture Division Forecast	37.0	37.0	37.0	-
People & Culture Division V1 Budget		37.0	37.0	37.0
increase / (decrease)		-	-	



# People & Culture Division Staff Budget

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PEOPLE & CULTURE

2022/23 STAFFING BUDGET - NORMAL OPERATIONS

	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
People & Culture								
Employee Experience	2.0	1.0	1.0	6.0	6.0	6.0	5.0	5.0
Talent Management & Learning Development	5.0	5.0	5.0	5.0	5.0	5.0	-	-
HR Systems & Support	19.0	12.0	12.0	12.0	12.0	12.0	-	-
Total Rewards	9.0	9.0	9.0	4.0	4.0	4.0	(5.0)	(5.0)
HR Business Partnerships	9.0	10.0	10.0	10.0	10.0	10.0	-	-
Strategic Management	1.0	-	-	-	-	-	-	-
<b>Total</b>	<b>45.0</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>-</b>	<b>-</b>



# Details of Budget Request

## Summary:

- 5.0 Talent Acquisition group transferred out of Total Rewards and into Employee Experience
- No other FTE changes in the other departments within the division
- TERM HRMS Associate position will continue due to unrealized benefits with HR Optimization project and direction change.
- Misc. Expense category increase mainly due to Labour Relations expenses of 150k



# Approval / Changes Required

## Next Steps to finalize Version 1 budget

- Confirmation of budget requests (staffing and operating expenses) which are supported by Executive Committee
- Documentation of any action items for changes required with related timelines and assignments





# Budget Review Committee 2022/23

## Information & Technology Division

August 16, 2021



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# Agenda

1. IT Strategic Highlights & Strategic Objectives 2022/23 thru 2024/25
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Questions



# Information & Technology Divisional & Budget Highlights

## Divisional Highlights:

- Completed divisional re-alignment and established new directorates to help transform our data and infrastructure capabilities.
- IT planning sessions have begun and will serve as the basis for creating new IT Roadmap. Roadmap will detail IT Transformation and support of MPI 2.0
- Continue to lead the creation of centers of excellence and communities of practice to foster and mature Agile delivery.
- Ongoing support and involvement with Project Nova – Assisting with plans to transition new platforms into operations.

## Budget Highlights:

- *Requesting 5 new FTE positions within the division to start transforming and maturing MPIs security controls, processes and capabilities (approximate \$500k)*
- *\$975K in new costs transferred from initiatives (IT Transformation)*
- *\$3M compensation adjustments (increase)*



# Budget 2022-23

## Expense Budget



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# IT Expense Budget – 2022/23 Changes

Information & Technology Division	2022/23 Base Budget	2022/23 Version 1 Changes	2022/23 Budget Request
Compensation Expenses	23,356,612	3,039,102	26,395,714
<b>Sub Total</b>	23,356,612	3,039,102	26,395,714
Data Processing	39,010,151	1,671,142	40,681,293
Special Services	1,729,409	(157,635)	1,571,774
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Printing, Stationery & Supplies	2,371,335	(56,375)	2,314,960
Travel & Vehicle Expenses	35,860	6,900	42,760
Furniture & Equipment	2,140,114	(946,806)	1,193,308
Miscellaneous	437,358	58,433	495,791
<b>Sub Total</b>	47,634,383	517,471	48,151,854
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>70,990,995</b>	<b>3,556,573</b>	<b>74,547,568</b>
Depreciation of Capital Investment	716,232	(82,479)	633,753
Amortization of Deferred Dev Costs	11,349,974	0	11,349,974
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>12,066,206</b>	<b>(82,479)</b>	<b>11,983,727</b>
<b>Grand Total</b>	<b>83,057,201</b>	<b>3,474,094</b>	<b>86,531,295</b>
Corporate & Community Relations	15,800	0	15,800
Corporate Training	241,317	58,683	300,000
Memberships & Conferences	57,267	7,750	65,017
Other	122,974	(8,000)	114,974
<b>Total Miscellaneous</b>	<b>437,358</b>	<b>58,433</b>	<b>495,791</b>



# Budget Submission vs Target

Information & Technology Division	2022/23 Base Budget	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Grand Total</b>	<b>83,057,201</b>	<b>3,474,094</b>	<b>86,531,295</b>
Target Savings		(853,326)	
Difference		(4,327,420)	
<b>Changes after budget submitted:</b>			
Compensation adjustments		3,039,102	
IT Transformation Licensing transferred into Operations from Initiatives		975,000	
Balance Missed target		313,318	
<b>Sub Total</b>		<b>4,327,420</b>	

- Note – Once the initial requests were submitted within IT the submission was \$3M over corporate targets so divisional leaders asked to find additional savings.
- Reduced submissions 2.7M prior to submitting budgets to Finance.
- Additional savings difficult as many costs tied to contracts (IBM, Licensing)



## IT Expense Changes – Significant Line Items

Account	2022/23 Base Budget	2022/23 Version 1 Change	2022/23 Requested Budget	Key Items
Compensation	\$23,356,612	\$3,039,102	\$26,395,714	<ul style="list-style-type: none"> <li>• Compensation expenses updated based on average salaries or projections for new positions</li> <li>• +5 FTE Increase (Details provided in FTE slides)</li> </ul>
Special Services	\$1,729,409	\$(157,635)	\$1,571,774	<ul style="list-style-type: none"> <li>• (-\$147K) reductions from base budget within Vendor Management – Microsoft, DXC, and IBM</li> <li>• (-\$125K) reductions from base in ISO Pen testing, Q-radar, ISM review</li> <li>• +\$15K increase in IT Service Mgmt for smaller services OBS</li> <li>• +\$25K increase in Infrastructure for building appliances and servers</li> <li>• +\$75K increase in Data Management for consulting/advisory services</li> </ul>



## IT Expense Changes – Significant Line Items

Account	2022/23 Base Budget	2022/23 Version 1 Change	2022/23 Requested Budget	Key Items
Furniture & Equipment (Computer Equipment)	\$2,140,114	\$(946,806)	\$1,193,308	<ul style="list-style-type: none"> <li>Reduction for Laptops - (-962K) due to accelerating purchase in 2021/22</li> <li>Reduction for Phones (-11K)</li> <li>Increase for Communication Equipment (+27K) – Power Dist. Units &amp; Wifi equipment</li> </ul>
Corporate IT Training	\$241,317	\$58,683	\$300,000	<ul style="list-style-type: none"> <li>Based on training schedules submitted by divisional leaders – Training requests include:</li> <li>SaFe, Itil, Cloud, Doc1, Soap, Power BI, Cyber Security, Analytics</li> </ul>





## IT Expense Budget – 2022/23 Changes Details

### Data Processing – Overview By Expense Category:

Data Processing Category	Base Budget	Budget Adjustment	New Amount
Software Licensing & Maintenance	\$18,293,372	\$1,556,742	\$19,850,114
IBM Data Center	\$13,860,825	\$0	\$13,860,825
IBM Security Operations	\$599,545	\$0	\$599,545
External Labour	\$4,257,321	\$500,679	\$4,758,000
Data Processing Equipment Maintenance	\$1,546,602	\$(159,794)	\$1,386,808
Software (New)	\$355,670	\$(174,669)	\$181,001
Computer Costs	\$51,816	\$(51,816)	\$0
Microfilm	\$45,000	\$0	\$45,000
<b>Total</b>	<b>\$39,101,151</b>	<b>\$1,671,142</b>	<b>\$40,681,142</b>

# IT Expense Budget – 2022/23 Changes Details

## Data Processing – Software Licensing Maintenance:

Data Processing Category	Base Budget	Budget Adjustment	New Amount	Key Items
Software Licensing & Maintenance	\$18,293,372	\$1,556,742	\$19,850,114	<p><b>Vendor Management +\$1.26M:</b></p> <ul style="list-style-type: none"> <li>\$975K IT Transformation transfer from Initiatives</li> <li>\$162K increase Microsoft</li> <li>\$126K Annual increases</li> </ul> <p><b>ITSM +\$293K:</b> New Software (main ones):</p> <ul style="list-style-type: none"> <li>\$180K Desktop as a Service (new)</li> <li>\$55K Azure AD Auditor</li> <li>\$30K MS Power Automate</li> <li>\$28K Annual Increases</li> </ul>
<b>Total</b>	<b>\$18,293,372</b>	<b>\$1,556,742</b>	<b>\$19,850,114</b>	



## IT Expense Budget – 2022/23 Changes Details

### Data Processing – External Labour:

Department	Base Budget	Budget Adjustment	New Amount	Key Items
Enterprise Application Management	\$4,107,321	\$50,679	\$4,158,000	Operational Consultants Expand Infor & 365 Skills Address Capacity constraints
ISO	\$0	\$450,000	\$450,000	Supplement existing Staff – Analyst & Architect
Enterprise Architecture	\$150,000	\$0	\$150,000	No change
<b>Total</b>	<b>\$4,257,321</b>	<b>\$500,679</b>	<b>\$4,758,000</b>	



## IT Expense Budget – 2022/23 Changes Details

### Data Processing – IBM Costs:

Data Processing Category	Base Budget	Budget Adjustment	New Amount	Key Items
IBM Data Center	\$13,860,825	\$0	\$13,860,825	No Change – Will manage within existing budget. Cloud Strategy & IT Roadmap may require adjustments in future.
IBM Security Operations	\$599,545	\$0	\$599,545	
<b>Total</b>	<b>\$14,460,370</b>	<b>\$0</b>	<b>\$14,460,370</b>	



## IT Expense Budget – 2022/23 Changes Details

### Data Processing – Remaining:

Data Processing Category	2022/23 Base Budget	Budget Adjustment	New Amount	Key Items
Data Processing Equipment Maintenance	\$1,546,602	\$(159,794)	\$1,386,808	\$(-133)K Blue Coat decommissioning \$(-40)K InfoPrint reduction \$(-50)K Cisco reduction +60K Workgroup Print Services
Software (New)	\$355,670	\$(174,699)	\$181,001	\$(-118)K Windows Licenses \$(-50)K Streetsweper \$(7)K Misc licenses
Computer Costs	\$51,816	\$(51,816)	\$0	
<b>Total</b>	<b>\$1,954,088</b>	<b>\$(386,309)</b>	<b>\$1,567,809</b>	



# Budget 2022-23

## Staffing Budget Summary



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## Information & Technology – Staffing Overview

### Normal Operations:

Year	Total
2021_22 Approved Budget	296.6
2022_23 Requested Budget	301.6
<b>Increase / (Decrease)</b>	<b>5.0</b>

### Summary of Divisional Changes:

Transfers (Out) of Division	-(1.0)
Consultant Conversion (Information Security Architect)	1.0
Net New Requests (4 Perm / 1 Term)	5.0

Note – 1 Additional divisional transfer from the Infrastructure division to BTO (Digital Division) was brought forward after submission deadline (Project Delivery Manager (TRM)). Once transfer complete the Divisional Increase will be 4.0 overall



# Information & Technology – Summary of Staffing Changes

## Normal Operations:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
Platform & Engineering & Infrastructure	26.00	23.00	23.00	23.00	(3.00)	(3.00)	-
Enterprise Application Management	146.00	145.00	145.00	145.00	(1.00)	(1.00)	-
Strategic Sourcing & Vendor Management	23.00	24.00	24.00	24.00	1.00	-	1.00
Data Management & Analytics	38.60	37.60	37.60	37.60	(1.00)	(1.00)	-
Information Security Office	14.00	19.00	19.00	19.00	5.00	5.00	
Enterprise Architecture	6.00	6.00	6.00	6.00	-		
IT Service Management	43.00	47.00	47.00	47.00	4.00	4.00	
<b>Total - Normal Operations</b>	<b>296.60</b>	<b>301.60</b>	<b>301.60</b>	<b>301.60</b>	<b>5.00</b>	4.00	1.00

*FTE Change details explained on the slides that follow*





# Platform, Engineering & Infrastructure

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
Infrastructure	26.00	23.00	23.00	23.00	(3.00)	(3.00)	
<b>Total - Platform &amp; Engineering &amp; Infrastructure</b>	<b>26.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>(3.00)</b>	<b>(3.00)</b>	<b>-</b>

## Summary of FTE Adjustments:

#FTE	Department	Position
-(2.0)	Infrastructure (417)	<b><u>-2 IT Platform Support Analyst - PERM</u></b> <ul style="list-style-type: none"> <li>Positions transferred from Infrastructure team to IT Service Management</li> </ul>
-(1.0)	Infrastructure (417)	<b><u>-1 Associate Telecommunications Analyst - PERM</u></b> <ul style="list-style-type: none"> <li>Position transferred from Infrastructure team to IT Service Management</li> </ul>
-(3.0)	Infrastructure	<i>Total FTE Change</i>

Note – 1 Additional divisional transfer from the Infrastructure division to BTO (Digital Division) was brought forward after submission deadline (Project Delivery Manager (TRM)). The budget request above will drop to 22.0 FTE



# Enterprise Application Management

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
<b>Enterprise Application Management</b>							
Production Support	18.00	17.00	17.00	17.00	(1.00)	(1.00)	
Enterprise Application Management	3.00	2.00	2.00	2.00	(1.00)	(1.00)	
Quality Control & Metrics	28.00	28.00	28.00	28.00	-		
SharePoint & Application Services	83.00	83.00	83.00	83.00	-		
Product Ownership	14.00	15.00	15.00	15.00	1.00	1.00	
<b>Total - Enterprise Application Management</b>	<b>146.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>(1.00)</b>	<b>(1.00)</b>	<b>-</b>



# Enterprise Application Management

## Summary of FTE Adjustments:

# FTE	Department	Positon
-(1.0)	Production Support (068)	<p><b><u>-1 Supervisor, Production Support - PERM</u></b></p> <ul style="list-style-type: none"> <li>• <i>Positions transferred from Production Support to the Product Ownership team</i></li> </ul>
-(1.0)	Enterprise Application Management (075)	<p><b><u>-1 Solution Architect - PERM</u></b></p> <ul style="list-style-type: none"> <li>• <i>Position transferred from Enterprise Application Management to IT Service Management and repurposed as a Supervisor, Personal Technology Services</i></li> </ul>
0.0	Quality Control & Metrics (091)	<p><b><u>-1 Supervisor, User Analysis - PERM</u></b></p> <ul style="list-style-type: none"> <li>• Position re-named/re-classed to Scrum Master within QCM</li> </ul> <p><b><u>-1 Systems User Analyst - PERM</u></b></p> <ul style="list-style-type: none"> <li>• Position re-named/re-classed to Scrum Master within QCM</li> </ul> <p><b><u>-1 Testing Analyst - PERM</u></b></p> <ul style="list-style-type: none"> <li>• Position re-named/re-classed to Scrum Master within QCM</li> </ul> <p><b><u>+3 Scrum Master – PERM</u></b></p> <ul style="list-style-type: none"> <li>• Positions re-named / re-classed as per above</li> </ul>



# Enterprise Application Management

## Summary of FTE Adjustments cont.

# FTE	Department	Position
+1.0	Product Ownership (418)	<p><b><u>+1 Supervisor, Production Support - PERM</u></b></p> <ul style="list-style-type: none"> <li><i>Positions transferred from Production Support to the Product Ownership team</i></li> </ul> <p><b><u>-1 Special Advisor – PERM</u></b></p> <ul style="list-style-type: none"> <li><i>Position re-named/re-classed to Manager, Product Ownership. Incumbent retired and the Manager, Product Ownership position was approved over –budget in 2020/21.</i></li> </ul> <p><b><u>+1 Manager, Product Ownership – PERM</u></b></p> <ul style="list-style-type: none"> <li><i>Special Advisor position above was re-named/re-classed for this AOB role.</i></li> </ul>
-(1.0)	Enterprise Application Management	Total FTE Change



# Strategic Sourcing & Vendor Management

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
<b>Strategic Sourcing &amp; Vendor Management</b>			-	-			
Vendor Management	12.00	13.00	13.00	13.00	1.00		1.00
Procurement & Strategic Sourcing	11.00	11.00	11.00	11.00	-		
<b>Total - Strategic Sourcing &amp; Vendor Management</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>1.00</b>	-	1.00



# Strategic Sourcing & Vendor Management

## Summary of FTE Adjustments:

# FTE	Department	Positon
0.0	Strategic Sourcing (067)	<ul style="list-style-type: none"> <li>Manager, Strategic Sourcing renamed to Manager, Strategic Sourcing and Vendor Management</li> </ul>
+1.0	Vendor Management (088)	<p><b><u>+1 Senior Vendor Management Analyst - TERM</u></b></p> <ul style="list-style-type: none"> <li>Term position required to assist with Capacity constraints</li> </ul>
+1.0	Strategic Sourcing and Vendor Management	Total FTE Change

Note – Request for 1 additional adjustment:  
 +1 Supervisor, Procurement and Strategic Sourcing  
 -1 Purchasing Agent



# Data Management & Analytics

## FTE / Staffing Budget requests

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
<b>Data Management &amp; Analytics</b>			-	-			
Data Operations & Business Intelligence	21.60	21.60	21.60	21.60	-		
Data Governance, Strategy & Architecture	7.00	7.00	7.00	7.00	-		
Data Management & Analytics	2.00	2.00	2.00	2.00	-		
Analytics & Data Science	8.00	7.00	7.00	7.00	(1.00)	(1.00)	
<b>Total - Data Management &amp; Analytics</b>	<b>38.60</b>	<b>37.60</b>	<b>37.60</b>	<b>37.60</b>	<b>(1.00)</b>	(1.00)	-

## Summary of FTE Adjustments:

# FTE	Department	Positon
-(1.0)	Analytics & Data Science (423)	<p><b><u>-1 Senior Business Analyst - PERM</u></b></p> <ul style="list-style-type: none"> <li>Position transferred to Value Management (408) within the Finance division.</li> </ul>



# Information Security Office

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
Information Security Office	14.00	19.00	19.00	19.00	5.00	5.00	





# Information Security Office

## Summary of FTE Requests:

# FTE	Department	Positon
+1.0	Information Security Office (406)	<p><b>+1 Information Security Architect - PERM</b></p> <ul style="list-style-type: none"> <li>• <i>Consultant Conversion expected in 2022/23 – Estimated savings 150K</i></li> </ul>
+4.0	Information Security Office (406)	<p><b>+4 Cyber Security Analysts (PERM)</b></p> <ul style="list-style-type: none"> <li>• <i>3 Senior and 1 Junior position to requested to assist with the following enhancements within ISO as MPI advances toward MPI 2.0</i> <ul style="list-style-type: none"> <li>• <i>Adoption of Cloud services</i></li> <li>• <i>Deliver of new security services / enhance existing capabilities.</i></li> <li>• <i>The CIS is realigning to the newly adopted Agile and Lean Portfolio Management that will require the officers and architects to be engaged at the epic level and the analysts to support the features</i></li> <li>• <i>The CIS is expanding the Risk and Compliance Program, which will require additional two resources to manage and deliver the program</i></li> </ul> </li> </ul>
+5.0	Information Security Office (406)	Total FTE Change



# Enterprise Architecture

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
Enterprise Architecture	6.00	6.00	6.00	6.00	-		

## Summary of FTE Adjustments:

- No FTE changes planned for 2022/23 – 2024/25



# IT Service Management

## FTE / Staffing Budget requests:

Subdivision/ Department	2021/22 Current FTE Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase / (Decrease) to Version 1 Budget	Perm	Term
IT Service Management	43.00	47.00	47.00	47.00	4.00	4.00	



# IT Service Management

## Summary of FTE Requests:

# FTE	Department	Position
+4.0	IT Service Management (416)	<p><b><u>+1 Supervisor, Personal Technology Services – PERM</u></b></p> <ul style="list-style-type: none"> <li>Transferred Solution Architect position into department from Enterprise Application Management (075) and repurposed the position for an approved over budget position.</li> </ul> <p><b><u>+2 IT Platform Support Analyst - PERM</u></b></p> <ul style="list-style-type: none"> <li>Transferred position into the department from Infrastructure team (417)</li> </ul> <p><b><u>+1 Associate Telecommunications Analyst - PERM</u></b></p> <ul style="list-style-type: none"> <li>Transferred position into the department from Infrastructure team (417)</li> </ul> <p><b><u>-1 Manager, IT Service Management – PERM</u></b></p> <ul style="list-style-type: none"> <li>Re-classed position to Director, Digital Workplace and Service Management</li> </ul> <p><b><u>+1 Director, Digital Workplace and Service Management – PERM</u></b></p> <ul style="list-style-type: none"> <li>Re-classed position from Manager, IT Service Management (as above)</li> </ul>
+4.0	IT Service Management (416)	Total FTE Change



# Questions



# Budget 2022-23

## Appendices



MANITOBA  
PUBLIC INSURANCE

# Appendix 1 - IT Vacancy Status as at July 16

Row Labels	Filled_Start Date in Aug	Job Evaluation Completed PD Developed	PD being developed	Posted Recruitment underway	To be Posted	Grand Total
<b>Data Management &amp; Analytics</b>		<b>2</b>		<b>3</b>	<b>3</b>	<b>8</b>
Data Analyst					1	1
Data Engineer		2				2
Data Modeller				2		2
Manager, Analytics & Data Science				1		1
Program Manager, Data Solutions						
SR Data Analyst					2	2
<b>Digital Workplace &amp; Service Management</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>4</b>
IT Change Management Specialist				1		1
IT Service Asset & Configuration Management Specialist				1		1
Records Management Administrator	1					1
Robotics Process Automation Specialist		1				1
<b>Enterprise Applicaton Management</b>		<b>1</b>		<b>7</b>		<b>8</b>
Business Analyst (Product Ownership)				1		1
Product Owner				1		1
Programmers (App Services)				5		5
Release Train Engineer / Specialist (QC&M)		1				1
<b>Enterprise Architecture</b>		<b>3</b>				<b>3</b>
Enterprise Architect		3				3
<b>Information Security Office</b>				<b>2</b>		<b>2</b>
Identity & Access Management Specialist				1		1
SR Information Security Analyst				1		1
<b>Platform Engineering &amp; Infrastructure</b>		<b>2</b>	<b>1</b>	<b>2</b>		<b>5</b>
Director, Platform Engineering & Infrastructure				1		1
Monitoring Specialist		2				2
SR Network Analyst				1		1
System / Network Architect (title TBA)			1			1
<b>Strategic Sourcing &amp; Vendor Management</b>				<b>1</b>		<b>1</b>
Purchasing Agent				1		1
<b>Grand Total</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>17</b>	<b>3</b>	<b>31</b>



## Appendix 2 – IT Transformation Benefits Added for discussion with Chad only (in case it comes up at BRC)

A number of benefits were brought forward in IT Transformation Business Case – Vendor Management will work to achieve savings but work to eliminate customization in Fineos and contract negotiations are required -

Recommend that budgets remain as is and adjustment be made in the year following benefit realization. If realized VM will be under budget for Licensing and Special Services and it will be an explainable variance





# Budget Review Committee Presentation

Insurance & Risk Management Division

August 18, 2021



MANITOBA  
PUBLIC INSURANCE

# Insurance & Risk Management Division

	Total 2022/23 Budget Baseline	2022/23 Version 1 Changes	2022/23 Budget Request
<b>Insurance &amp; Risk Management Division</b>			
<b>Compensation Expenses</b>	5,119,692	1,385,051	<b>6,504,743</b>
Data Processing	0	18,000	<b>18,000</b>
Special Services	335,545	772,458	<b>1,108,003</b>
Building Expenses	0	0	<b>0</b>
Loss Prevention/Safety Program	0	0	<b>0</b>
Telephone/Telecommunications	0	0	<b>0</b>
Advertising & Public Info	0	0	<b>0</b>
Printing, Stationery & Supplies	44,500	(11,014)	<b>33,486</b>
Postage	0	0	<b>0</b>
Regulatory/Appeal Expenses	0	0	<b>0</b>
Travel & Vehicle Expenses	68,992	(9,284)	<b>59,708</b>
Driver Education Program	0	0	<b>0</b>
Grant in Lieu of Taxes	0	0	<b>0</b>
Furniture & Equipment	1,800	0	<b>1,800</b>
Merchant, Credit & Debit Card & Bank Fees	0	0	<b>0</b>
Miscellaneous	469,965	(73,062)	<b>396,903</b>
<b>Sub Total</b>	920,802	697,098	<b>1,617,900</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	6,040,494	2,082,149	<b>8,122,643</b>
Depreciation of Capital Investment	0	0	<b>0</b>
Amortization of Deferred Dev Costs	0	0	<b>0</b>
<b>Sub Total - Amortization &amp; Depreciation</b>	0	0	<b>0</b>
<b>Grand Total</b>	6,040,494	2,082,149	<b>8,122,643</b>
<b>Budget Target Savings</b>	<b>(73,779)</b>		
<b>BUDGET TARGET</b>	<b>5,966,715</b>		<b>2,155,928</b>



# Staffing Budget Summary

STAFF FTE (Normal Ops only)	2021/22 (Approved Budget)	2022/23	2023/24	2024/25
2022 GRA Forecast - Corporate	1,930.0	1,922.3	1,914.3	-
2022 Budget V1 - Corporate	-	1,981.7	1,974.2	1,930.2
increase / (decrease)		59.4	59.3	
Insurance & Risk Management Division Forecast	69.8	71.3	71.3	-
Insurance & Risk Management Division V1 Budget		85.0	82.0	68.0
increase / (decrease)		13.7	10.7	



# Insurance & Risk Management Division Staff Budget

**MANITOBA PUBLIC INSURANCE**

**INSURANCE & RISK MANAGEMENT**

**2022/23 STAFFING BUDGET - NORMAL OPERATIONS**

	Filled at Mar2021	Current Fiscal 2021/22 FTE Budget	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Insurance & Risk Management								
Commercial Lines	48.3	48.8	50.3	64.0	61.0	47.0	15.2	13.7
ALM & Investment Management	4.0	4.0	4.0	4.0	4.0	4.0	-	-
Pricing & Portfolio Management	8.0	10.0	10.0	10.0	10.0	10.0	-	-
Forecasting & Reinsurance	4.0	4.0	4.0	4.0	4.0	4.0	-	-
Enterprise Risk Management	3.0	3.0	3.0	3.0	3.0	3.0	-	-
COVID Recoverable Expenses	-	-	-	-	-	-	-	-
BCMP Incident Response	2.0	-	-	-	-	-	-	-
<b>Total</b>	<b>69.3</b>	<b>69.8</b>	<b>71.3</b>	<b>85.0</b>	<b>82.0</b>	<b>68.0</b>	<b>15.2</b>	<b>13.7</b>



# Details of Budget Request

## Summary:

- 13.7 additional FTE in the Commercial Lines area
- No other FTE changes in the other departments within the division
- Special Services increased \$772k to a total of 1.1M
  - ▶ +450k in ALM & Investment Management Special Services - Other
  - ▶ +327k in Enterprise Risk Management Special Services - Other
  - ▶ -5k in Forecasting & Reinsurance



# ALM & Investment Management

## Special Services – Other - Projected to increase by \$450K

- \$250K one-time cost for Asset-Liability Management Study (with an additional ~ \$200K to be incurred in 2021/22)
- \$200K related to acquiring investment reporting software/service which is expected to provide the following information:
  - Calculating risk and return metrics,
  - Benchmarking performance vs. peers ,
  - Benchmarking performance vs. relevant indices,
  - Factor analysis,
  - Performance attribution,
  - Compliance monitoring,
  - Dashboard reporting, and
  - Quickly and easily reporting information on all relevant basis (corporate, line of business, portfolio, asset class, manager, currency, etc.).
- This software/service will automate time consuming work currently being completed in Excel and will allow staff to focus on higher value added tasks.
- The annual and ongoing cost of the software/service is estimated at \$200K.



# Enterprise Risk Management

Special Services – Other - Projected to increase by \$327K

- \$327k to hire a consultant full time in 2022/23. Expected duration of consultant is 12 to 24 months to support the Operational Risk Management strategic initiative.
  - Hiring an experienced risk management consultant is preferred instead of hiring internal FTEs to help build the ORM framework.
  - Consultant to develop ORM processes, tools, templates, training materials, key risk indicators (KRIs), reporting, communication and to provide facilitation/training.
  - ORM Roadmap is being developed by October 2021 that will define the role of the risk management consultant in greater detail.
- Long term (2+ years) – internal FTE(s) will be required when ERM/ORM processes become more mature to support ongoing ERM/ORM requirements.



# Enterprise Risk Management

## From MNP's (Internal Audit) ERM Maturity Assessment (Aug 2021)

- “Typically, during initial ERM or ORM implementation, the demand for ERM resources is higher, as implementation requires a significant amount of education, facilitation, guidance, and assistance, in addition to supporting regular program activities.”
- “...additional capacity will likely be needed as the ORM program is implemented and maintained.”
- “As ORM is implemented, the resourcing requirements will likely need to be increased further to support effective roll out of ORM.”

### License Fee – Other- Projected to Increase by \$18,000

- The ITRCM team has configured and implemented the IT Risk module for the GRC (Governance, Compliance and Risk) tool OneTrust.
- \$18K is the estimated cost for ORM/ERM Module with OneTrust
- GRC Tool is recommended by Gartner and MNP





# Budget Review Committee Presentation

Commercial Lines (SRE)

August 18, 2021



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# Executive Summary

## Commercial Lines (SRE)

Requesting executive support for a temporary increase to the FTE Budget to support operational readiness requirements for Nova Release 1 implementation in Spring of 2022.

- FTE Current: 48.8
- FTE 2022/23 Request: 64
- FTE Projected 2024/25: 47

Requesting an expense budget for the 2022/23 fiscal year aligned with prior year budgets. Largest variance is compensation associated to the FTE request above.



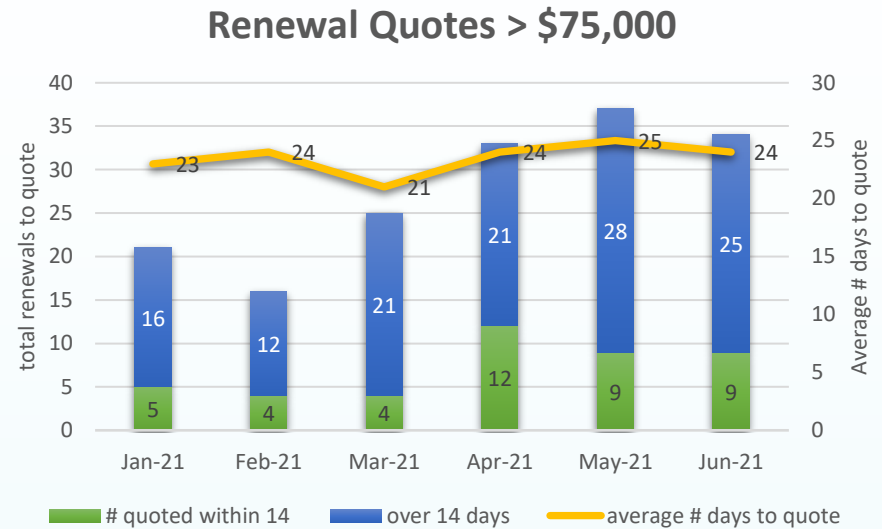
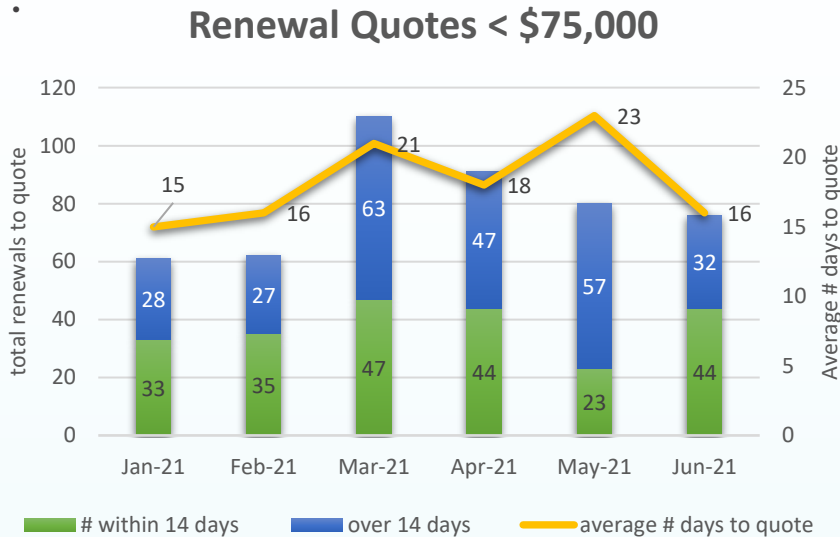
# Commercial Lines Overview

## Summary:

- 5 year premium growth has far out paced FTE growth
  - ▶ 67% premium growth : 16% FTE increase
- Current State of Operations
  - ▶ COVID & WFH impacted operational capacity & efficiency
  - ▶ High turnover & churn in clerical created a processing bottleneck
  - ▶ Capacity modeling reveals significant capacity shortages (aside from COVID)
- Nova transformation will cause disruption (25-30% loss in productivity)
  - ▶ Go-live in March of 2022 with transition over 15 months
  - ▶ Subsequent releases will also have impact to SRE processes
- Succession Planning Concerns
  - ▶ 40% of the team from Senior Underwriter up through Manager is eligible to retire in next five years



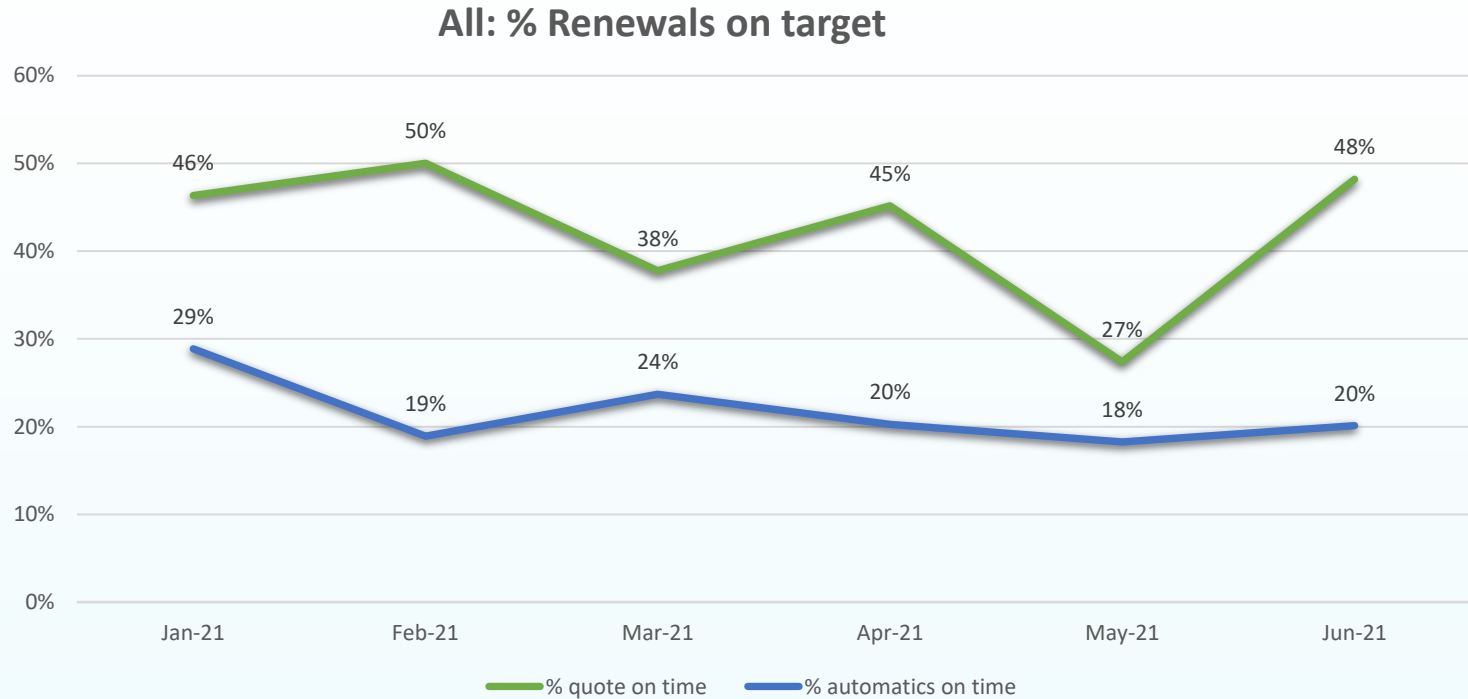
# Service Standards & Delivery



- Service Delivery Standard for providing a renewal quote is 14 days
- Struggling to achieve target 50% of the time at the underwriter level.
- Impact to service standard has been greater at the senior underwriter level where quote time is averaging between 21 and 25 days and target quote time is rarely achieved.



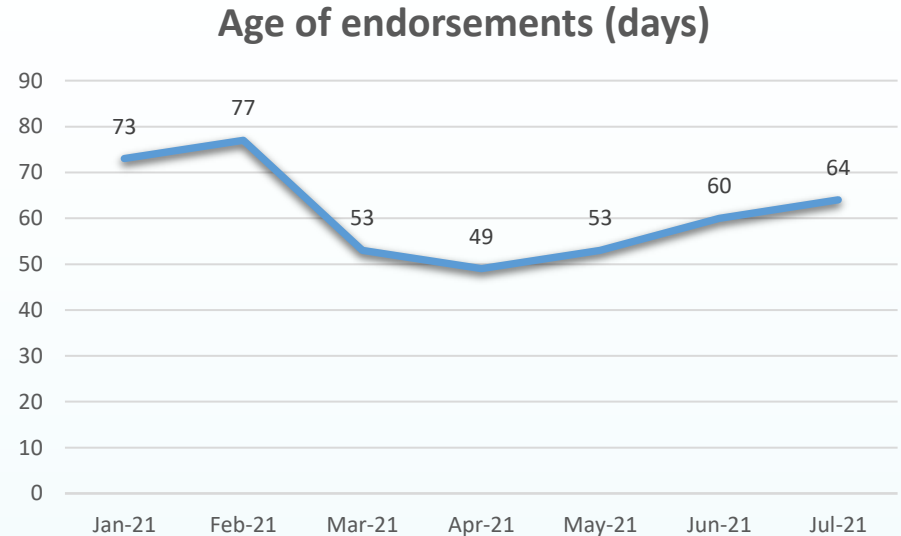
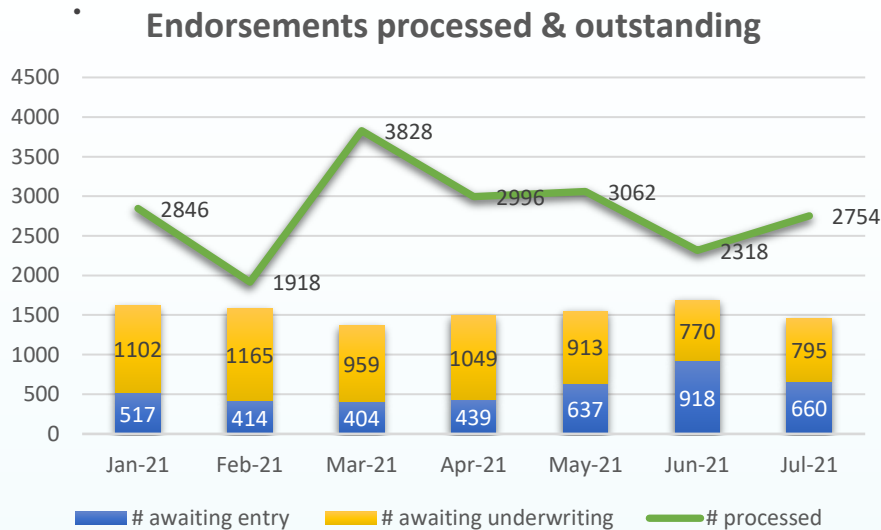
# Service Standards & Delivery



- Our goal is to meet or exceed service standard 80% of the time at minimum
- This chart reflects % of quotes on target in green and % of automatic renewals (excluding E level) on target in blue



# Service Standards & Delivery



- We are struggling with an extreme backlog of endorsements (mid-term change requests) in both underwriting and clerical (processing).
- We need to see:
  - ▶ The number processed monthly (green line) trending up
  - ▶ The number awaiting underwriting & entry (yellow & blue bars) trending down
  - ▶ The age of endorsements (blue line) trending down to a target of 25-30 days



# Commercial Lines

## Staffing Budget

**MANITOBA PUBLIC INSURANCE  
INSURANCE & RISK MANAGEMENT  
2022/23 STAFFING BUDGET - NORMAL OPERATIONS**

	Filled at Mar2021	Current Fiscal 2021/22 FTE	2022/23 PUB Target	Requested 2022/23 Budget	Requested 2023/24 Budget	Requested 2024/25 Budget	Inc/(Dec) to Current FTE Budget	Inc/(Dec) to PUB Target
Commercial Lines								
INACTIVE - Commercial Lines	2.0	-	-	-	-	-	-	-
Commercial Lines, Operations	46.3	38.8	40.3	52.0	49.0	37.0	13.2	11.7
Commercial Lines, Large Accounts	-	10.0	10.0	12.0	12.0	10.0	2.0	2.0
<b>Total</b>	<b>48.3</b>	<b>48.8</b>	<b>50.3</b>	<b>64.0</b>	<b>61.0</b>	<b>47.0</b>	<b>15.2</b>	<b>13.7</b>

- 2.0 analysts requested in Commercial Lines Operations (permanent)
- 2.0 additional term roles in Commercial Lines Large Accounts (2 years)
- 9.7 additional term roles in Commercial Lines Operations (2 years)



# FTE Summary

## Breakdown of 2022-23 Base vs Requested by role

- **Special Risk Extension Clerk** (*Base: 2 Perm & 4 Term*)
  - ▶ Request: + 4 term (12-24 month)
    - Requirement to enable training & development
    - Backlog must be eliminated
    - SIS to Duck Creek migration efforts
- **Assistant Underwriter** (*Base: 2 Perm & 2 Term*)
  - ▶ Request: + 1 term (24 month)
    - Considerable migration effort – high policy volume
    - Broker support role





# FTE Summary

Breakdown of 2022-23 Base vs Requested by role cont'd

- **Underwriter** (*Base: 14 Perm + 1.3 Term*)
  - ▶ Request: **+3.7** term (24 month)
- **Senior Underwriter** (*Base 7 Perm*)
  - ▶ Request: **+ 2** term (24 month)
- **Supervisor, Underwriting** (*Base: 4 Perm + 2 Term*)
  - ▶ Request: **+ 1** term (24 month)
    - Absorb the operational impact of transition/productivity loss
    - Succession planning mechanism



# FTE Summary

Breakdown of 2022-23 Base vs Requested by role cont'd

- **Product Owner/BA/Super User (*Net New Position*)**
  - ▶ **Request: +1 permanent**
    - Continuous Improvement – Duck Creek expertise
    - Product planning & vision, championing business value
- **Business Process Analyst (*Net New Position*)**
  - ▶ **Request: + 1 permanent**
    - Improve business process management
    - Focus on customer value & reducing waste



# Expense Budget Overview

Operating Expenses	Budget	Actual	Variance
2015/16	\$1,071,040	\$904,163	(\$166,877)
2016/17	\$1,073,506	\$785,519	(\$287,987)
2017/18	\$913,845	\$592,805	(\$321,040)
2018/19	\$274,856	\$154,142	(\$120,714)
2019/20	\$191,981	\$186,524	(\$5,457)
2020/21	\$189,584	\$164,289	(\$25,395)

- Demonstrated track record of diligent expense management
- Written premium up +67% over the same period
- 2022/23 planned budget of \$171,307
- Forecasted additional \$1.4M in compensation expenses for 2022/23 based on FTE request (not included in above numbers)
- Overtime budget has been increased for operational readiness
  - ▶ Reflects full support of FTE request



# Questions ?



# Appendices

Corporate slides to follow



# Corporate Expense Budget Request vs. Target

OPERATING EXPENSES	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)
2022 GRA Forecast	\$331,670	\$335,521	\$340,212
Corporate Target Savings	(3,468)	(3,537)	(3,608)
<b>Projected Budget (Forecast – Savings)</b>	<b>\$328,202</b>	<b>\$331,984</b>	<b>\$336,604</b>
<b>Corporate Requested budget with Normal Ops changes</b>	<b>\$339,590</b>	<b>\$342,625</b>	<b>\$345,708</b>
Budget Request V1 (Normal Operations)	\$11,388	\$10,641	\$9,104



	<b>Total 2022/23 Budget Baseline</b>	<b>2022/23 Version 1 Changes</b>	<b>Total 2022/23 Budget after V1 Changes</b>
<b>Total Corporate Expenses - 2022/23 Budget</b>			
<b>Compensation</b>	<b>185,767,287</b>	7,166,028	<b>192,933,315</b>
Data Processing	57,428,404	4,031,217	59,287,546
Special Services	8,500,122	3,797,441	12,297,563
Building Expenses	8,569,687	87,718	8,657,405
Loss Prevention/Safety Program	4,139,000	(321,800)	3,817,200
Telephone/Telecommunications	1,910,156	(58,188)	1,851,968
Advertising & Public Info	3,504,978	(283,012)	3,221,966
Printing, Stationery & Supplies	4,603,532	(103,600)	4,499,932
Postage	4,738,705	(243,000)	4,495,705
Regulatory/Appeal Expenses	4,387,300	(415,160)	3,972,140
Travel & Vehicle Expenses	1,234,307	(63,668)	1,170,639
Driver Education Program	4,875,070	(182,000)	4,693,070
Grant in Lieu of Taxes	1,949,525	(22,000)	1,927,525
Furniture & Equipment	2,567,698	(1,000,431)	1,567,267
Merchant, Credit & Debit Card & Bank Fees	10,842,170	(150,000)	10,692,170
Miscellaneous	9,013,289	(2,307,791)	6,705,498
<b>Sub Total</b>	<b>128,263,943</b>	2,765,726	<b>128,857,594</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>314,031,230</b>	9,931,754	<b>321,790,909</b>
Depreciation of Capital Investment	6,289,054	159,947	6,449,001
Amortization of Deferred Dev Costs	11,349,974	1,623,342	11,349,974
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>17,639,028</b>	1,783,289	<b>17,798,975</b>
<b>Grand Total</b>	<b>331,670,258</b>	11,715,043	<b>339,589,884</b>
	(3,468,000)		
	<b>328,202,258</b>		<b>11,387,626</b>



# Budget Review Committee 2023/24 Digital & Transformation

Presented by: Digital Transformation

Presented to: CEO/CFO

Date: August 10, 2022



# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Additional items
  - *D&T Conferences*
  - *Additional Items for Decision*
5. Run, Change and Transform
6. Questions

## Digital & Transformation - Strategic Highlights & Strategic Objectives

The D&T division mandate is long term Business Transformation in pursuit of MPI 2.0 and includes the following key strategic items:

- Launch Business Transformation Engine
- Bolster Scaled Agile Framework (SAFe)
- Mature Lean Portfolio Management (LPM)
- Establish the Product Management Directorate and roll out the Agile Release Trains (ARTs)
- Launch the Lean and Business Process Management Centres of Enablement
- Further build out MPI's Strategy Framework
- Mature ECM practice to provide a more robust, scalable, and flexible approach
- Mature Knowledge Management practices and platforms

### Budget Highlights:

- Requesting 33 FTE positions within the division – growing areas from nothing (PdM), filling capability gaps in business readiness and further developing existing areas (i.e. ECM and Strategy)
- \$1M (+650K over last year) Special services budget to capture requirement for 3<sup>rd</sup> party capabilities (and in some cases, capacity)
- Increased budget for Membership and Conferences to bolster internal knowledge from industry sources

# Budget 2023-24 Expense Budget



## Digital & Transformation – 2023/24 Expense Budget Changes

Digital & Transformation Division	2022/23 Budget	2023/24 Budget Changes	2023/24 Budget Request
Compensation Expenses	8,447,811	1,510,713	9,958,524
Data Processing	189,763	(10,688)	179,075
Special Services	350,000	650,003	1,000,003
Printing, Stationery & Supplies	43,650	(13,739)	29,911
Travel & Vehicle Expenses	6,600	67,409	74,009
Miscellaneous	295,000	20,638	315,638
<b>Grand Total</b>	<b>9,332,824</b>	<b>2,224,336</b>	<b>11,557,160</b>
Corporate & Community Relations	6,300	3,008	9,308
Corporate Training	276,000	1,625	277,625
Memberships & Conferences	12,500	13,204	25,704
Other	200	2,801	3,001
<b>Total Miscellaneous</b>	<b>295,000</b>	<b>20,638</b>	<b>315,638</b>

## Digital & Transformation – 2023/24 Expense Budget Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Compensation	\$8,447,811	\$1,510,713	\$9,958,524	<ul style="list-style-type: none"> <li><b>Strategy:</b> To sustain and build on the Strategic Management Framework</li> <li><b>Enterprise Change:</b> To support strategic initiatives outside of Nova</li> <li><b>Operational Readiness:</b> New roles in business readiness and model office.</li> <li><b>Product Management:</b> Standing up new ARTs across the corporation</li> </ul>
Data Processing	\$189,763	(\$10,688)	\$179,075	
Special Services	\$350,000	\$650,003	\$1,000,003	<ul style="list-style-type: none"> <li><b>Strategy, APMO, Change &amp; KM:</b> 3rd party coaches/consultants to ensure alignment with best practices, KNet re-platforming, Open Text, Digital learning, ECM, Prosci</li> </ul>
Corporate Training	\$276,000	\$1,625	\$277,625	<ul style="list-style-type: none"> <li><b>APMO:</b> retained previous budget amount for Agile training.</li> </ul>
Memberships & Conferences	\$12,500	\$13,204	\$25,704	<ul style="list-style-type: none"> <li><b>Strategy, APMO, Change &amp; KM:</b> Subscription for knowledge bases and conferences to bolster industry knowledge &amp; contacts – <i>see slide 11</i></li> </ul>



# Budget 2023-24 Staffing Budget

# Digital & Transformation - 2023/24 Staffing Changes

## Normal Operations:

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase / (Decrease) from 2022/23 Approved Budget	Perm	Term
<b>Change &amp; Knowledge Management</b>							
KMS Instructional Design	20	23	23	23	3	23	0
Organizational Change Management	8	16	16	16	8	16	0
KMS Technical Writing	13	13	13	13	0	13	0
<b>Total - Change &amp; Knowledge Management</b>	<b>41</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>11</b>	<b>52</b>	<b>0</b>
<b>Strategy &amp; Portfolio Management</b>							
Agile Project Management Office	13	13	13	13	0	13	0
Strategy Office	4	10	10	10	6	10	0
<b>Total - Strategy &amp; Portfolio Management</b>	<b>17</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>6</b>	<b>23</b>	<b>0</b>
<b>Business Architecture</b>	<b>10</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>11</b>	<b>21</b>	<b>0</b>
<b>Value Assurance</b>	<b>18</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>-1</b>	<b>17</b>	<b>0</b>
<b>Product</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>
<b>Grand Total - Digital &amp; Transformation Division</b>	<b>86</b>	<b>122</b>	<b>122</b>	<b>122</b>	<b>36</b>	<b>122</b>	<b>0</b>

*FTE Change details explained on the slides that follow*

# Digital & Transformation - 2023/24 Additional FTE's

## Summary of FTE Requests:

# FTE	Department	Position
+11.0	Change & Knowledge Management	<ul style="list-style-type: none"> <li>+2 OCM consultants for ECM maturity and enterprise changes</li> <li>+2 OCM specialists for R3 to support increased stakeholders and loss of Accenture</li> <li>+4 Change/BR Analysts to support OR activities for R2-R4 under Nova</li> <li>+1 Model Office Coordinator</li> <li>+1 Training and Learning Admin</li> <li>+1 Supervisor, Instructional Design</li> </ul> (See next slide for details)
+6.0	Strategy & Portfolio Management	<ul style="list-style-type: none"> <li>=1 Strategy Analyst; budgeted under Dept 432 moved to 433</li> <li>+2 Strategy Portfolio Managers to support framework maturity and deeper focus/support with divisions.</li> <li>+2 Strategy Analysts to analyze, interpret and recommend data from Strategy activities, such as IPR, QPR, etc. This includes divisional work, as well as Strategy office reporting</li> <li>+1 Project Coordinator to assist with recurring ceremonies hosted by Strategy (e.g. exec offsite, divisional offsites x 8, roadmap maintenance x 8, ongoing support moving items from Strategy to execution)</li> </ul>
+11.0	Business Architecture	<ul style="list-style-type: none"> <li>+6 positions existing positions that have been accounted.                             <ul style="list-style-type: none"> <li>+ 3 Business Architects transferred from NOVA.</li> <li>+2 Lean Green Belts: budgeted under Dept 432 moved to 051</li> <li>+1 Lean Black Belt: budgeted under Dept 432 moved to 051</li> </ul> </li> <li>+3 positions that are net new but required based on alignment with anticipated support for R2, new R3 workload and support for incremental improvement (through the lean and BPM centers of enablement).                             <ul style="list-style-type: none"> <li>+2 Business Process Analysts aligned to meet anticipated NOVA workload.</li> <li>+1 Green Belt for Lean CoE.</li> </ul> </li> <li>+1 Manager</li> <li>+1 Standards QC</li> </ul>
+9	Product	<ul style="list-style-type: none"> <li>=4 Product Managers currently budgeted under Dept 432 moved to 433</li> <li>=1 Director of Product Management budgeted under Dept 432 moved to 433</li> <li>+3 Product Managers for new ARTs being stood up</li> <li>+1 Reporting Analyst for KPI's/Dashboards/Metrics</li> </ul>
-1	Value Assurance	<ul style="list-style-type: none"> <li>-13 positions repurposed to other depts within Digital &amp; Transformation</li> <li>+12 placeholder positions added for Business Transformation</li> </ul>



## Digital & Transformation - Conferences

Directorate	Conference	Cost including Travel	Rationale
Product Management	Duck Creek – Annual Conference	\$8,000	<i>Value comes from seeing first-hand the future roadmaps, building contacts with other SaaS users and exploring potential third-party add-on vendors</i>
	Anticipated HR, FAIR and other conferences	\$20,000	
Strategy	Gartner Symposium	\$10,000	<i>Gartner key topics of relevance to strategy: Strategic Planning and Execution, Talent, Culture and DEI, Digital Business Acceleration, Customer and Citizen Experience. Other industry best practice conferences to be determined. Focus to be on strategic framework development, best practices, etc.</i>
	Other conferences – TBD	\$10,000	
Business Architecture	Corporate Staff Training	\$100,000	<ul style="list-style-type: none"> <li><i>Delivery of lean training to internal staff will support incremental improvement.</i></li> <li><i>Participation in business architecture, and lean development opportunities to bring in industry best practices to MPI.</i></li> </ul>
	Conferences /Memberships	\$ 9,000	
	Travel (CME, MPI sites, professional )	\$ 7,000	
Value Assurance			
Change and KM	ACMP – Change Management	\$16,000	<i>ACMP – annual global resource for change mgmt education, cutting edge solutions, data analytics, trends and innovation, 50 sessions across 4 days DEVLEARN – 150 sessions covering design and development of technology-based learning.</i>
	DEVLEARN – Knowledge Mgmt	\$20,000	

## Run, Change and Transform

Division:	Total	Run	Change	Transform
<b>Current:</b>	86	Strategy/aPMO: 13 Change/KMS: 27 Product: 0 BA: 0 Value Assurance: 0	Strategy: 3 Change/KMS: 0 Product: 0 BA: 5 Value Assurance: 9	Strategy: 1 Change/KMS: 14 Product: 0 BA: 5 Value Assurance: 9
- Perm. FTE				
- Term FTE				
- Non – FTE \$				
<b>Ask / Increase for 2023/24:</b>	33	Strategy: 2 Change/KMS: 1 Product: 9 BA: 0 Value Assurance: 0 Transformation Engine: 0	Strategy: 1 Change/KMS: 0 Product: 0 BA: 5 Value Assurance: -7 Transformation Engine: 0	Strategy: 3 Change/KMS: 9 Product: 0 BA: 5 Value Assurance: -7 Transformation Engine: 12
- Perm. FTE	33	12	-1	22
- Term FTE	0	0	0	0
- Non – FTE \$	0	0	0	0
<b>Rationale / Business Case:</b>				



# Questions?

# Budget Review Committee 2023/24 Operations

Presented by: Operations  
Presented to: CEO/CFO  
Date: August 10, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Support Slides per directorate
  - Injury Claims Management
  - Physical Damage Management
  - Commercial Lines
  - Physical Damage Claims and Analytics
  - Service Delivery & Broker Operations
  - Service Centre Operations 1&2
5. Questions

## Operations- Strategic Highlights & Strategic Objectives

- Operations is challenged by demand for services that exceeds our capacity and customers have been experiencing lengthy delays and frustration with our service
- Nova continues to be a priority and Operations will continue to have a significant role in the program, further constraining operational capacity as R3 work gets underway
- Current staffing level does not enable transformation of the Operations

### Budget Highlights:

- *Requesting **101.7** new FTE positions within the division to strengthen core operations in the area of Physical Damage, Driver Testing & Contact Centre Operations and new transformational FTE.*
- ***\$11.2M** compensation adjustments (increase)*



# Budget 2023-24

## Expense Budget



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## Operations – 2023/24 Expense Budget Changes

Operations Division	2022/23 Budget	2023/24 Budget Changes	Total 2023/24 Budget
Compensation - Salaries	86,892,609	10,847,701	97,740,310
Compensation - Overtime	981,743	354,415	1,336,158
<b>Sub Total</b>	<b>87,874,352</b>	<b>11,202,116</b>	<b>99,076,468</b>
Special Services	4,961,774	26,038	4,987,812
Building Expenses	315	185	500
Loss Prevention/Safety Program	310,200	284,800	595,000
Advertising & Public Info	10,266	-1,335	8,931
Printing, Stationery & Supplies	1,799,489	258,407	2,057,896
Travel & Vehicle Expenses	1,144,926	45,544	1,190,470
Driver Education Program	4,418,070	7,500	4,425,570
Furniture & Equipment	3,675	-1,375	2,300
Merchant, Credit & Debit Card & Bank Fees	54,548	-2,613	51,935
Miscellaneous	892,048	470,278	1,362,326
Depreciation of Capital Investment	378,109	22,054	400,163
<b>Grand Total</b>	<b>101,847,772</b>	<b>12,311,599</b>	<b>114,159,371</b>
Corporate & Community Relations	82,437	40,340	122,777
Corporate Training	90,103	9,897	100,000
Memberships & Conferences	74,343	341,266	415,609
Other	645,165	78,775	723,940
<b>Total Miscellaneous</b>	<b>892,048</b>	<b>470,278</b>	<b>1,362,326</b>



## Operations – 2023/24 Expense Budget - Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Compensation	\$87,874,352	\$11,202,116	\$99,076,468	<ul style="list-style-type: none"> <li>• <i>Compensation differential due to budget request of 101.7 FTE</i></li> </ul>
Loss Prevention/Safety Program	\$310,200	\$284,800	\$595,000	<ul style="list-style-type: none"> <li>• <i>\$245k added back to budget for WPS SAU agreement (SIU)</i></li> <li>• <i>\$40k added back to budget for Vehicle Forensic Investigative Services contract (SIU)</i></li> </ul>
Printing, Stationery	\$1,799,489	\$258,407	\$2,057,896	<ul style="list-style-type: none"> <li>• <i>Vehicle Registration, \$129,000 increase due to transfer from EAM.</i></li> <li>• <i>Vehicle Registration, \$155,000 increase due to license plate costs, costs of aluminum and new contract</i></li> </ul>
Miscellaneous	\$892,048	\$470,278	\$1,362,326	<ul style="list-style-type: none"> <li>• <i>\$340k added to membership/conferences for Equité membership (SIU)</i></li> <li>• <i>\$21k for SRE corporate promotional items (accident kits- fleet safety)</i></li> <li>• <i>\$7k for SRE sponsorship increases post COVID</i></li> </ul>

# Budget 2023-24 Staffing Budget



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## Operations - 2023/24 Staffing Changes

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase/(Decrease) from 2022/23 Approved Budget	2023/24 Budget Perm	2023/24 Budget Term
<b>Normal Operations</b>							
<b>Injury Claims Management</b>							
PIPP Support Services	51.0	53.0	52.0	52.0	2.0	51.0	2.0
Health Care Services & Quality Assurance	9.0	7.0	7.0	7.0	(2.0)	7.0	-
Injury Claims Management	1.0	1.0	1.0	1.0	-	1.0	-
Serious & Long Term Management	25.8	27.0	26.0	26.0	1.2	26.0	1.0
Rehabilitation Management	71.8	72.0	72.0	72.0	0.2	72.0	-
PIPP Financial and Operational Support	27.0	28.0	28.0	28.0	1.0	28.0	-
<b>Total - Injury Claims Management</b>	<b>185.6</b>	<b>188.0</b>	<b>186.0</b>	<b>186.0</b>	<b>2.4</b>	<b>185.0</b>	<b>3.0</b>
<b>Physical Damage Management</b>							
Bodily Injury Centre	13.0	13.0	13.0	13.0	-	13.0	-
Physical Damage Management	6.0	6.0	6.0	6.0	-	6.0	-
Specialized Risk Claims	32.0	41.0	41.0	41.0	9.0	41.0	-
Vehicle Safety	20.0	20.0	20.0	20.0	-	20.0	-
Physical Damage Programs	27.0	27.0	27.0	27.0	-	27.0	-
Accredited Repair	11.0	11.0	11.0	11.0	-	11.0	-
Research & Estimatrics	18.0	18.0	18.0	18.0	-	18.0	-
<b>Total - Physical Damage Management</b>	<b>127.0</b>	<b>136.0</b>	<b>136.0</b>	<b>136.0</b>	<b>9.0</b>	<b>136.0</b>	<b>-</b>

## Operations - 2023/24 Staffing Changes

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase/(Decrease) from 2022/23 Approved Budget	2023/24 Budget Perm	2023/24 Budget Term
<b>Normal Operations</b>							
<b>Commercial Lines</b>							
Commercial Lines Operations	51.0	50.0	44.0	35.0	(1.0)	32.0	18.0
Commercial Lines Large Accounts	11.0	15.0	15.0	15.0	4.0	15.0	-
<b>Total - Commercial Lines</b>	<b>62.0</b>	<b>65.0</b>	<b>59.0</b>	<b>50.0</b>	<b>3.0</b>	<b>47.0</b>	<b>18.0</b>
<b>Physical Damage Claims &amp; Analytics</b>							
Operations Compliance & Analytics	15.0	15.0	15.0	15.0	-	15.0	-
Salvage & Compound Operations	26.0	31.0	31.0	31.0	5.0	31.0	-
Special Investigation Unit	22.0	22.0	22.0	22.0	-	22.0	-
Estimating Operations	45.0	46.0	46.0	46.0	1.0	46.0	-
Total Loss & Evaluations	30.0	36.0	36.0	36.0	6.0	36.0	-
<b>Subtotal - Physical Damage Claims &amp; Analytics</b>	<b>138.0</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>12.0</b>	<b>150.0</b>	<b>-</b>
<b>Service Delivery &amp; Broker Operations</b>							
Driver Education & Training	13.0	13.0	13.0	13.0	-	13.0	-
Service Centre Operations	10.0	26.0	26.0	26.0	16.0	26.0	-
Identity Verification & Data Integrity	29.0	29.0	29.0	29.0	-	28.0	1.0
Broker Support Services	18.4	19.4	19.4	19.4	1.0	19.4	-
Contact Centre Operations	160.3	172.3	172.3	172.3	12.0	172.3	-
Basic Autopac Special Services	16.0	16.0	16.0	16.0	-	16.0	-
Vehicle Registration	23.5	23.5	23.5	23.5	-	22.0	1.5
Driver Records	26.0	26.0	26.0	26.0	-	23.0	3.0
Driver Testing Policy & Evaluation	6.0	7.0	7.0	7.0	1.0	6.0	1.0
Driver Fitness	37.0	40.0	39.0	37.0	3.0	37.0	3.0
<b>Subtotal - Service Delivery &amp; Broker Operations</b>	<b>339.2</b>	<b>372.2</b>	<b>371.2</b>	<b>369.2</b>	<b>33.0</b>	<b>362.7</b>	<b>9.5</b>

## Operations - 2023/24 Staffing Changes

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase/(Decrease) from 2022/23 Approved Budget	2023/24 Budget Perm	2023/24 Budget Term
<b>Normal Operations</b>							
<b>Service Centre Operations 1</b>							
Main Street Service Centre	60.3	65.3	66.3	66.3	5.0	64.0	1.3
St. Mary's Road Service Centre	32.7	42.0	41.0	41.0	9.3	40.0	2.0
Selkirk Service Centre	14.0	15.0	15.0	15.0	1.0	15.0	-
Beausejour Service Centre	8.0	8.0	8.0	8.0	-	8.0	-
Steinbach Service Centre	19.5	19.5	19.5	19.5	-	19.5	-
Arborg Service Centre	7.0	7.0	7.0	7.0	-	7.0	-
Winkler Service Centre	14.5	13.5	13.5	13.5	(1.0)	13.5	-
Bison Drive Service Centre	62.3	66.3	65.3	65.3	4.0	65.0	1.3
Claims Processing Unit	15.5	15.5	15.5	15.5	-	15.5	-
Cityplace Service Centre	8.0	9.0	9.0	9.0	1.0	8.0	1.0
<b>Subtotal - Service Centre Operations 1</b>	<b>241.8</b>	<b>261.1</b>	<b>260.1</b>	<b>260.1</b>	<b>19.3</b>	<b>255.5</b>	<b>5.6</b>
<b>Service Centre Operations 2</b>							
King Edward Street Service Centre	31.0	46.0	33.0	33.0	15.0	46.0	-
Brandon Service Centre	32.0	32.0	32.0	32.0	-	32.0	-
Dauphin Service Centre	11.0	10.0	10.0	10.0	(1.0)	10.0	-
Portage Service Centre	14.0	15.0	15.0	15.0	1.0	15.0	-
Swan River Claims Centre	2.0	2.0	2.0	2.0	-	2.0	-
The Pas Claims Centre	5.2	5.2	5.2	5.2	-	5.0	0.2
Thompson Service Centre	13.0	15.0	15.0	15.0	2.0	15.0	-
Gateway Road Service Centre	60.5	66.5	63.5	63.5	6.0	65.5	1.0
<b>Subtotal - Service Centre Operations 2</b>	<b>168.7</b>	<b>191.7</b>	<b>175.7</b>	<b>175.7</b>	<b>23.0</b>	<b>190.5</b>	<b>1.2</b>
<b>Total - Operations Division</b>	<b>1,262.3</b>	<b>1,364.0</b>	<b>1,338.0</b>	<b>1,327.0</b>	<b>101.7</b>	<b>1,326.7</b>	<b>37.3</b>

## Operations – 2023/24 Additional FTE’s

# FTE	Department	Position
+2.4	Injury Claims Management	<ul style="list-style-type: none"> <li>•0.4 Sr. Case Manager- bring two 0.8 positions to full time.</li> <li>•1 temporary Assistant Manager for succession planning for upcoming manager retirement</li> <li>•1 temporary PIPP Support Services Clerk while awaiting RPA and cloud efficiencies</li> </ul>
+9 (3 net new)	Physical Damage Management	<ul style="list-style-type: none"> <li>•5 Commercial Estimator positions <b>transferred</b> from Dept 260</li> <li>•1 Commercial Supervisor position <b>transferred</b> from Dept 260</li> <li>•2 additional Associate Commercial Adjuster positions</li> <li>•1 additional Commercial Estimator position</li> </ul>
+3	Commercial Lines	<ul style="list-style-type: none"> <li>•1 additional UW SME to support SRE ART.</li> <li>•2 additional SRE Customer Managers. Evaluating strategic team design to have these roles fully support customers across various areas of MPI including SRE insurance, IRP, DVA, Commercial Claims, Fleet Safety</li> </ul>
+11	Physical Damage Claims & Analytics	<ul style="list-style-type: none"> <li>•4 TL Adjusters to right size TLU</li> <li>•2 net new Condition Report Writers (new salvage model)</li> <li>•2 net new Towing Clerks (Board approved MSA Towing strategy)</li> <li>•2 Service Centre Representative to support Class 1 testing and enhanced services at PDC</li> <li>•1 Operations Analyst</li> </ul>
Operations summary continued next slide		

1.4: Run  
1: Transform

## Operations – 2023/24 Additional FTE’s continued

# FTE	Department	Position
+16	Service Delivery & Broker Operations	<p><b><u>Contact Centre Operations</u></b></p> <ul style="list-style-type: none"> <li>•11 CCA 1’s</li> <li>•3 CCA 2’s</li> <li>•1 Supervisor, CCO</li> <li>•Net ask for CCO: <b>11 FTE</b> (net of 4 FTE reduction for previous budget error)</li> </ul> <p><b><u>DTPE/ Driver Fitness/ Driver Records</u></b></p> <ul style="list-style-type: none"> <li>•1 net new previously EC approved FTE to support MELT</li> <li>•4 net new Driver Fitness Clerks</li> </ul>
+40.3	Service Centre Operations 1 & 2	<ul style="list-style-type: none"> <li>• 30 DX FTE to address high demand and back log of class 5 road tests.</li> <li>• 8 Adjusters to support hiring, training and virtual support within the province</li> <li>• 1 Senior Adjuster</li> <li>• 1 Claims Supervisor</li> <li>• 1 Senior Driver Examiner</li> <li>• 1 temporary assigned Service Centre Representative</li> <li>• Recourses required to provide consistent dedicated resources to provide improved service delivery as well as develop relationships and better understand the needs within the communities.</li> <li>• 2 Customers Service Supervisor to replace resources that are supporting NOVA on a full time basis- NOVA</li> </ul>
+81.7	Operations Division	Total FTE Change
+20.0	Transformational FTE	Dedicated FTE within Operations to support sustainability and growth in all lines of business.
101.7	Net Operations Division	Total FTE Change



# Physical Damage Management

*Net New FTE required: 3 FTE (6 FTE Transferred within division)*

## **Associate Commercial Adjuster +2**

- Current adjusting staff compliment was established in 2015.
- Between 2015 and 2022, SRE customer have increased by 1151 or 9.2% however this is a 43% increase in insured units.
- Claim volume has increased by 35%, with a claims pending increase of 40% compared to 2015
- At minimum, 2 additional adjusters are required to maintain customer service levels and timely adjusting /subrogation efforts on claims often involving significant financial risk.
- There is 1 OB adjusting position approved to end of this fiscal.

## **Commercial Estimator +1**

- Current FTE compliment is 5
- Commercial estimating has assumed more specialized estimating of OOP PD claims, ORV's and Motorcycles.
- The commercial claims strategic plan includes increasing visibility of estimators attending heavy repair shops and monitoring repairs in progress
- The Heavy Truck estimating solution requires considerably more time and effort given limited vehicle information.
- With increasing claim volume and customer base as noted above an additional estimating resource is necessary to maintain operational effectiveness, shop support and customer service levels.

**3: Run**



# Commercial Lines

*Net New FTE required: 3 FTE*

## **Underwriting Subject Matter Expert – 1 new**

- Anticipating new SRE ART will require significant business input from operations until the ART matures
- Operating team will be navigating through significant change with anticipated drop in productivity until a point of stability is reached during the transformation.
- Currently there are 2 full time SME's who have been supporting Nova since inception plus close to another full time FTE from operations along with many adhoc resources as required
- Business input and engagement will be critical post Nova R1 to ensure enhancements, bugs, defects are well understood and prioritized

## **Customer Manager – 2 new**

- Evaluating team structure on a more strategic level to align with customer expectations of MPI.
- Applicable to large (key) fleet accounts where our current structure does not support a full 360 view of the customer or single point of contact to ensure needs are being met
- Early stages of defining role, assessing value and engaging stakeholders leading potentially impacted areas within MPI

**1: Change**  
**2: Transform**

# Physical Damage Claims and Analytics

**Net New FTE required: 11 FTE**

## TL Adjusters (Total Loss Unit) +4 **critical PDC role**

- The total loss unit at PDC handles an average of 17,000 claims per year with a team of 16 FTE.
- **The 16 TL adjusters are working at 167% capacity**
- The TLU is understaffed compared to ICBC/SGI and customer experience is suffering
- Without additional space at PDC, proper staffing is critical to ensure vehicle movement to salvage

## Condition Report Writers (Salvage team) +2 **critical PDC role**

- These roles condition, market and provide the stock photos/videos for new online salvage model
- Missed during the salvage project/implementation
- Team of 4 is required, repurposed two existing salvage roles and require 2 net new

## Towing Services Clerical (Vehicle Control) +2 **critical PDC role**

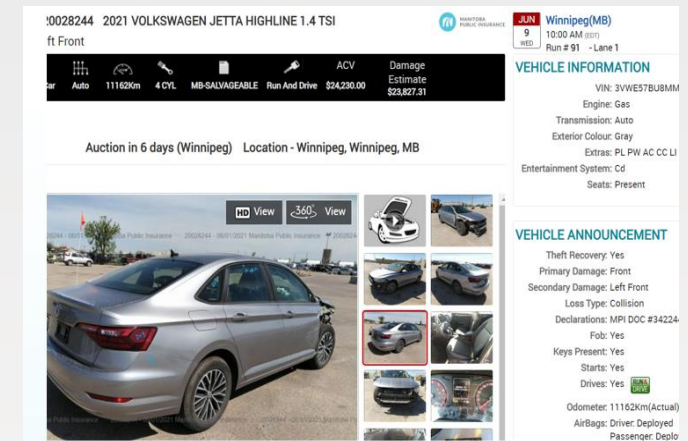
- New roles supporting the towing Master Service Agreement strategy (Board approved)
- Centralization of all towing invoice processing from SCO and customer support to towers and customers
- Cautionary note: This team of two may be required to grow based on state of city contract towing and if we expand MSA regions

## Service Centre Representative +2 **critical PDC role**

- Class 1 testing at PDC requires **3 SCR's** to support the 275 Class 1 tests administered at PDC per month
- Repurposed 1 PDC Clerk to SCR's and require 2 net new

## Operations Analyst +1

- Legacy overbudget role



**6: Run**  
**4: Change**  
**1: Transform**

# Service Delivery and Broker Operations

*Net New FTE required: 16 FTE*

## **Contact Centre Operations +11**

- 11 CCA 1's: Current budget 92, with an EC approved temp increase to 102. Actual need is 108 based on forecasted volumes/AHT. With anticipated AHT reductions, requesting budget of 103.
- 3 CCA 2's: Current budget is 33, seeking approval to 36. Based on current/projected volumes the need is 32 + 4 for Nova R1A (OSM for Brokers)
- 1 Supervisor, CCO: Required for additional CCA1's above
- Net of 4 FTE reduction due to previous budget error
- 9 positions would be considered Run, however with these resources more time can be devoted to change, 2 transform as 2 SME's required for Nova transformation

## **DTPE/ Driver Fitness/ Driver Records +5**

- 1 net new previously EC approved FTE to support MELT - RUN
- 4 net new Driver Fitness/Records clerical roles: To address backlogs from increased medical reviews and customer calls.
  - These are term positions which are reducing by one in each following fiscal year due to Nova automation efficiencies
  - Cautionary note: Aging population, greater scrutiny on road safety may require these to become perm
- 2 Run, 1 Change, 1 Transform

**11: Run  
2: Change  
3: Transform**

# Service Centre Operations 1 & 2

*Net New FTE required: 40.3\**

## ***Driver Testing in Winnipeg +30 - Run***

- Driver Examiners in Winnipeg: Current budget 34, with an EC approved temp increase to 41. Actual need is 41 based on current backlog and forecasted volumes.
- Current budget for Senior Driver Examiners is 23 – Adjustment for Senior Driver Examiners is now 22.
- Current term Driver Examiners is 8 – converting to permanent for recruitment and stability.
- 8 positions would be considered Running business in current state with existing procedures.

## ***Adjusting within the Province +10 - Run***

- 8 adjusters to be allocated out of St. Mary's to support hiring, training and virtual support within the province.
- 1 Claims Supervisor to coordinate, deliver, execute, hiring, training of 8 new adjusters.
- 1 Senior Adjuster to support Claims Supervisor with the training and support of the new adjusters.

## ***Thompson – Norther Remote Service Delivery +2 - Transform***

- 1 Senior Driver Examiner and 1 Service Centre Representative to provide consistent dedicated resources to provide improved service delivery as well as develop relationships and better understand the needs within the communities.

# Department. 49

## *Net New FTE required: 20*

- **Current cost centre FTE: 10**
- Four Director positions due to legacy reporting
- Six previously approved FTE from 2022/23 budget

Requesting **20 transformation** dedicated FTE within Operations to support sustainability and growth in all lines of business

- Operations Leadership looking to redefine this cost centre, moving the appropriate directors to better suited cost centres within their respective directorates.
- Details and proper establishment of this cost centre to be determined during round two of the Budget Review to have finalized for 2023/24 budget

**6: Transform**

# Questions?



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# Budget Review Committee 2023/24

## Finance

Presented by: Finance  
Presented to: CEO/CFO  
Date: August 9, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Additional items
  - **XXX**
  - **YYY**
  - **Etc.**
5. Questions



## Digital & Transformation - Strategic Highlights & Strategic Objectives

Example from 22/23 IT presentation- Divisional Highlights: Please provide your overall divisional highlights and the key strategic items that your VP directorate will be pursuing.

- Completed divisional re-alignment and established new directorates to help transform our data and infrastructure capabilities.
- IT planning sessions have begun and will serve as the basis for creating new IT Roadmap. Roadmap will detail IT Transformation and support of MPI 2.0
- Continue to lead the creation of centers of excellence and communities of practice to foster and mature Agile delivery.
- Ongoing support and involvement with Project Nova – Assisting with plans to transition new platforms into operations.

### Budget Highlights:

- *Requesting 5 new FTE positions within the division to start transforming and maturing MPIs security controls, processes and capabilities (approximate \$500k)*
- *\$975K in new costs transferred from initiatives (IT Transformation)*
- *\$3M compensation adjustments (increase)*

# Budget 2023-24

## Expense Budget



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## Finance – 2023/24 Expense Budget Changes

Finance Division	2022/23 Budget	2023/24 Budget Changes	2023/24 Budget Request
Salaries & Overtime	10,965,921	2,405,960	13,371,881
Corporate Benefits	41,094,983	131,251	41,226,234
<b>Sub-total Compensation Expenses</b>	<b>52,060,904</b>	<b>2,537,211</b>	<b>54,598,115</b>
Data Processing	64,260	(7,506)	56,700
Special Services	2,985,200	760,552	3,745,752
Building Expenses	8,657,090	(8,813)	8,648,277
Printing, Stationery & Supplies	108,920	(37,192)	71,728
Postage	4,495,655	317,231	4,812,886
Regulatory/Appeal Expenses	4,337,792	(10,160)	4,327,632
Travel & Vehicle Expenses	(194,683)	131,704	(62,979)
Grant in Lieu of Taxes	1,927,525	3,485	1,931,010
Furniture & Equipment	370,284	75,028	445,312
Merchant, Credit & Debit Card & Bank Fees	10,637,622	492,990	11,130,612
Miscellaneous	1,625,094	1,554	1,626,648
Depreciation of Capital Investment	5,398,684	344,955	5,743,639
<b>Grand Total</b>	<b>92,474,347</b>	<b>4,600,985</b>	<b>97,075,332</b>

## Finance – 2023/24 Expense Budget Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Salaries & Overtime	10,965,921	2,405,960	13,371,881	• <i>Rationale required</i>
Corporate Benefits	41,094,983	131,251	41,226,234	• <i>Rationale required</i>
Special Services	2,985,200	760,552	3,745,752	• <i>Rationale required</i>
Postage	4,495,655	317,231	4,812,886	• <i>Rationale required</i>

## Finance – 2023/24 Expense Budget Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Travel & Vehicle Expenses	(194,683)	131,704	(62,979)	• <i>Rationale required</i>
Furniture & Equipment	370,284	75,028	445,312	• <i>Rationale required</i>
Merchant, Credit & Debit Card & Bank Fees	10,637,622	492,990	11,130,612	• <i>Rationale required</i>
Depreciation of Capital Investment	5,398,684	344,955	5,743,639	• <i>Rationale required</i>

# Budget 2023-24 Staffing Budget



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# Finance - 2023/24 Staffing Changes

## Normal Operations:

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase / (Decrease) from 2022/23 Approved Budget	2023/24 Perm FTE	2023/24 Term FTE
<b>Corporate Controller</b>							
Financial Reporting	12.0	13.0	13.0	12.0	1.0	12.0	1.0
Accounting Services	32.0	36.0	34.0	34.0	4.0	34.0	2.0
Financial Operations	12.0	14.0	14.0	14.0	2.0	14.0	-
Corporate Controller	6.0	11.0	11.0	11.0	5.0	11.0	-
Budgeting & Project Accounting	10.0	11.0	11.0	11.0	1.0	11.0	-
<b>Total - Corporate Controller</b>	<b>72.0</b>	<b>85.0</b>	<b>83.0</b>	<b>82.0</b>	<b>13.0</b>	<b>82.0</b>	<b>3.0</b>
<b>Corporate Services</b>							
Premises & Administrative Services	19.0	17.0	17.0	17.0	(2.0)	17.0	-
Corporate Services	7.0	10.0	10.0	10.0	3.0	10.0	-
Asset Management	8.0	8.0	8.0	8.0	-	8.0	-
<b>Total - Corporate Services</b>	<b>34.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>1.0</b>	<b>35.0</b>	<b>-</b>
<b>Regulatory Affairs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	<b>3.0</b>	<b>-</b>
<b>Subrogation</b>	<b>37.0</b>	<b>35.0</b>	<b>32.0</b>	<b>29.0</b>	<b>(2.0)</b>	<b>35.0</b>	<b>-</b>
<b>Value Management</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	<b>3.0</b>	<b>-</b>
<b>Grand Total</b>	<b>149.0</b>	<b>161.0</b>	<b>156.0</b>	<b>152.0</b>	<b>12.0</b>	<b>158.0</b>	<b>3.0</b>

*FTE Change details explained on the slides that follow*

## Digital & Transformation - 2023/24 Additional FTE's

### Summary of FTE Requests:

# FTE	Department	Position
+1.0	Financial Reporting	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>
+4.0	Accounting Services	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>
+2.0	Financial Operations	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>



# Digital & Transformation - 2023/24 Additional FTE's

## Summary of FTE Requests:

# FTE	Department	Position
+5.0	Corporate Controller	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>
+1.0	Budgeting & Project Accounting	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>
+3.0	Corporate Services	<ul style="list-style-type: none"> <li><i>Rationale required</i></li> </ul>

# Additional Items:

- *Anything else that you would like to discuss*

# Questions?



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# Budget Review Committee 2023/24 Legal & Compliance

Presented by: Legal & Compliance  
Presented to: CEO/CFO  
Date: August 5, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Additional items
  - Restructuring Division
5. Questions

## Legal & Compliance - Strategic Highlights & Strategic Objectives

- Continuing to ensure Nova success through commercial, legislative, and regulatory accountability support
- Ensuring end-to-end delivery of GRA 2023 meeting MPI's objectives, and timely execution and implementation of prior orders across MPI
- Executing on the establishment of a robust Corporate Compliance Program; regulatory and corporate compliance process and governance standards, Corporate Policy Framework
- Enhancing Road Safety by moving to more evidence-based decision-making, and implementing new enhanced enforcement, and driver training and safety programming
- Developing and implementing an improved procurement and contracting strategy
- Developing and implementing 3<sup>rd</sup> party information sharing compliance program

### Budget Highlights:

- *Requesting 1 new FTE position (0.6) within the Corporate Commercial team to better handle current and anticipated workload including work on Corporate Policy Framework*
- *First Nations engagement on road safety (\$45k)*
- *Enhanced enforcement program cost increases (\$200k)*
- *Data-led road safety initiatives / First Nations road safety initiative (\$940k)*
- *Funding partnerships for First Nations driver training (\$750k)*
- *Increased support for motorcycle training course (\$25k) / motorcycle training*



# Budget 2023-24

## Expense Budget



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## Legal & Compliance – 2023/24 Expense Budget Changes

Legal & Compliance Division	2022/23 Budget	2023/24 Budget Changes	2023/24 Budget Request
Compensation Expenses	4,789,259	330,957	5,120,216
<b>Sub Total</b>	<b>4,789,259</b>	<b>330,957</b>	<b>5,120,216</b>
Special Services	75,000	45,000	120,000
Enhanced Enforcement/Road Safety Programs	2,815,000	1,140,005	3,955,005
Printing, Stationery, & Supplies	78,527	(813)	77,714
Postage	50	1	51
Travel & Vehicle Expenses	42,250	1,907	44,157
Driver Training and Safety Programming	275,000	775,000	1,050,000
Miscellaneous	112,832	(766)	112,066
<b>Sub Total</b>	<b>3,398,659</b>	<b>1,960,334</b>	<b>5,358,993</b>
<b>Grand Total</b>	<b>8,187,918</b>	<b>2,291,291</b>	<b>10,479,209</b>

Enhanced Enforcement Program	2,000,000	200,001	2,200,001
Road Safety Programs	815,000	940,004	1,755,004
<b>Total Loss Prevention/Safety Programs</b>	<b>2,815,000</b>	<b>1,140,005</b>	<b>3,955,005</b>

Corporate & Community Relations	2,700	1	2,701
Memberships & Conferences	100,712	(2,519)	98,193
Other	9,420	1,752	11,172
<b>Total Miscellaneous</b>	<b>112,832</b>	<b>(766)</b>	<b>112,066</b>



# Legal & Compliance – 2023/24 Expense Budget - Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Compensation	\$4,789,259	\$330,957	\$5,120,216	<ul style="list-style-type: none"> <li>\$88,000 new FTE, \$242,957 salary assumption increases</li> </ul>
Special Services	\$75,000	\$45,000	\$120,000	<ul style="list-style-type: none"> <li>First Nations Engagement - AMC Agreement funding Road Safety Coordinator position and consultations</li> </ul>
Enhanced Enforcement Program	\$2,000,000	\$200,001	\$2,200,001	<ul style="list-style-type: none"> <li>Funding increased due to wage increase in RCMP collective agreement, ongoing ALPR purchases, and anticipated inflation increase</li> </ul>
Road Safety Program	\$815,000	\$940,004	\$1,755,004	<ul style="list-style-type: none"> <li>Funding for data- led targeted activities under the Road Safety Strategy (Impaired, Distracted, Speed, Seat belts, Vulnerable Road Users)</li> <li>Specific funding for FN road safety programs</li> </ul>
Driver Training and Safety Programming	\$275,000	\$775,000	\$1,050,000	<ul style="list-style-type: none"> <li>Additional funding for partnerships with UCN and ACC for adult driver training in North and in rural First Nation communities</li> <li>\$25k for additional Motorcycle training due to increased demand for Gearing Up Course</li> </ul>

# Budget 2023-24 Staffing Budget



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# Legal & Compliance - 2023/24 Staffing Changes

## Normal Operations:

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase / (Decrease) from 2022/23 Approved Budget	Perm	Term
<b>DVA Policy &amp; Registrar of Motor Vehicles</b>							
Road Safety Program Development	5.0	5.0	5.0	5.0	-	5.0	-
Driver & Vehicle Policy & Administration	9.0	9.0	9.0	9.0	-	9.0	-
Loss Prevention Planning & Analysis	4.0	4.0	4.0	4.0	-	4.0	-
<b>Total - DVA Policy &amp; Registrar of Motor Vehicles</b>	18.0	18.0	18.0	18.0	-	18.0	-
Legal Services	32.0	33.0	33.0	33.0	1.0	32.0	1.0
<b>Grand Total - Legal &amp; Compliance Division</b>	50.0	51.0	51.0	51.0	1.0	50.0	1.0

*FTE Change details explained on the slides that follow*

# Legal & Compliance – 2023/24 Additional FTE’s

## Summary of FTE Requests:

# FTE	Department	Position
+0.6	Legal Services	<ul style="list-style-type: none"><li>• <i>The new position will enable the Corporate Commercial team to:</i><ul style="list-style-type: none"><li>• <i>tackle the list of continuous improvement projects or initiatives we have identified, as we are currently making extremely slow to almost no progress.</i></li><li>• <i>Enable the team breathing room to practice in a pro-active manner rather than the current reactive state.</i></li><li>• <i>Better handle the current and anticipated future workload.</i></li><li>• <i>Allow for the planned transition work related to the MNP audit on Corporate Policy Framework</i></li></ul></li></ul>

## Additional Items:

- Divisional re-organization planned for this month may require creation of new department codes. Matter to be determined with Finance and People & Culture.

## Divisional Budget Overview

Division:	Total	Run	Change	Transform
<b>Current:</b>	11,115,750	11,115,750		
- Perm. FTE	4,789,259	4,789,259		
- Term FTE				
- Non – FTE \$	6,326,491	6,326,491		
<b>Ask / Increase for 2023/24:</b>	3,430,530			
- Perm. FTE	330,957	242,957	88,000	
- Term FTE				
- Non – FTE \$	1,139,239	319,239	820,000	
<b>Rationale / Business Case:</b>				

# Questions?



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# Budget Review Committee 2023/24 Customer

Presented by: Customer Divisional  
Leadership

Presented to: CEO/CFO

Date: August 8, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Questions

## Customer- Strategic Highlights & Strategic Objectives

- Completed divisional re-alignment for Customer Experience and Communication, Brand & Marketing to build capabilities to realize MPI's aspiration to be a customer centric organization and meet our objectives for MPI 2.0
- Same focus is currently underway to re-align Value Proposition and Government and Stakeholder Engagement in support of MPI 2.0 and to deliver on its objectives
- Each area is well equipped to support our transformation initiatives and Nova enablement
- Further focus will be put on developing a multiyear roadmap that help support customer experiences in all channels, articulates product roadmap, and implementation of stakeholder engagement framework
- With plans to have new director in place soon for Communication, Brand and Marketing, upon validation of existing strategy, full implementation of the plan will be the focus for this team

### Budget Highlights:

- *Requesting 8 new FTE positions for the Division with plans to eliminate 1 FTE from Marketing & Campaign*
- *\$1.3 million increase in budget YoY due to increase in special services, advertising and sponsorships*
- *\$582K compensation adjustments (increase)*

# Budget 2023-24

## Expense Budget



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## Customer – 2023/24 Expense Budget Changes

Customer Division	2022/23 Budget	2023/24 Budget Changes	2023/24 Budget Request
Compensation - Salaries	5,705,261	581,984	6,287,245
Compensation - Overtime	3,500	1	3,501
<b>Sub Total</b>	<b>5,708,761</b>	<b>581,985</b>	<b>6,290,746</b>
Special Services	792,000	314,003	1,106,003
Loss Prevention/Safety Program	493,000	27,102	520,102
Advertising & Public Info	3,166,700	269,055	3,435,755
Printing, Stationery & Supplies	119,100	8,005	127,105
Travel & Vehicle Expenses	32,918	(2,946)	29,972
Miscellaneous	516,570	173,115	689,685
<b>Sub Total</b>	<b>5,120,288</b>	<b>788,334</b>	<b>5,908,622</b>
<b>Sub Total - Compensation &amp; Operating Expenses</b>	<b>10,829,049</b>	<b>1,370,319</b>	<b>12,199,368</b>
Depreciation of Capital Investment	30,296	(13,796)	16,500
Amortization of Deferred Dev Costs	0	0	0
<b>Sub Total - Amortization &amp; Depreciation</b>	<b>30,296</b>	<b>(13,796)</b>	<b>16,500</b>
<b>Grand Total</b>	<b>10,859,345</b>	<b>1,356,523</b>	<b>12,215,868</b>
Corporate & Community Relations	493,550	160,808	654,358
Memberships & Conferences	10,020	11,604	21,624
Other	13,000	703	13,703
<b>Total Miscellaneous</b>	<b>516,570</b>	<b>173,115</b>	<b>689,685</b>

## Customer – 2023/24 Expense Budget - Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Compensation	\$5,708,761	\$581,985	\$6,290,746	<ul style="list-style-type: none"> <li>8 additional FTE</li> </ul>
Special Services	\$792,000	\$314,003	\$1,106,003	<ul style="list-style-type: none"> <li>Significantly modifying CX data strategy to mature our analysis and touch more journeys and channels at a more actionable level</li> <li>Cost increase comes from 5% CPI for Forrester analysis and subscription (\$125,000), plus data collection implementations across annual survey(\$55,000), product development research (\$56,000), quarterly surveys (\$225,000), safety surveys and campaigns (\$185,500) along with anticipated new journey and channel analyses, plus data strategy consulting input</li> </ul>
Road Safety Program (Funding and Programming)	\$493,000	\$27,102	\$520,102	<ul style="list-style-type: none"> <li>\$330K Impaired Driving Funding (MADD, Operation Red Nose, Manitoba School Board Association, etc...) &amp; Programming (Friends for Life, DriVR-X)</li> <li>\$115K Vulnerable Road Users funding and programming</li> </ul>

## Customer– 2023/24 Expense Budget - Significant Line Items

Road Safety Program (Funding and Programming)	\$493,000	\$27,102	\$520,102	<ul style="list-style-type: none"> <li>• \$330K Impaired Driving Funding (MADD, Operation Red Nose, Manitoba School Board Association, etc...) &amp; Programming (Friends for Life, DriVR-X)</li> <li>• \$115K Vulnerable Road Users funding and programming</li> </ul>
Advertising & Public Info	\$3,166,700	\$269,055	\$3,435,755	<ul style="list-style-type: none"> <li>• \$274k public info, including +25% translation based on trending YTD actuals.</li> <li>• \$2.8M campaign development and media. Slight increase for segmentation/targeting.</li> <li>• \$105K CED brokerage fee.</li> </ul>
Corporate Sponsorship & Community Relations	\$493,550	\$160,808	\$654,358	<ul style="list-style-type: none"> <li>• \$100K Corporate Sponsorship – Business Partnerships</li> <li>• \$410K Corporate Sponsorship – Community Support (United Way &amp; Community Event Program)</li> <li>• \$95K Safety Promotional items (Halloween, Road Safety programming)</li> </ul>

# Budget 2023-24 Staffing Budget



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# Customer - 2023/24 Staffing Changes

Subdivision/ Department	2022/23 Approved Budget	2022/23 Budget Request	2023/24 Budget Request	2024/25 Budget Request	Increase/(Decrease) from 2022/23 Approved Budget	Perm	Term
<b>Normal Operations</b>							
<b>Communications, Brand &amp; Marketing</b>							
Marketing and Campaigns	9.00	9.00	10.00	11.00	-	9.00	-
Communications, Brand & Marketing	4.00	4.00	4.00	4.00	-	4.00	-
Community Relations	6.00	6.00	6.00	6.00	-	6.00	-
Communications	7.00	7.00	7.00	7.00	-	7.00	-
<b>Total - Communications, Brand &amp; Marketing</b>	<b>26.00</b>	<b>26.00</b>	<b>27.00</b>	<b>28.00</b>	<b>-</b>	<b>26.00</b>	<b>-</b>
<b>Customer Experience</b>							
Fair Practices & Customer Relations	9.00	10.00	10.00	10.00	1.00	10.00	-
Customer Insights & Analytics	9.00	11.00	11.00	11.00	2.00	11.00	-
Digital Experience	7.90	6.90	6.90	6.90	(1.00)	6.90	-
Customer Experience	1.00	6.00	6.00	6.00	5.00	6.00	-
<b>Total - Customer Experience</b>	<b>26.90</b>	<b>33.90</b>	<b>33.90</b>	<b>33.90</b>	<b>7.00</b>	<b>33.90</b>	<b>-</b>
<b>Customer Value Proposition</b>							
Product Development & Management	11.70	11.70	11.70	11.70	-	11.70	-
Product Management	-	-	-	-	-	-	-
<b>Total - Customer Value Proposition</b>	<b>11.70</b>	<b>11.70</b>	<b>11.70</b>	<b>11.70</b>	<b>-</b>	<b>11.70</b>	<b>-</b>
<b>Total - Customer Division</b>	<b>64.60</b>	<b>71.60</b>	<b>72.60</b>	<b>73.60</b>	<b>7.00</b>	<b>71.60</b>	<b>-</b>
<b>Specialty Programs</b>							
Vulnerable Road User Summer Students	2.00	2.50	2.50	2.50			
<b>Total - Specialty Programs</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>			
<b>Total - Customer Division including Specialty Programs</b>	<b>66.60</b>	<b>74.10</b>	<b>75.10</b>	<b>76.10</b>			



## Customer – 2023/24 Additional FTE’s

### Summary of FTE Requests:

# FTE	Department	Positon
+7.0	Customer Experience	<ul style="list-style-type: none"> <li>• 4 CX Leads</li> <li>• 1 project management/scrum master role</li> <li>• 1 additional Senior Analyst role to support CX work</li> <li>• 1 additional customer relations/fair practice role to support additional volume of work</li> </ul>
+1.0	Marketing & Campaigns	<ul style="list-style-type: none"> <li>• 1 additional social media to open new channels and increase visibility- Twitter, TikTok</li> </ul>
-1.0	Marketing & Campaigns	<ul style="list-style-type: none"> <li>• Elimination of a role (not budgeted)</li> </ul>
+1.0	Event Planning	<ul style="list-style-type: none"> <li>• New role required to support organizational activities (not budgeted)</li> </ul>
+8.0	Customer Division	Total FTE Change

## Customer - Earmarked for LPM

Contact Person	Product / Service	2023/24
Value Proposition	Taxi telematics – current pilot will be scaled to something which will likely require cost and effort in 23/24	\$ 200,000
Customer Experience	Enterprise Feedback Management (EFM)	\$ 500,000
Value Proposition	Shared, Broader Telematics – More focused on Road Safety; Class 5 training review, etc	\$ 450,000
Customer Experience	Sentiment Analysis NLP Tool	\$ 450,000
Government & Stakeholder Engagement	*Stakeholder Management Framework and Program (process/tool)	\$ 300,000
Communication, Brand & Marketing	Website metric/behavior tool – WebFlow (process/tool)	\$ 100,000
Customer Experience	Code Repository	\$ 50,000
		\$ 2,050,000

# Questions?



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# Budget Review Committee 2023/24

## People & Culture

Presented by: People & Culture  
Presented to: CEO/CFO  
Date: August 8, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Additional items
5. Questions

# People & Culture - Strategic Highlights & Strategic Objectives

## Divisional Highlights:

- Completing a divisional re-alignment & establishing new departments to help deliver empowering people solutions to enable a future-ready workforce that is diverse, healthy, inclusive & development obsessed.
- P&C planning sessions were completed & served as the basis for our P&C Roadmap.
- Focus on the following corporate strategic initiatives in support of MPI 2.0:
  1. **Culture 2.0:** Culture Vision & Roadmap; DEI Strategy & Programming; Agile Leadership; Revisit Values; and Employee Experience Framework.
  2. **Professional & Leadership Development:** Development Planning; Education Support Program Access & Eligibility (including post secondary partnerships); MPI Lead Learning Framework; New Employee Orientation; Self-Directed Learning Resources; and Targeted L&PD Support.
  3. **Talent 2.0:** Compensation Framework; Disability Management & Wellness; Talent Identification & Attraction Strategy; Employer Branding; Recognition & Reward; Competency Review; and Strategic Workforce Planning & Org Capability Model.
- There is a significant amount of planned work necessary to mature & evolve People & Culture.
- FTE & operating expense increases are required to support this transformational work.

## Budget Highlights:

- Requesting 15 new FTE within the division to enable transformation
- Approx. \$1.166 M in compensation adjustments (increase)
- Approx. \$1.264 M in new operating expenses (increase) --- not including parking and recognition



# Budget 2023-24

## Expense Budget



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## People & Culture– 2023/24 Expense Budget Changes

People & Culture Division	2022/23 Budget	2023/24 Budget Changes	2023/24 Budget Request
Compensation Expenses	3,563,058	1,165,812	4,728,870
Special Services	551,012	519,990	1,071,002
Advertising & Public Info	45,000	50,001	95,001
Printing, Stationery & Supplies	16,300	5,003	21,303
Travel & Vehicle Expenses	12,400	(2,696)	9,704
Miscellaneous	1,832,150	511,915	2,344,065
<b>Grand Total</b>	<b>6,019,920</b>	<b>2,250,025</b>	<b>8,269,945</b>

Corporate & Community Relations	216,450	132,104	348,554
Corporate Training	1,050,200	301,807	1,352,007
Memberships & Conferences	49,500	(39,500)	10,000
Other	516,000	117,504	633,504
<b>Total Miscellaneous</b>	<b>1,832,150</b>	<b>511,915</b>	<b>2,344,065</b>



## People & Culture – 2023/24 Expense Budget Significant Line Items

Account	2022/23 Base Budget	2023/24 Budget Change	2023/24 Budget Request	Key Items
Compensation	\$3,563,058	\$1,165,812	\$4,728,870	<ul style="list-style-type: none"> <li>Additional FTE &amp; resulting compensation increases are required to support transformational work &amp; achieve divisional/strategic initiative objectives</li> </ul>
Special Services	\$551,012	\$519,990	\$1,071,002	<ul style="list-style-type: none"> <li>Increased professional internship budget by \$154K to doubled yearly internship opportunities (3-6);</li> <li>Additional of \$217K for Employee Opinion Survey</li> <li>Additional of \$150K in special services for external vendor support (Mercer Comp Framework, Employer Brand Refresh, etc.)</li> </ul>
Corporate & Community Relations	\$216,450	\$132,104	\$378,554	<ul style="list-style-type: none"> <li>Corporate recognition budget increased by \$112K – previously approved (Key Contributor, Customer Excellence &amp; Corporate Values)</li> <li>Increase to corporate scholarships by \$20K</li> </ul>
Corporate Training	\$1,050,200	\$301,807	\$1,352,007	<ul style="list-style-type: none"> <li>Increases to Employee Tuition (\$20K), Leadership Development (\$20K), Coaching (\$50k), Corporate Training (\$57K) &amp; Other – Career Development, Competency Model, Culture (\$155K)</li> <li>New: Increase with an additional \$150,000 for training for succession candidates</li> </ul>
Other	\$516,000	\$117,504	\$633,504	<ul style="list-style-type: none"> <li>Decrease labour relations negotiations costs by -\$100K; increase outside recruiter costs in support of staffing hard to fill roles by +\$200K</li> <li>Increased recruitment services budget to account for increased costs in conducting background checks</li> </ul>

# Budget 2023-24 Staffing Budget



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# People & Culture - 2023/24 Staffing Changes

## Normal Operations:

Subdivision/ Department	2022/23 Approved Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	Increase / (Decrease) from 2022/23 Approved Budget	Perm	Term
Talent Acquisition & Candidate Experience	7	11	11	11	4	11	0
Talent Management & Learning Development	6	13	13	13	7	13	0
HR Systems & Support	12	12	12	12	0	12	0
Total Rewards	4	4	4	4	0	4	0
HR Business Partnerships	11	15	15	15	4	15	0
<b>Total - People &amp; Culture Division</b>	<b>40</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>15</b>	<b>55</b>	<b>0</b>

*FTE Change details explained on the slides that follow*

# People & Culture - 2023/24 Additional FTE's

## Summary of FTE Requests:

# FTE	Department	Position
+4.0	Talent Acquisition & Candidate Experience	<ul style="list-style-type: none"> <li>• Addition of a Director to oversee strategic talent attraction and retention efforts</li> <li>• Increase capacity to support on-going talent attraction and recruitment efforts as identified through Talent Strategy (additional of dedicated Talent Acquisition Specialists, &amp; Candidate Attraction &amp; Engagement Consultant and Campus Recruiter)</li> </ul>
Neutral	Total Rewards	<ul style="list-style-type: none"> <li>• Director position noted above</li> <li>• Increase of 1 Sr Compensation Specialist (offset by transfer of Disability Management Specialist)</li> </ul>
+7.0	Talent Management & Learning Development	<ul style="list-style-type: none"> <li>• Addition of a Director to oversee talent management and learning and development</li> <li>• Separating talent management and learning and development into two stand alone departments, each with a manager</li> <li>• Additional roles dedicated to learning and development</li> </ul>
+4.0	HR Business Partnerships	<ul style="list-style-type: none"> <li>• Separating HR Business Partnerships into 3 distinct areas: HR Service Delivery, Employee Support Services &amp; HR Business Partnerships to improve overall service delivery and strategic focus</li> </ul>

## Additional Items:

- Inability to attract & retain top talent – #1 Corporate Risk (Critical)
- Inadequate compensation – #5 Corporate Risk (Critical)
- Increased retirement numbers & unwanted turnover
- New, scarce talent must be acquired & retention of key people has never been more important
- New and improved capabilities from both leaders and employees are required now, and into the future - current talent must be upskilled and managed effectively
- Previous reactive ways of managing talent are not working and will not enable transformation
- Need to mature & evolve People & Culture which requires transitioning to a high-impact HR operating model
- Capacity is strained due to transformation efforts, IT enablement and other factors
- Budget increases are required to support transformational work & achieve divisional/strategic initiative objectives

# Questions?



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# Budget Review Committee 2023/24 Information Technology

Presented by: Chad Muir  
Presented to: CEO/CFO  
Date: August 8, 2022



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# Agenda

1. Strategic Highlights & Objectives 2023/24 thru 2025/26
2. Staffing Budget Summary
3. IT Expense Budget
4. Questions
5. Appendices
  - Staffing Budget – Supporting Slides
  - IT Expenses – Supporting Slides



## Information Technology – Highlights from 2022/23 Strategic Highlights & Objectives

- Completed divisional re-alignment and established new directorates to help transform our data and infrastructure capabilities.
- Outlined IT Roadmaps which included IT Transformation and support of MPI 2.0.
- Lead the creation of centers of excellence and communities of practice to foster.
- Build organization DevSecOPs and Agile delivery maturity.
- Supporting and participating with Project Nova to assist with plans to transition new platforms into operations.
- Building foundational data capabilities to assist with NOVA and MPI 2.0 and “data as an asset”.

# Information Technology - Strategic Highlights & Objectives 2023/24

## Strategic Highlights

- Execution of IT Roadmaps
  - Cloud IaaS / PaaS
  - Data Analytics
  - Move to SaaS solutions
  - Increase cyber maturity
- NOVA operational readiness.

## Budget Highlights

- Increase of \$6.125 M in IT Expense Budget
  - Increase in Compensation budget of \$7.4 M
  - Increase in Data Processing Budget of \$2.323 M
  - Decrease in Amortization of Def Dev of \$3.865 M
- Request 90 FTE
  - 53 Permanent positions
  - 28 Term positions funded by NOVA Business Case
  - 9 additional Term and Co-op

# Budget 2023-24

## Staffing Budget Summary



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## Divisional Budget Overview – work in progress

Division:	Total	Run	Change	Transform
<b>Current:</b>	<b>299.35</b>	<b>172.85</b>	<b>29.5</b>	<b>97</b>
- Perm. FTE	296.35	169.85	29.5	97
- Term FTE	3	3	0	0
- Non – FTE \$		\$4,758,000		\$5,094,084 (Nova)
<b>Ask / Increase for 2023/24:</b>	<b>89.65</b>	<b>28.5</b>	<b>37</b>	<b>23.15</b>
- Perm. FTE	53.65	10.5	27	16.15
- Term FTE	35	18	10	7
- Non – FTE \$		\$5,018,000		\$400,000 (Cloud) \$5,567,142 (Nova)

**Rational/Business Case:**

Increase in resources required to support NOVA releases into production

Continuous Improvement in Enterprise Architecture, CIS, Data Management, Digital Workflow and Service Management most materially in and Data Management & Analytics, and Software Development and Operations

Transformation of Enterprise Architecture, CIS, Platform Engineering & Infrastructure, Digital Workplace & Service Management and Software Development and Operations

## Information & Technology – Staffing Overview

### Normal Operations:

Year	Total
2022_23 Approved Budget	299.35
2023_24 Requested Budget	389.00
<b>Increase / (Decrease)</b>	<b>89.65</b>

Summary of Divisional Changes:	
Permanent Requests	53.65
Nova Term Requests (Funded by Nova Business Case)	28.0
Additional Term and Co-op Requests	9
Total Requests	89.65

## Information & Technology – Summary of Staffing Changes

### Normal Operations:

Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023 Adjustments				
					2023/24 Increase / (Decrease) to Budget	Transfers/ Corrections	Perm	Term	Compensation Impact
Software Development & Operations	145	193	193	175	48	-1	18	31	\$ 3,834,668
Digital Workplace & Service Management	46.75	55	55	54	8.25	1	6.25	1	\$ 854,284
Platform & Engineering & Infrastructure	26	42	42	42	16	10.6	5.4	0	\$ 1,507,368
Data Management & Analytics	37.6	43	43	43	5.4	-8.6	11	3	\$ (170,574)
Cyber & Information Security	18	25	25	25	7	1	6	0	\$ 552,230
Enterprise Architecture	6	10	10	10	4	0	4	0	\$ 739,952
Strategic Sourcing & Vendor Management	20	21	21	21	1	0	1	0	\$ 82,221
<b>Total - Normal Operations</b>	<b>299.35</b>	<b>389</b>	<b>389</b>	<b>370</b>	<b>89.65</b>	<b>3</b>	<b>51.65</b>	<b>35</b>	<b>\$ 7,400,149</b>

*FTE Change details explained in the supporting slides in Appendix*

# Information & Technology – Forecasted FTEs 2022/23 thru 2025/26 – work in progress

## Manitoba Public Insurance - Information Technology Division (WIP)

Divisional FTE Counts:	2022/23 Approved Budget	Actual FTEs			Forecasted FTEs 2022/23									2023/24	2024/25	2025/26
		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	full Year	full Year	full Year
<b>Platform Engineering &amp; Infrastructure:</b>																
Platform Engineering & Infrastructure (093)	4	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3
Network Operations (417)	14	14	14	14	16	16	16	16	16	16	16	16	16	16	16	16
System Operations (431)	8	6	6	7	7	7	7	7	7	7	7	7	7	23	23	23
<b>Software Development &amp; Operations:</b>																
Production Support (068)	17	16	16	15	15	15	15	15	15	16	16	16	16	17	17	17
Enterprise Application Management (075)	2	1	1	0	0	1	11	11	11	11	11	11	11	12	12	12
Quality Control & Metrics (091)	28	30	30	31	31	31	27	29	29	38	38	38	38	41	41	29
SharePoint & Application Services (094)	83	78.2	79.2	82	82	82	57	66	66	67	67	67	67	78	78	78
Product Ownership (418)	15	15	14	15	15	15	36	37	37	42	42	42	42	45	45	40
<b>Strategic Sourcing &amp; Vendor Management:</b>																
Procurement & Strategic Sourcing (067)	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Vendor Management (088)	9	9	9	8	9	9	9	9	9	9	9	9	9	10	10	10
<b>Data Management &amp; Analytics:</b>																
Data Operations & Business Intelligence (058)	21.6	17	17	18	18	18	18	18	18	22	26	30	30	28	28	28
Data Governance, Strategy & Architecture (421)	7	11	11	11	11	11	11	11	11	13	13	13	13	13	13	13
Data Management & Analytics (422)	2	2	1	1	1	1	2	2	2	2	2	2	2	2	2	2
Data Science (423)	7	5	4	5	0	0	0	0	0	0	0	0	0	0	0	0
Cyber & Information Security (406)	18	14	15	14	16	16	17	19	20	20	20	20	20	25	25	25
Enterprise Architecture (407)	6	5	5	5	6	6	6	6	8	8	8	8	8	10	10	10
Digital Workplace & Service Management (416)	46.75	49	48	47	48	48	51	51	51	51	51	51	51	55	55	54
<b>Total FTEs</b>	<b>299.35</b>	<b>285.2</b>	<b>283.2</b>	<b>286</b>	<b>289</b>	<b>290</b>	<b>297</b>	<b>311</b>	<b>314</b>	<b>336</b>	<b>340</b>	<b>344</b>	<b>344</b>	<b>389</b>	<b>389</b>	<b>371</b>

# Budget 2023-24 IT Expense Budget



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## IT Expense Budget – 2023/24 Changes

Accounts	2023		
	Base Budget	Adjustments	Total
Amortization of Def Dev	\$ 9,596,723	\$ (3,685,514)	\$ 5,911,209
Amort of Capital Invest	\$ 633,753	\$ (134,118)	\$ 499,635
Building	\$ -	\$ -	\$ -
Corp/Community Rel	\$ 15,950	\$ 13,350	\$ 29,300
Data Processing	\$ 45,184,322	\$ 2,323,688	\$47,508,010
Compensation	\$ 26,151,233	\$ 7,400,150	\$33,551,383
Furniture & Equipment	\$ 1,193,308	\$ 426,808	\$ 1,620,116
Miscellaneous Expenses	\$ 114,974	\$ 44,300	\$ 159,274
Corporate Training	\$ 300,000	\$ 9,000	\$ 309,000
Memberships & Conferences	\$ 65,017	\$ (6,919)	\$ 58,098
Printing, Stationery & Supplies	\$ 2,314,960	\$ (343,500)	\$ 1,971,460
Special Services	\$ 1,379,274	\$ 50,000	\$ 1,429,274
Telephone/Telecommunications	\$ 1,851,968	\$ (156,364)	\$ 1,695,604
Travel & Vehicle Expenses	\$ 42,760	\$ 184,980	\$ 227,740
<b>Total Expenses</b>	<b>\$ 88,844,242</b>	<b>\$ 6,125,861</b>	<b>\$94,970,103</b>

# Questions?



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# Appendices



# Staffing Budget – Supporting Slides



## Strategic Sourcing (067) and Vendor Management (088)

					2023 Adjustments			
Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Strategic Sourcing & Vendor Management	20	21	21	21	1	0	1	0

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+1.0	Strategic Sourcing & Vendor Management (088)	Additional resource to negotiate agreements to ensure agreements are finalized in a timely manor with the proper focus on mitigating risk for MPI.
+1.0	Strategic Sourcing & Vendor Management(088)	Total FTE Change

## Enterprise Architecture (407)

					2023 Adjustments			
Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Enterprise Architecture	<b>6</b>	10	10	10	<b>4</b>	0	4	

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+4.0	Enterprise Architecture (407)	4 positions are being added to the directorate. 1 position sets the Director of Enterprise Architecture as a permanent position, 1 position adds an expert in information architecture targeted at setting strategic views and support for data driven / data as an asset principles, 1 position is for managing and setting strategic views and support for cloud platforms needed to support business needs as MPI establishes itself in cloud, 1 position alleviates capability pressures for supporting initiatives that require solution architecture.
+4.0	Enterprise Architecture (407)	Total FTE Change

# Cyber & Information Security (406)

Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023 Adjustments			
					2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Cyber & Information Security	18	25	25	25	7	1	6	

## Summary of FTE

# FTE	Directorate / Department	Position Details and Rational
+7.0	Cyber & Information Security (406)	<p>As part of the proposed Future State of the Cyber &amp; Information Security Directorate (Phase 2 of the CIS staffing plan) and the advancement towards MPI 2.0, the team is requesting 5 additional FTE positions to assist with the enhancements within CIS.</p> <p>Specifically, the 5 positions will support transforming and maturing MPIs security controls, processes, capabilities and deliver new security services while enhancing existing capabilities.</p> <p>The CIS is expanding the Risk and Compliance Program, which will require one additional resource to manage and deliver the program. The requirement to enhance Cloud security and Security Operations Centre will consume the additional resources. Positions Requested:</p> <ul style="list-style-type: none"> <li>IT Risk and Compliance Management Analyst (3)</li> <li>Cyber Security Event Analyst (2)</li> </ul> <p>A Vulnerability and Penetration Testing Specialist along with a Service Delivery Manager were both approved during 2022. The Service Delivery Manager was transferred from Stephen Ramchander (dept. 92). These positions are now being submitted to ensure 2023 budget aligns correctly with the filled positions.</p>
+7.0	Pricing (095)	Total FTE Change



# Data Management & Analytics (058,421,422,423)

					2023 Adjustments			
Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Data Management & Analytics	37.6	43	43	43	5.4	-8.6	11	3

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+6.4	Data Science and Operations (058)	<p>New department established by combining the prior Business Analytics team with Data Science team to create Data Science and Operations (+6FTEs transferred into the department/+1 was transferred to Finance). The operational adjustment also included the movement of the entire database team (-10.6 FTEs) to the System Operations group. The vacant Manager, Business Analytics position was moved into Digital Workplace and Service Management (-1 FTE). (Net change -4.6FTEs transferred in/out of the department)</p> <p>To assist with the transformation the new directorate, an additional +8 Analysts and a Data Scientist are required to address current limited bandwidth in the BI team and to improve MPIs “Data as an Asset” capabilities. Each Analyst will serve as a BI partner to our 9 Major areas of business. BI Partners will empower business teams and help develop their citizen Analysts. This transformation promotes realization of MPI’s enterprise-wide data-driven vision.</p> <p>Two Term Programmers are requested to engage with NOVA consultants on handover &amp; inherit new work activities as a result of new data platforms. They will also help to ensure NOVA operational readiness &amp; self-sufficiency for data management post NOVA Data migration.</p>
18		Net additions +11 (9 Perm, 2 Term) less -4.6 transfers – Net +6.4 FTE



## Data Management & Analytics (058,421,422,423) cont.

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+6	Data Governance Strategy and Architecture (421)	<p>Four staff members who work on “Records and Information Management” will join Data Governance team to better align the work and improve overall governance. The individuals currently work within the Digital Workplace and Service Management directorate.</p> <p>An additional 2 Analysts are being requested (1 Perm/1 Term) to help change the department by enhancing the work they do with business domains and to help address operational issues from a data governance perspective. The new additions will also assist with a new data governance tool and help identify gaps in the metadata, data quality etc. The temporary resources will work with multiple teams/stakeholders to update the data/metadata and ensure data accuracy and completeness.</p>
0	Data Management & Analytics (422)	No change
-7	Data Science (423)	All staff combined with prior Business Analytics team to create new Data Science and Operations group (dept 058) above.
+5.4	Data Management & Analytics	Total FTE Change

# Platform Engineering & Infrastructure (93,417,431)

					2023 Adjustments			
Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Platform & Engineering & Infrastructure	26	42	42	42	16	10.6	5.4	-

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+1.0	Platform Engineering & Infrastructure (093)	Seeking a Sr. Network Specialist who will be responsible for all Network technology infrastructure, tools and software services relating to Networking as well as providing direction, analysis and support for all Network services in the support and operations of all on premise data centres and Cloud solutions. This position is responsible for network security, operational governance, collaboration tools, and other technology related to Network Services and oversees, governs and acts as third level support on network incidents, problems and change management services in both on-prem data centres and Cloud services. This is currently a skills gap and is needed to oversee all cloud and on-prem connectivity. We have many new projects that need to be implemented to update our legacy network and do not have the capacity to manage any new work.
+1.0	Network Operations (417)	With the new Cloud strategy journey, we have the need for a Network Analyst to fill a skills gap in cloud networking. We currently do not have the capacity to take on the huge networking workload that is needed to build and maintain cloud networking. This role is crucial to be able to support the cloud.

# Platform Engineering & Infrastructure (93,417,431)

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+14.0	System Operations (431)	<p>10.6 Database Administrators are being transferred in from the Data and Analytics team. There is .4 of a position to bring a DBA back from a modified work plan to full time.</p> <p>The other three positions are for 3 Cloud Administrators. With migrating both our data centres to the cloud, we are taking on the responsibility of building, maintaining and growing our entire eco system. IBM/Kyndryl currently manage this for us, but we will become fully responsible for all of our infrastructure systems. We need these positions to be able to maintain our cloud infrastructure.</p>
+16.0	Platform Engineering & Infrastructure	Total FTE Change

# Digital Workplace & Service Management (416)

Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023 Adjustments			
					2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
Digital Workplace & Service Management	46.75	55	55	54	8.25	-1	8.25	1

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+8.25	Digital Workplace & Service Management (416)	<p>New capabilities such as Robotic Process Automation, Desktop Engineering necessitate the addition of 4 FTEs (2 Robotic Process Automation Specialists approved in 2022, 1 Desktop Engineering Specialist and a Senior Business Analyst to support the tech modernization activities of the personal technology group). (+4)</p> <p>As part of the Nova Re-baseline, 2 Permanent IT service Desk Analyst were identified as being required starting with Release 2A (2023). Funding is included in the Nova business case for these 2 requests. (+2)</p> <p>Two additional requests were approved in 2021 and are now being submitted to ensure 2023 budget aligns correctly with the filled positions. One Supervisor, Personal Technology Services was based on a repurposed Solution Architect from Dept 75 (2021) and a System Architect was added as approved over-budget during the year (+2). Last, One part time Service Desk Analyst was increased to full time based on departmental needs (+0.25) Overall (+2.25)</p>

## Digital Workplace & Service Management (416) cont.

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+8.25	Digital Workplace & Service Management (416)	<p><u>Transfers (-1):</u> A few of operational adjustments to re-align the work within the division. In particular 4 FTEs from the Records Management and Information team were transferred to the Data Governance team (Dept. 421). A SharePoint lead, a SharePoint Administrator were both transferred to DWSM from the Application Services team. Last, the vacant Manager, Data Analytics and Business Intelligence position was transferred to the area and repurposed as a Manager, Digital Workplace Services.</p>
+8.25	Digital Workplace & Service Management (416)	Total FTE Change

## Software Development & Operations (068,075,091,094 & 418)

Subdivision/ Directorate	2022/23 Current FTE Budget	2023/24 Budget Request	2024/25 Budget Request	2025/26 Budget Request	2023 Adjustments			
					2023/24 Increase / (Decrease) to Budget	Transfers	Perm	Term
68 - Integration COE (formerly Production Support)	17	17	17	17	0	-2	1	1
75 – Systems Architecture(formerly ESS/EAM)	2	12	12	12	10	9	1	0
91 - Quality COE	28	41	41	29	13	-4	5	12
94 - Digital COE (Formerly Application Services)	83	79	79	78	-4	-25	8	12
418 - Product Planning & Delivery (formerly Product Ownership)	15	45	45	40	30	21	3	6
<b>Total - Normal Operations</b>	<b>145</b>	<b>194</b>	<b>194</b>	<b>176</b>	<b>49</b>	<b>-1</b>	<b>18</b>	<b>31</b>

SDO is fundamentally changing the way we work and support software Delivery. A key aspects to this includes support of the recently defined ART Topology, capacity is required to ensure delivery on each defined value stream while also introducing a DevSecOps model into our Agile practices.

SDO has also recently restructured creating CoE’s to further position the directorate’s delivery capabilities. Additional resourcing has been identified to now mature the core of each CoE by adding critical new competencies.

## Software Development & Operations (068,075,091,094 & 418) cont.

SDO needs to be prepared for supporting the first 2 releases of Nova and assuming responsibility for future delivery beginning with Release R3.

Current predictions account for self-sufficiency on R1A based on recommended support model initially identified. There is growing evidence that the SRE backlog will be larger than originally anticipated which may require further capacity.

## Software Development & Operations (068,075,091,094 & 418) cont.

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+0	Integration COE (68) (formerly Production Support)	<p><u>Transfers (-2)</u> As part of the SDO restructure all PO's, BA's, and Supervisor's (16) were transferred out to Production Planning and Deliver while all integration developers (13) from Application Services were transferred in to create the new Integration CoE department.</p> <p>With the creation of the Integration CoE 2 new FTE's are required which includes a Supervisor to ensure proper staff to supervisor ratio and a Term Programmer/Analyst to support operational capacity through utilization of Nova Bridge Staff funding(+2)</p>
+10	Systems Architecture(75) (formerly ESS/EAM)	<p><u>Transfers(+9)</u> As part of the SDO restructure all Systems Architect(7), the Manager, the Senior Application Services Tech Advisor and the Environment Coordinator were transferred in from Application Services while 1 Product Owner was transferred out to Product Planning and Delivery.</p> <p>A Permanent Release Automation Analyst is required to introduce and maintain a new competency in support of CI/CD pipeline maturity.(+1)</p>



# Software Development & Operations (068,075,091,094 & 418) cont.

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+13	Quality COE (91)	<p><u>Transfers(-4)</u> As part of the SDO restructure all Scrum Masters(3) and the Release Train Specialist were transferred out to Product Planning and Delivery.</p> <p>In support of CoE core competencies 2 Perm FTE’s are required for Innovation and Non-Functional Testing capabilities, and 2 Perm FTE Test Analysts are required to support newly identified ART Topology value streams. Additionally a correction for an accidental Perm FTE delete in 2022/2023 of an existing Supervisor needs correction.</p> <p>A total of 12 Term FTE’s which will utilize the Nova Bridge Staffing budget are required to backfill operational capacity in support of the ART Topology, additional SRE self-sufficiency due to resource constraints, and test automation support of the Integration CoE within SDO. (+17)</p>

# Software Development & Operations (068,075,091,094 & 418) cont.

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
-5	Digital COE (Formerly Application Services) (94)	<p><u>Transfers(-25)</u> As part of the SDO restructure Systems Architects(7), a Manager, Senior Application Services Tech Advisor and environment Coordinator were transferred to the Systems Architecture department. A further 14 transfers to the Integration CoE of developers and technical leads also occurred. Finally, 2 transfers to DWSM for support of SharePoint Collaboration within MS365.</p> <p>With the creation of Digital CoE 1 Permanent Supervisor and 1 Term Supervisor are required to ensure proper staff to supervisor ratio. 3 Perm FTE Technical leads are required to lead the operational SRE Product teams and Support the additional ART Topology value streams identified. A total of 4 Perm Analyst FTE’s are required to support additional ART Topology value streams and DVA in preparation for R2A.</p> <p>A total of 9 Term FTE’s which are utilizing the Nova Bridge Staffing budget and are required to be added to our FTE count for FY2023/24. Finally, 2 Term Co-op Student positions in line with previous fiscal years in support of attracting talent from local universities and colleges in Manitoba.</p> <p>(+20)</p>

# Software Development & Operations (068,075,091,094 & 418) cont.

## Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+30	Product Planning & Delivery (418) (formerly Product Ownership)	<p><u>Transfers(21)</u> As part As part of the SDO restructure Product Owners(4), System User Analyst’s(2), Business Analysts(7), Associate Business Analysts(2), and Supervisors(2) where transferred in from Production Support while 1 Release Train Specialist and Scrum Masters(3) where transferred from Quality CoE.</p> <p>With formalization of the new ART Topology it was identified that 2 Perm Release Train Specialists and 1 Perm Scrum Master is required to maintain team/value stream ratio to role as per SAFe guidelines.</p> <p>To reduce the direct report to Manager ratio in PP&amp;D, 1 Term OOS Supervisor will be required to manage the increased number of Product Owners while Nova is being delivered. Additionally, 3 Term Product Owner 1 Term Release Train Specialist, 1 Term Scrum Master will be required to support new value streams in the ART topology during Nova. All Term FTE’s will utilize the Nova Bridge Staffing budget.(+9)</p>
+48	Software Development & Operations	Total FTE Change

## Information & Technology – Overview of Current Vacancies

Subdivision/ Directorate	2022/23 Current FTE Budget	Temp Vacancy	Perm Vacancy	Total Vacancy
Software Development & Operations *	145	10	2	12
Digital Workplace & Service Management	46.75	2	0	2
Platform & Engineering & Infrastructure	26	2	0	2
Data Management & Analytics*	37.6	2	2	4
Cyber & Information Security *	18	0	4	4
Enterprise Architecture *	6	0	0	0
Strategic Sourcing & Vendor Management	20	0	0	0
<b>Total - Normal Operations</b>	<b>299.35</b>	<b>16</b>	<b>8</b>	<b>24</b>

\*Per HR - 25 July 2022

# IT Expenses– Supporting Slides



## IT Expense Budget – 2023/24 Changes Details

### Data Processing – Overview By Expense Category (details on slides to follow):

Data Processing Category	Base Budget	Budget Adjustment	New Amount
Software Licensing & Maintenance	\$19,259,059	\$447,410	\$19,706,469
IBM Data Center	\$13,860,825	\$319,175	\$14,180,000
IBM Security Operations	\$599,545	\$0	\$599,545
External Labour – Operations	\$4,758,000	\$660,000	\$5,418,000
External Labour – Nova	\$5,094,084	\$135,649	\$5,229,733
Hardware Maintenance	\$1,386,808	\$305,132	\$1,691,940
Software (New)	\$181,001	\$118,913	\$299,914
Microfilm	\$45,000	\$0	\$45,000
<b>Totals</b>	<b>\$45,184,322</b>	<b>\$1,986,279</b>	<b>\$47,170,601</b>

## IT Expense Budget – 2023/24 Changes Details

### Data Processing – Software Licensing Maintenance:

Data Processing Category	Base Budget	Budget Adjustment	New Amount	Key Items
Software Licensing & Maintenance	\$19,259,059	\$447,410	\$19,706,469	CPI for existing support agreements and new licensing costs: GLM -\$200K Reserve Analysis - \$175k, Privileged Access Management - \$130k, Fortanix - \$112K, Keyfactor - \$100k, OneSpan e-Signature - \$310k, GRC - \$57K, DMA \$24
<b>Total</b>	<b>\$19,259,059</b>	<b>\$447,410</b>	<b>19,706,469</b>	

## IT Expense Budget – 2023/24 Changes Details

### Data Processing – External Labour - Operations:

Department	Base Budget	Budget Adjustment	New Amount	Key Items
Software Development & Operations	\$4,158,000	\$0	\$4,158,000	Operational Consultants
CIS	\$450,000	\$0	\$450,000	Supplement existing Staff – Analyst & Architect
Enterprise Architecture	\$150,000	\$0	\$150,000	No change
Digital Workplace & Service Management	\$0	\$400,000	\$400,000	Assistance with Automation, ITSM to the Cloud and Operational Requirements requiring External Expertise.
IT	\$0	\$260,000	\$260,000	Contract Advisor for Project NOVA
<b>Total</b>	<b>\$4,758,000</b>	<b>\$660,000</b>	<b>\$5,418,000</b>	



## IT Expense Budget – 2023/24 Changes Details

### Data Processing – External Labour - Nova:

Department	Base Budget	Budget Adjustment	New Amount	Key Items
Software Development & Operations	\$4,958,435	\$473,058	\$5,431,493	Nova Funding for Bridge Staffing (Determined by Nova FTE Analysis)
DWSM	\$135,649	\$0	\$135,649	Nova Funding for Bridge Staffing (Determined by Nova FTE Analysis)
<b>Total</b>	<b>\$5,094,084</b>	<b>\$473,058</b>	<b>\$5,567,142</b>	

## IT Expense Budget – 2023/24 Changes Details

### Data Processing – IBM Costs:

Data Processing Category	Base Budget	Budget Adjustment	New Amount	Key Items
IBM Data Center	\$13,860,825	\$319,175	\$14,180,000	<ul style="list-style-type: none"> <li>• Decrease in Kyndryl Data Centre Spend of \$2.215 M</li> <li>• New cloud IaaS and PaaS of \$1.18M</li> <li>• Logical Data Warehouse cost of \$1 M</li> </ul>
IBM Security Operations	\$599,545	\$0	\$599,545	
<b>Total</b>	<b>\$14,460,370</b>	<b>\$319,175</b>	<b>\$14,779,545</b>	

## IT Expense Budget – 2023/24 Changes Details

### Data Processing – Remaining:

Data Processing Category	2022/23 Base Budget	Budget Adjustment	New Amount	Key Items
Data Processing Equipment Maintenance	\$1,386,808	\$305,132	\$1,620,116	<ul style="list-style-type: none"> <li>DWSM increase of \$142k</li> <li>Increased maintenance costs for network appliances and for printer maintenance for the new Enterprise Printers being implemented 162.5K increase</li> </ul>
Software (New)	\$181,001	\$118,913	\$299,914	<ul style="list-style-type: none"> <li>Increase to software license fees (DaaS, Space planning software etc.)</li> </ul>
<b>Total</b>	<b>\$1,567,809</b>	<b>\$424,045</b>	<b>\$1,920,030</b>	

## IT Expense Budget – 2023/24 Changes

Account	Base Budget	2023/24 Adjustments	2023/24 Requested Budget	Rational for Adjustment
Compensation	\$26,151,233	\$7,400,150	\$33,551,383	<ul style="list-style-type: none"> <li>Based on Additional FTEs being requested</li> </ul>
Furniture & Equipment (Computer Equipment)	\$1,193,308	\$426,808	\$1,620,116	Laptops, Printers and Accessories – aligned budget with Schedules and corporate refresh cycles
Corporate Training	\$300,000	9,000	\$309,000	Maintain Training – Center of Excellence
Special Services	\$1,379,274	\$50,000	\$1,429,274	CPI increase of 3.5%

## IT Expense Budget – 2023/24 Change Details

Account	Base Budget	2023/24 Adjustments	2023/24 Requested Budget	Rational for Adjustment
Printing, Stationary & Supplies	\$2,314,960	\$(343,500)	\$1,971,460	<ul style="list-style-type: none"> <li>(\$54.6K) Forms budget transferred to Admin Services</li> <li>(\$220K) Computer Monitors</li> <li>(\$75K) Storage/Memory</li> </ul>
Telecomm	\$1,851,968	\$(156,364)	\$1,695,604	<ul style="list-style-type: none"> <li>Decrease of over \$400K in MPLS charges as we get off of the MPLS service</li> <li>Increase of \$260K for internet at all remote sites that is replacing the MPLS</li> </ul>
Travel & Vehicle	\$42,760	\$184,980	\$227,740	<ul style="list-style-type: none"> <li>Additional funds required for 5-6 employees who live outside of Manitoba and travel to MPI on a regular basis.</li> </ul>

## IT Expense Budget – 2024/25 Changes

Accounts	2024		
	Base Budget	Adjustments	Total
Amortization of Def Dev	\$ 9,596,723	\$ 2,536,868	\$ 12,133,591
Amort of Capital Invest	\$ 633,753	\$ 234,913	\$ 868,666
Building	\$ -	\$ -	\$ -
Corp/Community Rel	\$ 15,950	\$ 1,050	\$ 17,000
Data Processing	\$ 45,184,322	\$ 4,192,299	\$ 49,376,621
Compensation	\$ 27,259,708	\$ 7,624,954	\$ 34,884,662
Furniture & Equipment	\$ 1,193,308	\$ 32,308	\$ 1,225,616
Miscellaneous Expenses	\$ 114,974	\$ (70,524)	\$ 44,450
Corporate Training	\$ 300,000	\$ 110,600	\$ 410,600
Memberships & Conferences	\$ 65,017	\$ 3,000	\$ 68,017
Printing, Stationery & Supplies	\$ 2,314,960	\$ (289,400)	\$ 2,025,560
Special Services	\$ 1,379,274	\$ 50,000	\$ 1,429,274
Telephone/Telecommunications	\$ 1,851,968	\$ (273,499)	\$ 1,578,469
Travel & Vehicle Expenses	\$ 42,760	\$ 183,930	\$ 226,690
<b>Total Expenses</b>	<b>\$ 89,952,717</b>	<b>\$ 14,336,499</b>	<b>\$104,289,216</b>

## IT Expense Budget – 2024/25 Changes Details

### Data Processing – Overview By Expense Category:

Data Processing Category	Base Budget (didn't maintain increase from 2023) same as 2022/23	Budget Adjustment	New Amount
Software Licensing & Maintenance	\$19,259,059	\$517,410	\$19,776,469
IBM Data Center	\$13,860,825	\$319,175	\$14,180,000
IBM Security Operations	\$599,545	\$0	\$599,545
External Labour – Operations	\$4,758,000	\$400,000	\$5,158,000
External Labour – Nova	\$5,094,084	\$2,778,601	\$7,872,685
Hardware Maintenance	\$1,386,808	\$177,113	\$1,563,921
Software (New)	\$181,001	\$0	\$181,001
Microfilm	\$45,000	\$0	\$45,000
<b>Totals</b>	<b>\$45,184,322</b>	<b>\$4,192,299</b>	<b>\$49,376,621</b>

## IT Expense Budget – 2025/26 Changes

Accounts	2025		
	Base Budget	Adjustments	Total
Amortization of Def Dev	\$ 9,596,723	\$15,149,370	\$ 24,746,093
Amort of Capital Invest	\$ 633,753	\$ 684,746	\$ 1,318,499
Building	\$ -	\$ -	\$ -
Corp/Community Rel	\$ 15,950	\$ 1,050	\$ 17,000
Data Processing	\$45,184,322	\$ (767,854)	\$ 44,416,468
Compensation	\$28,341,979	\$ 6,180,166	\$ 34,522,145
Furniture & Equipment	\$ 1,193,308	\$ 39,808	\$ 1,233,116
Miscellaneous Expenses	\$ 114,974	\$ (70,524)	\$ 44,450
Corporate Training	\$ 300,000	\$ 110,600	\$ 410,600
Memberships & Conferences	\$ 65,017	\$ 3,000	\$ 68,017
Printing, Stationery & Supplies	\$ 2,314,960	\$ (289,400)	\$ 2,025,560
Special Services	\$ 1,379,274	\$ 50,000	\$ 1,429,274
Telephone/Telecommunications	\$ 1,851,968	\$ (273,499)	\$ 1,578,469
Travel & Vehicle Expenses	\$ 42,760	\$ 183,930	\$ 226,690
<b>Total Expenses</b>	<b>\$91,034,988</b>	<b>\$21,001,393</b>	<b>\$112,036,381</b>



## IT Expense Budget – 2025/26 Changes Details

### Data Processing – Overview By Expense Category :

Data Processing Category	Base Budget	Budget Adjustment	New Amount
Software Licensing & Maintenance	\$19,259,059	\$1,998,777	\$21,257,836
IBM Data Center	\$13,860,825	\$1,476,183	\$15,337,008
IBM Security Operations	\$599,545	\$0	\$599,545
External Labour – Operations	\$4,758,000	\$(-442,000)	\$4,315,160
External Labour – Nova	\$5,094,084	\$(-3,979,823)	\$1,114,261
Hardware Maintenance	\$1,386,808	\$179,849	\$1,566,657
Software (New)	\$181,001	\$0	\$181,001
Microfilm	\$45,000	\$0	\$45,000
<b>Totals</b>	<b>\$45,184,322</b>	<b>\$(-767,854)</b>	<b>\$44,416,468</b>

## Appendix 1 – Nova Bridge Staffing – Funding & FTE Additions

**Funding Amounts**

Category	Budget Covers	Funding Comes from	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
3. Funding for <b>Nova</b> Operational Terms and Consultants	All positions identified by Software Development and Operations and Madison Rooney.	SDO Compensation Budget (Specific to Nova Terms added into 2023/24 budget)	\$ -	\$ -	\$ 1,949,936	\$ 1,949,936	\$ 732,905
	Since the budget for bridge staffing is all in External Labour - If Terms are hired after the budget is set, you will be under budget in External Labour and overbudget in compensation.	External Labour -Nova Budget	\$ 89,538	\$ 5,094,084	\$ 5,431,493	\$ 7,737,036	\$ 978,612
	As Term positions become known and are added to budgets, there will be a corresponding reduction in the External Labour budget (as funds will now be under Compensation vs External Labour).  Both Compensation and External Labour numbers are captured here.	<b>Total Funding for Nova Operational Terms and Consultants</b>	<b>\$ 89,538</b>	<b>\$ 5,094,084</b>	<b>\$ 7,381,429</b>	<b>\$ 9,686,972</b>	<b>\$ 1,711,517</b>

# Appendix 1 – Nova Bridge Staffing – Funding & FTE Additions cont.

External Labour Nova - Estimates for Software Development & Operations										
Nova Bridge Staff and External Labour					2023	2024	2025	Comments		
Nova Bridge Staffing - Business Case					\$ 7,474,123.00	\$ 10,296,635.00	\$ 10,643,049.00			
Salaries for Software Development & Support Bridge Staff					\$ (1,949,936.40)	\$ (1,949,936.40)	\$ (732,905.00)			
<b>Balance External Labour</b>					<b>\$ 5,524,186.60</b>	<b>\$ 8,346,698.60</b>	<b>\$ 9,910,144.00</b>			
HR - Salaries for Bridge Staffing as at July 26 (Karen P) - Reducing External Labour by this amount so we don't double count. - All under Nova Bridge Staffing (3 year)										
<b>CONTINGENCY STAFFING RE-BASELINE TERM</b>					Backfill in the OB POS	Salary	Progressive Reclass	2023	2024	2025
1	Programmer			Adam Bouttell	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
2	Programmer			Haris Saran	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
3	Student Programmer			Jarvis Nguyen	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
4	Analyst				\$75,731	used step 3		\$ 75,731.00	\$ 75,731.00	\$ 75,731.00
	Product Owner		Taj		\$88,075	used step 6		\$ -	\$ -	\$ -
5	Product Owner		varaidzo Munyoro	Garrett McKee	\$85,102			\$ 85,102.00	\$ 85,102.00	\$ 85,102.00
6	SUA - QC&M		091-183-OB1	Carolyn McBride	\$62,436			\$ 62,436.00	\$ 62,436.00	\$ 62,436.00
7	Student Programmer			Jonathan Dvorak	\$42,767			\$ 42,767.00	\$ 42,767.00	\$ 42,767.00
8	Programmer/Analyst			Parbjot Bhuller	\$58,284			\$ 58,284.00	\$ 58,284.00	\$ 58,284.00
9	Testing Analyst	OB		Bradley Kirkbride-Taylor	\$70,695			\$ 70,695.00	\$ 70,695.00	\$ 70,695.00
10	Programmer			Allan Rodkin	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
11	Programmer			Krupa Patel	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
12	Programmer			Quingbei Huang	\$49,075	\$56,315		\$ 56,315.00	\$ 56,315.00	\$ 56,315.00
<b>Sub Total Terms Hired and entered into 2023/24 Budget</b>								<b>\$ 732,905.00</b>	<b>\$ 732,905.00</b>	<b>\$ 732,905.00</b>
<b><u>Nova Term Staff Added in 2023/24 Budget (Not hired yet):</u></b>										
13	Integration COE (68) - 2 year Programmer Analyst							\$ 62,431	\$ 62,431	\$ -
14	Quality COE (91) - 2 year Quality Analyst				1-ZZI-13			\$ 81,112	\$ 81,112	\$ -
15	Quality COE (91) - 2 year Quality Analyst				1-ZZI-13			\$ 81,112	\$ 81,112	\$ -
16	Quality COE (91) - 2 year Testing Analyst				1-ZZI-14			\$ 81,112	\$ 81,112	\$ -
17	Quality COE (91) - 2 year Testing Analyst				1-ZZI-14			\$ 81,112	\$ 81,112	\$ -
18	Quality COE (91) - 2 year Testing Analyst				1-ZZI-14			\$ 81,112	\$ 81,112	\$ -
19	Quality COE (91) - 2 year System User Analyst				1-ZZI-16			\$ 60,320	\$ 60,320	\$ -
20	Quality COE (91) - 2 year System User Analyst				1-ZZI-16			\$ 60,320	\$ 60,320	\$ -
21	Quality COE (91) - 2 year System User Analyst				1-ZZI-16			\$ 60,320	\$ 60,320	\$ -
22	Quality COE (91) - 2 year System User Analyst				1-ZZI-16			\$ 60,320	\$ 60,320	\$ -
23	Product Planning and Delivery (418) - 2 Year Term Supervisor PP&D				1-ZZO-01			\$ 92,384	\$ 92,384	\$ -
24	Product Planning and Delivery (418) - 2 Year Term Release Train Specialist				1-ZZI-13			\$ 82,224	\$ 82,224	\$ -
25	Product Planning and Delivery (418) - 2 Year Term Product Owner				1-ZZI-14			\$ 82,205	\$ 82,205	\$ -
26	Product Planning and Delivery (418) - 2 Year Term Product Owner				1-ZZI-16			\$ 82,205	\$ 82,205	\$ -
27	Product Planning and Delivery (418) - 2 Year Term Scrum Master				1-ZZI-18			\$ 76,361	\$ 76,361	\$ -
28	Digital COE (94) - 2 year Supervisor - Application Services (Bridge Staff)				1-ZZI-15			\$ 92,384	\$ 92,384	\$ -
<b>Sub Total Nova Terms Not yet Hired and Added into 2023/24 Budgets</b>								<b>\$ 1,217,031</b>	<b>\$ 1,217,031</b>	
<b>Total Nova Terms added to 2023/24 Budget</b>								<b>\$ 1,949,936.40</b>	<b>\$ 1,949,936.40</b>	<b>\$ 732,905.00</b>

# Budget Review Committee 2023/24 Insurance & Risk Management

Presented by: Insurance & Risk Management  
Presented to: CEO/CFO  
Date: August 8, 2022



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# Agenda

1. Strategic Highlights & Strategic Objectives 2023/24 thru 2025/26
2. Operating Expense Budget Request
3. Staffing Budget Request
4. Questions

## Insurance & Risk Management - Strategic Highlights & Objectives 23/24 through 25/26

- *Transformation* with a new Business Insights & Analytics directorate created to provide insights into the claims and insurance portfolios to assist in moving the company to a data driven entity.
- *Transformation* of the Pricing directorate to automate, modernize and create efficiencies using industry best practices with continuous improvement on risk segmentation.
- *Transformation* of the Valuation department to automate, modernize and create efficiencies using industry best practices while ensuring adequate mitigation of reserving risk.
- *Continuous improvement* of the Capital Management team to provide more regular and detailed reporting and improve reinsurance analytics.
- *Continuous improvement* of the Investment and ALM directorate to automate processes and improve insight into interest rate risk.
- *Continuous improvement* of the ERM department as ERM continues to mature and ORM gets implemented at MPI.



# Budget 2023-24 Expense Budget



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# VP Directorate – Overall– 2023/24 Changes

Accounts	2023		
	Base Budget	Adjustments	Total
Advertising & Public Info	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -
Corp/Community Rel	\$ 1,200	\$ 490	\$ 1,690
Data Processing	\$ 18,000	\$ (18,000)	\$ -
Compensation	\$ 2,332,678	\$ 2,222,394	\$ 4,555,072
Furniture & Equipment	\$ -	\$ -	\$ -
Miscellaneous Expenses	\$ 348,438	\$ 35,432	\$ 383,870
Corporate Training	\$ -	\$ 69,575	\$ 69,575
Memberships & Conferences	\$ 10,950	\$ 24,848	\$ 35,798
Postage	\$ -	\$ -	\$ -
Printing, Stationery & Supplies	\$ 4,436	\$ 2,839	\$ 7,275
Special Services	\$ 1,108,003	\$ (165,360)	\$ 942,643
Telephone/Telecommunications	\$ -	\$ -	\$ -
Travel & Vehicle Expenses	\$ 15,966	\$ 47,448	\$ 63,414
Regulatory/Appeal Expenses	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 3,839,671</b>	<b>\$ 2,219,666</b>	<b>\$ 6,059,337</b>



## I&RM Significant Line Items

Account	Base Budget	2023/24 Adjustments	2023/24 Requested Budget	Rational
Compensation	\$2,332,678	\$2,222,394	\$4,555,072	Additional headcount is needed for the transformation of the division
Miscellaneous Expenses	\$348,438	\$35,432	\$383,870	Corporate Insurance is the majority
Corporate Training	\$0	\$69,575	\$69,575	Actuarial exam support is the largest component
Memberships & Conferences	\$10,950	\$24,848	\$35,798	Membership and professional fees increase as we recruit additional talent – FCIA, CFA, CPA, CRM, FCAS

## I&RM Significant Line Items continued

Account	Base Budget	2023/24 Adjustments	2023/24 Requested Budget	Rational
Special Services	\$1,108,003	\$(165,360)	\$942,643	External actuarial fees, next ALM phase 1, ongoing risk consultants
Travel & Vehicle Expenses	\$15,966	\$47,448	\$63,414	2 Directors are remote and will be travelling to Winnipeg on a regular basis

# Budget 2023-24

## Staffing Budget Summary



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## I & RM – Summary of Staffing Changes

### Normal Operations:

Directorate/Department	2022/23 Budget	2023/24 Budget	Increase / (Decrease)	Perm	Term / Intern
ALM & Investing (064)	4	5	1	1	0
Valuation (428)	2	9	7	6	1
Pricing (095)	9	14	5	3	2
Capital Management (415)	3	5	2	2	0
Business Insights & Analytics (New)	0	5	5	5	0
Enterprise Risk Management (400)	4	7	3	3	0
<b>IRM Division Total</b>	<b>22</b>	<b>45</b>	<b>23</b>	<b>20</b>	<b>3</b>

- Note – No changes 2024/25 and 2025/26

*FTE Change details explained on the slides that follow*

## ALM & Investing (064)

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+1.0	ALM & Investing (064)	An additional investment analyst was added as need to implement new IRS and additional insight on interest rate risk and inflation risk.
+1.0	ALM & Investing (064)	Total FTE Change

## Valuation (428)

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+7.0	Valuation (428)	New dept was created as was previously handled by Chief Actuary and one actuarial analyst in the past. Reserve Risk and Inflation risk are significant risks to MPI. One position is an actuarial intern position, that gets filled every 4 months. Two additional actuarial analysts were added. A manager position is being created as well as a disability actuary to ensure that the 1.2 billion in long term PIPP benefit reserves are actuarially sound
+7.0	Valuation (428)	Total FTE Change

## Pricing (095)

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+5.0	Pricing (095)	One additional actuarial analyst was added in anticipation of GLM so needing more resources as well as an actuarial intern position is filled every 4 months. A rate modeler position was added as a term in anticipation of an upcoming retirement. The position will be deleted next spring. Two new manager positions are being created to support the transformation of the pricing process.
+5.0	Pricing (095)	Total FTE Change

## Capital Management (415)

### Summary of FTE Requests:

# FTE	Directorate / Department	A Position Details and Rational
+2.0	Capital Management (415)	An additional financial forecasting specialist was added as well as a reinsurance specialist. The rationale is to increase frequency of reporting as well as granularity in reporting.
+2.0	Capital Management (415)	Total FTE Change



## Business Insights & Analytics (New)

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+5.0	Business Insights & Analytics (New)	This is a new directorate being create to provide insights for executive and board members to make data driven decisions and to be able to react quicker to emerging trends.
+5.0	Business Insights & Analytics (New)	Total FTE Change

## Enterprise Risk Management (400)

### Summary of FTE Requests:

# FTE	Directorate / Department	Position Details and Rational
+3.0	Enterprise Risk Management (400)	The ERM function at MPI is still maturing and in addition is still needing to roll out Operational Risk Management.
+3.0	Enterprise Risk Management (400)	Total FTE Change

# Divisional Budget Overview

Division:	Total	Run	Change	Transform
<b>Current:</b>	<b>40</b>	<b>24</b>	<b>5</b>	<b>11</b>
- Perm. FTE	21	21	0	0
- Term FTE	19	3	5	11
- Non – FTE \$	0	0	0	0
<b>Ask / Increase for 2023/24:</b>	<b>+5</b>	<b>0</b>	<b>+2</b>	<b>+3</b>
- Perm. FTE	+21	0	+7	+14
- Term FTE	-16	0	-5	-11
- Non – FTE \$	0	0	0	0
<b>Rationale / Business Case:</b>	<ul style="list-style-type: none"> <li>Added 16 unbudgeted permanent positions in 2022/23 year plus 3 term positions in order to start on the divisional objectives as current staffing levels were Run counts only.</li> <li>Asking to move the 16 new positions to be permanent and 5 new positions in 23/24.</li> </ul>	<ul style="list-style-type: none"> <li>No additional ask for permanent FTE for BAU</li> <li>Asking to keep the 3 term positions for 23/24. These are 2 actuarial term positions and Rate Modeler position for transitioning for an upcoming retirement.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement in ERM, Investment &amp; ALM and Capital Management.</li> </ul>	<ul style="list-style-type: none"> <li>Transformation of the 3 actuarial directorates.</li> </ul>



# Questions?



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