



**ANNUAL REPORT**  
2018/2019

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# A MESSAGE FROM THE CHAIR

As Chair and on behalf of the Board of Directors, it is my distinct pleasure to present Efficiency Manitoba's first Annual Report for the fiscal year 2018-2019.

My board colleagues and I were honored to be appointed to the board of Efficiency Manitoba in May 2018. Since then, we have worked together to build a strong foundation upon which this organization and its important mandate will thrive into the future.

After conducting a national Chief Executive Officer search, in December 2018 we were pleased to announce that a local candidate had been selected to lead this new and progressive organization. Colleen Kuruluk, CEO of Efficiency Manitoba has over 20 years of directly related energy conservation experience, tremendous enthusiasm and desire to move efficiency forward in Manitoba.

Working with Colleen, and in alignment with enabling legislation and Manitoba priorities, the Board has established strategic direction for Efficiency Manitoba. Under Colleen's leadership, key resources required to deliver on our mandate have been acquired. They have actively engaged representatives of Manitoba business, industry, customer associations, and Indigenous communities and organizations to ensure Efficiency Manitoba's first 3-year plan, which will be submitted to the Public Utilities Board by October 2019, represents the needs of Manitobans while balancing a mandate that includes energy efficiency targets and value for our customers.

During the 2019/2020 fiscal period, we will continue to create an organization that is transparent, fiscally responsible, and committed to the best interests of Manitobans. My Board colleagues and I are confident that Efficiency Manitoba is poised to meet our mandate of lowering energy consumption and reducing greenhouse gas emissions for all Manitobans. As our first 3-year plan is submitted and publicly reviewed, we look forward to demonstrating how our focused organization will build on the strong culture of efficiency in Manitoba while delivering improved results through a streamlined operation and lower costs.

It has been a privilege to serve alongside my dedicated board colleagues; I extend my sincere appreciation for their immeasurable support and dedication.

**Jeannette Montufar**  
Board Chair



*"...we look forward to demonstrating how our focused organization will build on the strong culture of efficiency in Manitoba while delivering improved results."*

# A MESSAGE FROM THE CEO

The landscape of energy efficiency in Manitoba is shifting. The need to provide for Manitoba's energy needs in an environmentally and fiscally responsible way while responding to the realities of the harmful impacts of a changing climate are recognized priorities. The establishment of a new Crown corporation dedicated to energy conservation provides enhanced opportunities to focus on these priorities, realize significant electricity and natural gas savings, and preserve the province's vital natural resources.

I joined Efficiency Manitoba as Chief Executive Officer in January 2019. Since then, I have been undertaking activities required to ensure Efficiency Manitoba transitions to Manitoba's stand-alone fully functional energy conservation body by April 1, 2020 with an overarching lens of ensuring that we create value for Manitobans. Central to this objective is the creation of Efficiency Manitoba's first 3-year Efficiency Plan which will be developed with significant input from our Energy Efficiency Advisory Group, industry associations, organizations, agencies and channel partners. As we continue to work and innovate together, I am confident that an even greater level of shared success in energy efficiency is just around the corner.

I want to thank the energy efficiency staff who have provided hands on support and enthusiasm about the 3-year Efficiency Plan development, along with the optimism they have demonstrated towards the future. I would also like to acknowledge those who have contributed to Efficiency Manitoba's evolution thus far; Manitoba Hydro staff for their support during this transition period, Efficiency Manitoba's Board of Directors for their continued dedication, support, and expertise, and, of course, the Manitobans who have already expressed early and eager interest in engaging with Efficiency Manitoba since our brand launch in March, 2019.

Our aim is to help residential, commercial, and industrial customers save energy, money, and the environment. Achieving this also helps businesses operate with a competitive advantage and supports growth of the energy efficiency industry. Our efforts will also help meet the greenhouse gas reduction targets laid out in the Manitoba Climate and Green Plan. Ultimately, our work for and with Manitobans makes practical, economic and environmental sense.

It's an honor and a privilege to be a part of this new and improved future for energy efficiency in Manitoba and I look forward to demonstrating Efficiency Manitoba's value to Manitobans.

**Colleen Kuruluk**  
Chief Executive Officer



*"Our aim is to help residential, commercial, and industrial customers save energy, money, and the environment. Achieving this also helps businesses operate with a competitive advantage and supports growth of the energy efficiency industry."*

# OUR MANDATE

Efficiency Manitoba is a newly created Crown corporation committed to reducing electricity and natural gas consumption in environmentally sound and cost-effective ways. The mandate of Efficiency Manitoba is to:



Implement and support demand-side management initiatives to meet the savings targets and achieve any resulting reductions in greenhouse gas emissions in Manitoba;



Achieve additional reductions in the consumption of electrical energy or natural gas – including resulting reductions in the demand for electrical power – if the reductions can be achieved in a cost-effective manner;



Mitigate the impact of rate increases and delay the point at which capital investments in major new generation and transmission projects will be required by Manitoba Hydro to serve the needs of Manitobans;



Promote and encourage the involvement of the private sector and other non-governmental entities in the delivery of its demand-side management initiatives.

Efficiency Manitoba will enable energy efficiency improvements and help Manitobans reduce their utility bills, save energy and reduce greenhouse gases. This will be accomplished through a variety of tools including education, outreach and training programs, along with financial incentives to make implementing energy conservation more affordable for Manitobans. The organization will work closely with the public, the business sector, non-government organizations, Indigenous communities and groups, Manitoba Hydro/Centra Gas, and others to implement effective energy efficiency programs.

Built with a solid foundation, Efficiency Manitoba will enable a leaner, more streamlined approach to energy efficiency program delivery - meeting legislated savings targets while optimizing value for money.







# EFFICIENCY MANITOBA BOARD

Back row, left to right: Jack Wilson, George Orle, Bryan Purdy, Edna Nabess, Ray Redfern.  
Front row, left to right: Somia Sadiq, Jeannette Montufar (Chair), Kelly de Groot (Vice Chair).



# VISION, MISSION, AND GUIDING PRINCIPLES

## VISION

We serve as a catalyst for an energy efficient Manitoba. We are valued by Manitobans for our leadership in energy efficiency and for the partnerships we create.

## MISSION

Efficiency Manitoba reduces energy consumption using innovative approaches that respect the environment and lead to economic benefits for Manitobans.

## GUIDING PRINCIPLES

**We believe our employees are key to our success;**

therefore, we will foster a work culture of positive engagement, creativity and diversity.

**We believe in equity and access;**

therefore, we will provide programs and services that benefit all Manitobans.

**We believe in investing in Manitoba;**

therefore, we will prioritize collaborating with and providing opportunities to local experts creating a stronger economic benefit for our province.

**We believe in keeping things simple;**

therefore, we take a straightforward approach to communication and keep business processes easy to understand and implement.

**We believe in sustainable practices;**

therefore, we will source suppliers and service providers that follow environmentally sound practices.

**We believe in transparency;**

therefore, we are open and accountable.





# STRATEGIC GOALS

Achieving excellence in our programs and services



Building and sustaining meaningful partnerships with a customer focus



Creating a solid foundation to build a successful organization



Transforming attitudes towards energy efficiency





## CORPORATE HIGHLIGHTS 2018/2019

## CORPORATE GOVERNANCE

The Efficiency Manitoba Board was appointed in May of 2018. Work began immediately to orient and familiarize the Board with their responsibilities and their important role in establishing and governing this new Crown corporation created to benefit Manitobans.

Efficiency Manitoba is governed by various pieces of legislation including two significant Acts, The Efficiency Manitoba Act and The Crown Corporations Governance and Accountability Act. The Board has begun the process of putting in place the policies and procedures forming the foundation for a Crown corporation that will deliver energy efficiency programming to Manitobans in a fiscally sustainable, predictable, transparent and reliable manner.



## HUMAN RESOURCES

One of the Boards' most important priorities executed during the 2018/19 fiscal year was a search process for a permanent Chief Executive Officer (CEO). After a comprehensive nation-wide search, the Human Resources Committee of the Board recommended a Manitoban with vast experience and expertise in the field of energy efficiency to lead the new organization. Colleen Kuruluk started in the position on January 2, 2019.

Subsequent staffing for the organization was pursued prudently and focused on the core resources required to establish the foundation and initial operations of the new Crown corporation.



## STRATEGIC PLAN DEVELOPMENT

With the CEO in place, the Board initiated the development of the first strategic plan for Efficiency Manitoba clarifying the strategic direction and goals for the corporation relative to its legislated responsibilities. The strategic plan will be complemented with a demand-side management specific scorecard with key performance indicators that will allow Efficiency Manitoba to benchmark its performance with other efficiency program providers throughout Canada and neighbouring jurisdictions to drive continuous improvement in energy efficiency program delivery.



# BRAND DEVELOPMENT

The Efficiency Manitoba Board initiated a comprehensive brand strategy development process to create a recognizable identity for Efficiency Manitoba. The ultimate desire through brand development is customer recognition, engagement and achievement of Efficiency Manitoba's mandate which is in place to benefit Manitobans. At the culmination of a thorough process, the following Brand attributes and Positioning Statement were created:

“Efficiency Manitoba provides conservation incentives and expert advice to all Manitobans in a collaborative, customer-focused environment, with a credible voice – helping them feel supported and enabled while saving them money and helping them respect the environment.”



|   |  |   |
|---|--|---|
| <p><b>OUR CUSTOMERS</b></p> <p>Manitobans</p>   |   | <p><b>OUR CULTURE</b></p> <p>Customer-focused</p>                                     |
|    | <p><b>OUR VOICE</b></p> <p>Expert, credible</p>                                      |    |
| <p><b>THE BENEFITS</b></p> <p>Helping you feel supported and enabled</p>              |  | <p><b>OUR IMPACT</b></p> <p>Helping you save money &amp; respect the environment</p>  |
|  | <p><b>OUR ADVANTAGE</b></p> <p>All your energy saving needs in one place</p>         |  |



# BRAND IDENTITY

A series of logos were developed and a selection representing the desired brand position were screened using focus group testing of representative Manitoba customers. The final logo, incorporating focus group feedback, was approved by the Board in December 2018.



**EFFICIENCY  
MANITOBA**



**EFFICACITÉ  
MANITOBA**

# BRAND TRANSITION CAMPAIGN

The new Efficiency Manitoba logo was presented to Manitobans with a campaign designed to transition the former brand for energy efficiency, Power Smart, to the new Efficiency Manitoba identity. The intent of the campaign was to leverage the awareness and personal ownership Manitobans had with the Power Smart brand and provide assurance that Efficiency Manitoba is going to not only deliver on the aspects of Power Smart that customers had come to enjoy and expect, but also create new and innovative outreach, engagement, programs and initiatives.

Through the brand transition campaign, Efficiency Manitoba began establishing a social media and newsletter network of Manitobans that could be engaged in future communications. In a short period of time, the number of individuals following Efficiency Manitoba through social media have met and surpassed comparable organizations in other jurisdictions, demonstrating strong early engagement.

The campaign was extremely successful and culminated with Efficiency Manitoba presence at the Winnipeg Home + Garden Show as well as at retailer locations throughout Manitoba during the Spring Retail Rebate Program.



**TIMELINE:  
THREE  
MONTHS**



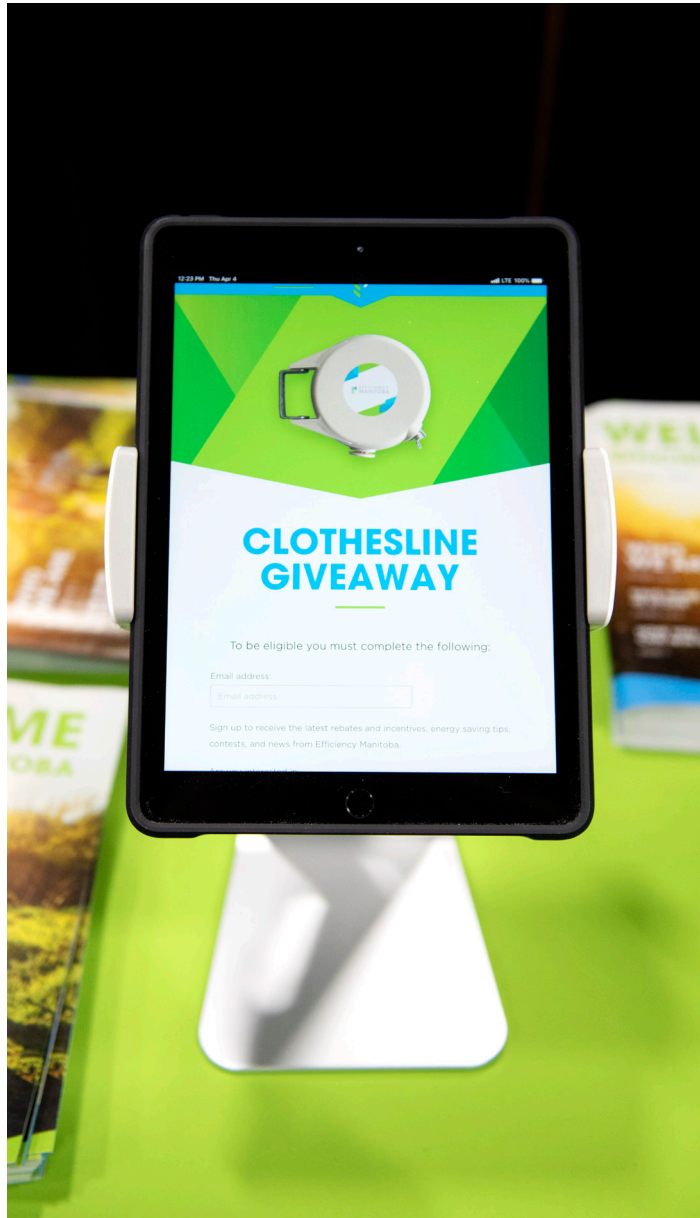
**2164  
INSTAGRAM  
FOLLOWERS**



**2150  
FACEBOOK  
FOLLOWERS**







# CONTINUED DELIVERY OF EFFICIENCY PROGRAMS

Efficiency Manitoba worked closely with Manitoba Hydro staff responsible for energy efficiency program design, delivery and technical support to ensure continuation of service to Manitoba residents, businesses and industries during the transition period. The aim is to avoid disruption of services not only for customers interested in reducing their energy consumption but also for the contractors, design professionals, and channel partners that have built their businesses around providing these long-standing programs to Manitobans. Working closely with Manitoba Hydro, a one-year 2019/20 Energy Efficiency Plan was prepared to carry program delivery through to Efficiency Manitoba's official start date of April 1, 2020 at which point Efficiency Manitoba will begin to deliver under its 3-year Efficiency Plan.

# STAKEHOLDER ENGAGEMENT MODEL

A critical foundational strategy for Efficiency Manitoba is engaging customers and industry in the development and ongoing delivery of successive 3-year Efficiency Plans. A Stakeholder Engagement Model was established to guide this critical activity including a variety of channels and opportunities for feedback and involvement of customers and industry.

A Stakeholder Advisory Committee ('Energy Efficiency Advisory Group' (EEAG)) as outlined in the Efficiency Manitoba Act includes Indigenous, individual, and business customer group representation providing critical input into the development of Efficiency Manitoba's first 3-year Efficiency Plan. The goal of the EEAG is to ensure the best compilation of actions and strategies are considered prior to submission of the 3-year plan with the Public Utilities Board. Recognizing the important role that Efficiency Manitoba will play in the achieving the goals and objectives of the Manitoba Climate and Green Plan (CGP), representation from the Expert Advisory Council for the CGP has also been included in EEAG.

The Stakeholder Engagement Model also provides for ongoing engagement with industry associations, economic development agencies, non-governmental associations, and environmental organizations as well the industry channel partners that interact directly with customers on a day-to-day basis to deliver valuable programs and services. Efficiency Manitoba values these partnerships and will be leveraging the expertise developed within these groups to the benefit of all Manitobans.





# FINANCIAL STATEMENTS 2018/2019

## INDEPENDENT AUDITORS' REPORT



To the Board of Directors of Efficiency Manitoba Inc.

### OPINION

We have audited the financial statements of Efficiency Manitoba Inc. (the Entity), which comprise the statement of financial position as at March 31, 2019, the statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditors’ Responsibilities for the Audit of the Financial Statements**” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

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

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

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

### OTHER INFORMATION

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditors’ report thereon, included in a document likely to be entitled “Annual Report 2018-19”.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, and remain alert for indications that the other information appears to be materially misstated.

The information, other than the financial statements and the auditors' report thereon, included in a document likely to be entitled "Annual Report 2018-19" is expected to be made available to us after the date of this auditors' report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

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

KPMG LLP

Chartered Professional Accountants  
Winnipeg, Canada  
June 26, 2019

EFFICIENCY MANITOBA INC.

Statement of Financial Position

As at March 31, 2019

|  |    |          |
|--|----|----------|
| Financial assets:                        |    |          |
| Cash                                     | \$ | 32,650   |
| Financial liabilities:                   |    |          |
| Accounts payable and accrued liabilities |    | 18,159   |
| Deferred revenue                         |    | 25,763   |
|  |    | 43,922   |
| Net debt                                 |    |          |
|  |    | (11,272) |
| Non-financial assets:                    |    |          |
| Tangible capital assets (note 2)         |    | 9,219    |
| Prepaid expenses                         |    | 2,053    |
|  |    | 11,272   |
| Accumulated surplus                      |    |          |
|  | \$ | -        |

See accompanying notes to financial statements.

On behalf of the Board:





## EFFICIENCY MANITOBA INC.

### Statement of Operations and Accumulated Surplus

Year ended March 31, 2019

|  | Budget     | 2019       |
|--|------------|------------|
| Revenue:                               |            |            |
| Manitoba Hydro contributions           | \$ 207,748 | \$ 174,237 |
| Expenses:                              |            |            |
| Board remuneration and benefits        | 76,256     | 69,600     |
| Board expenses                         | -          | 6,148      |
| Salaries and benefits                  | 62,500     | 57,402     |
| Rent                                   | 18,000     | 16,111     |
| Legal and consulting fees              | 30,000     | 16,080     |
| Office and administration              | 19,864     | 6,595      |
| Amortization                           | 1,128      | 2,301      |
|  | 207,748    | 174,237    |
| Surplus for the year                   | -          | -          |
| Accumulated surplus, beginning of year | -          | -          |
| Accumulated surplus, end of year       | \$ -       | \$ -       |

See accompanying notes to financial statements.



## EFFICIENCY MANITOBA INC.

### Statement of Changes in Net Debt

Year ended March 31, 2019

|   |             |
|---|-------------|
| Surplus for the year                    | \$ -        |
| Acquisition of tangible capital assets  | (11,520)    |
| Amortization of tangible capital assets | 2,301       |
| Change in prepaid expenses              | (2,053)     |
|   | (11,272)    |
| Net debt, end of year                   | \$ (11,272) |

See accompanying notes to financial statements.



EFFICIENCY MANITOBA INC.

Statement of Cash Flows

Year ended March 31, 2019

Cash provided by (used in):

Operating transactions:

|   |    |         |
|---|----|---------|
| Surplus for the year                          | \$ | -       |
| Amortization of tangible capital assets       |    | 2,301   |
| Change in non-cash operating working capital: |    |         |
| Prepaid expenses                              |    | (2,053) |
| Accounts payable and accrued liabilities      |    | 18,159  |
| Deferred revenue                              |    | 25,763  |
|   |    | 44,170  |

Capital transactions:

|                                      |  |          |
|--------------------------------------|--|----------|
| Additions to tangible capital assets |  | (11,520) |
| Increase in cash                     |  | 32,650   |

|                         |    |        |
|-------------------------|----|--------|
| Cash, beginning of year |    | -      |
| Cash, end of year       | \$ | 32,650 |

See accompanying notes to financial statements.



EFFICIENCY MANITOBA INC.

Notes to Financial Statements

Year ended March 31, 2019

GENERAL:

The Efficiency Manitoba Act was proclaimed into effect on January 24, 2018. The Act established a Crown corporation without share capital, Efficiency Manitoba Inc. (the “Corporation”). The Board of Directors of the Corporation was appointed May 16, 2018 and therefore the Corporation was inactive in the period ended March 31, 2018. The mandate of Efficiency Manitoba Inc. is to:

- Implement and support demand-side management initiatives to meet savings targets and achieve any resulting reductions in greenhouse gas emissions in Manitoba;
- Achieve additional reductions in the consumption of electrical energy or natural gas if the reductions can be achieved in a cost-effective manner;
- Mitigate the impact of rate increases and delay the point at which capital investments in major new generation and transmission projects will be required to serve the needs of Manitobans; and
- Promote and encourage the involvement of the private sector and other non-governmental entities in the delivery of its demand-side management initiatives.

The Corporation is exempt from income taxes under *The Income Tax Act*.

In recognition of the benefits received by Manitoba Hydro from the efforts of the Corporation, Manitoba Hydro is responsible for funding operations of the Corporation pursuant to legislation. The Corporation is therefore economically dependent on Manitoba Hydro for continued operations.

1. SIGNIFICANT ACCOUNTING POLICIES:

These financial statements are prepared in accordance with Canadian public sector accounting standards. The significant accounting policies are summarized as follows:

(a) Revenue:

Contributions from Manitoba Hydro are recognized in the period in which the transactions or events occurred that gave rise to the revenue.

Investment income is recognized as revenue in the year in which the income was earned.

(b) Expenses:

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.



1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED):

(c) Financial instruments:

Derivative instruments and equity instruments that are quoted in an active market are reported, on initial recognition and subsequently, at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to carry these instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

Canadian public sector accounting standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

The Corporation has no financial instruments that are measured at fair value.



1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED):

(d) Tangible capital assets:

Tangible capital assets are recorded at cost. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a tangible capital asset no longer contributes to the Corporation's ability to provide services, its carrying amount is written down to its residual value.

Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

| Asset                  | Estimated useful lives |
|------------------------|------------------------|
| Computer               | 3 years                |
| Furniture and fixtures | 2 years                |

(e) Employee future benefits:

Pension payments are recognized as operating expenses as payments are made under provisions of *The Manitoba Civil Service Superannuation Act*. Retirement entitlement obligations, vested sick leave, severance and vacation entitlement benefits, if any, are accrued as employees earn the benefits.

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.



EFFICIENCY MANITOBA INC.

Notes to Financial Statements

Year ended March 31, 2019

2. TANGIBLE CAPITAL ASSETS:

|                        | Cost      | Accumulated amortization | Net book value |
|------------------------|-----------|--------------------------|----------------|
| Computer               | \$ 6,951  | \$ 1,159                 | \$ 5,792       |
| Furniture and fixtures | 4,569     | 1,142                    | 3,427          |
|                        | \$ 11,520 | \$ 2,301                 | \$ 9,219       |

3. FINANCIAL RISKS:

Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating requirements. The Corporation prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

4. BUDGET:

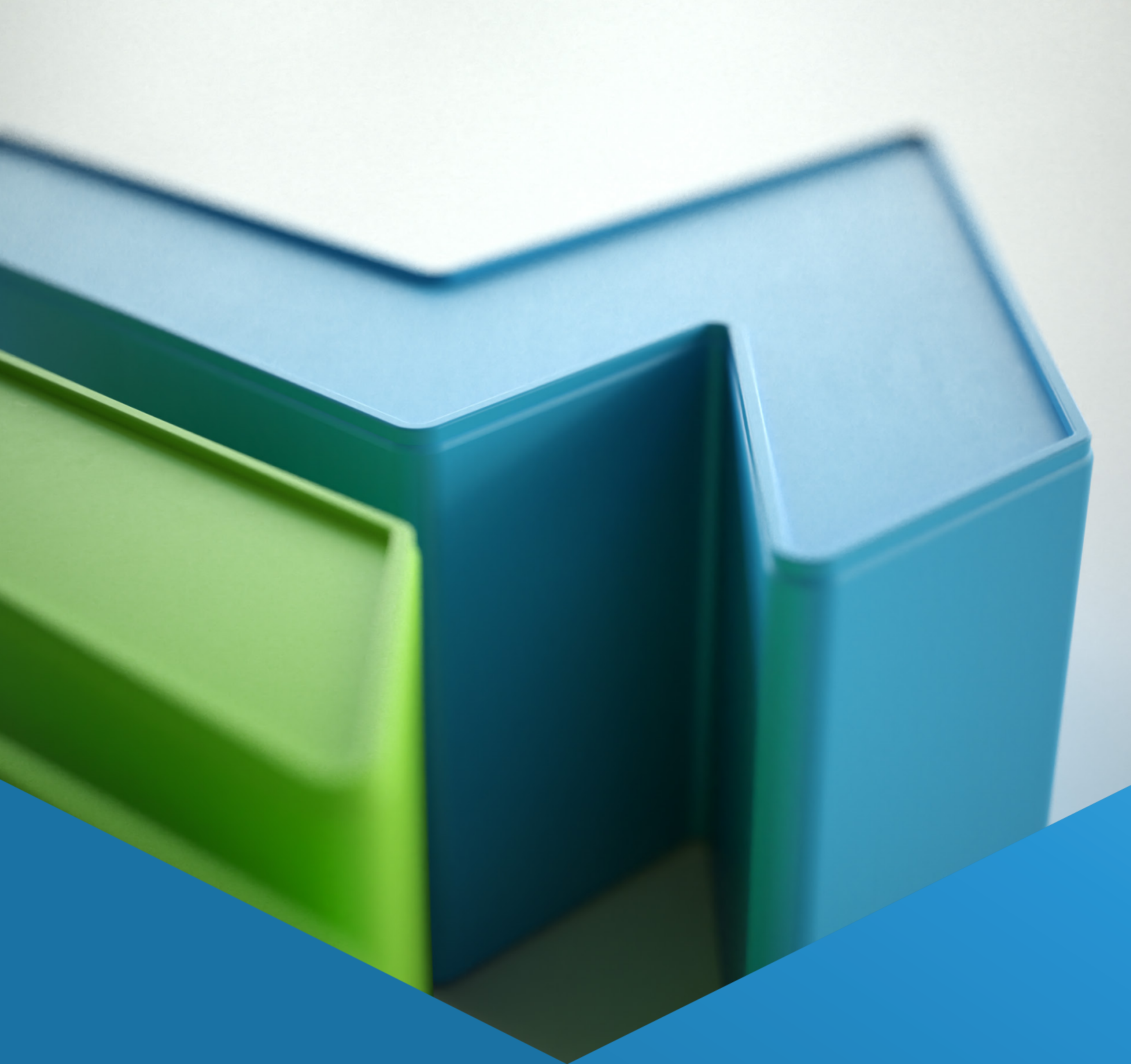
Management has approved the 2018/19 operating budget which has been utilized in these financial statements. Commencing for the year ending March 31, 2020, budgets are approved by the Board of Directors of the Corporation.



\*Available in accessible formats upon request.







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