

Manitoba Indigenous Reconciliation and Northern Relations

Réconciliation avec les peuples autochtones et Relations avec le Nord Manitoba

Annual Report Rapport annuel

**For the year ended March 31, 2023
Pour l'exercice terminé le 31 mars 2023**

2023

Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabe, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk peoples.

We acknowledge Manitoba is located on the Homeland of the Red River Métis.

We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

Reconnaissance du territoire

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les terres ancestrales des peuples anishinaabe, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe sur le territoire des Métis de la Rivière-Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

Indigenous Reconciliation and Northern Relations

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**MINISTER
OF INDIGENOUS RECONCILIATION AND NORTHERN RELATIONS**

Room 301
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

August 31, 2023

Her Honour, the Honourable Anita R. Neville
Lieutenant-Governor of Manitoba
Room 235 Legislative Building Winnipeg, MB
R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Indigenous Reconciliation and Northern Relations, for the fiscal year ending March 31, 2023.

Respectfully submitted,

Original Signed By

Honourable Eileen Clarke
Minister of Indigenous Reconciliation and Northern Relations





**MINISTER
OF INDIGENOUS RECONCILIATION AND NORTHERN RELATIONS**

Room 301
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

Le 31 août 2023

Son Honneur l'honorable Anita R. Neville
Lieutenante-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai le privilège de vous présenter, à titre d'information, le rapport annuel du ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord, pour l'exercice qui s'est terminé le 31 mars 2023

Le tout respectueusement soumis,

Original signé par

Eileen Clarke
Ministre de la Réconciliation avec les peuples autochtones et des
Relations avec le Nord





Indigenous Reconciliation and Northern Relations

Deputy Minister's Office

Room 309 Legislative Building, Winnipeg MB Canada R3C 0V8

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The Honourable Eileen Clarke
Minister of Indigenous Reconciliation and Northern Relations
Room 301 Legislative Building
Winnipeg, MB R3C 0V8

Dear Honourable Minister:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Indigenous Reconciliation and Northern Relations.

Respectfully submitted,

Original Signed By

Kevin McPike

On behalf of Ainsley Krone

Deputy Minister of Indigenous Reconciliation and Northern Relations



Indigenous Reconciliation and Northern Relations

Deputy Minister's Office

Room 309 Legislative Building, Winnipeg MB Canada R3C 0V8

Telephone: 204-945-0565 Fax: 204-945-5255

Eileen Clarke

Ministre de la Réconciliation avec les peuples autochtones et des Relations

avec le Nord Palais législatif, bureau 301

Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord du Manitoba pour l'exercice financier 2022-2023.

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

Le tout respectueusement soumis,

Original signé par

Kevin McPike

Pour Ainsley Krone, sous-ministre de la Réconciliation avec les peuples autochtones et des Relations avec le Nord



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Introduction/Introduction (French)

This Annual Report is organized in accordance with departments' appropriation structure as of March 31, 2023, which reflects the authorized appropriations, which are approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

The Annual Report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, this annual report is intended to provide a comprehensive picture of the department's performance.

Le présent rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et l'obligation redditionnelle. Ces tableaux de bord ayant été mis en œuvre par tous les ministères, les rapports antérieurs sur la performance qui étaient inclus en annexe ont été abandonnés.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global de la performance financière du ministère.

Department At a Glance – 2022/23 Results

Department Name & Description	The Minister of Indigenous Reconciliation and Northern Relations is responsible for the advancement of truth and reconciliation and strengthening of Indigenous relations in Manitoba, fulfillment of Manitoba’s legal obligations to Indigenous communities, and supporting the provision of essential municipal programs and services to Northern Affairs Communities.
Minister	Honourable Eileen Clarke
Deputy Minister	Ainsley Krone

Other Reporting Entities	0	
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Summary Expenditure (\$M)	
32.7	38.9*
Authority	Actual

Core Expenditure (\$M)		Core Staffing
32.2	32.2	91.00
Authority	Actual	Authority

* The difference between the summary expenditure reflects an accounting adjustment made on consolidation related to amortization costs for Northern Affairs Communities’ assets, in consultation with the Comptroller and the Office of the Auditor General.

Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	La ministre de la Réconciliation avec les Autochtones et des Relations avec le Nord est chargée de faire progresser la vérité et la réconciliation et de renforcer les relations avec les Autochtones au Manitoba, de s'acquitter des obligations légales du Manitoba à l'égard des communautés autochtones, et de soutenir la prestation de programmes et de services municipaux essentiels aux collectivités relevant des Affaires du Nord.
Ministre	Madame Eileen Clarke
Sous-ministre	Ainsley Krone

Autres entités comptables	0	
---------------------------	----------	--

Dépenses globales (en millions de dollars)	
32,7	38,9*
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
32,2	32,2	91,00
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

* La différence entre les dépenses globales est due à un redressement comptable effectué lors de la consolidation concernant les frais d'amortissement des actifs des collectivités relevant des Affaires du Nord, en consultation avec le contrôleur et le Bureau du vérificateur général.

Departmental Responsibilities

The Minister of Indigenous Reconciliation and Northern Relations is responsible for the coordination and advancement of truth and reconciliation within the Manitoba government, strengthening of relations between Indigenous Peoples and the government, supporting the provision of municipal programs and services to Northern Affairs Communities, and the fulfillment of Manitoba's legal obligations to Indigenous communities.

The Minister of Indigenous Reconciliation and Northern Relations has the overall responsibilities to:

Advance truth and reconciliation within the Manitoba government and its departments

- Lead and coordinate the government's participation in the truth and reconciliation process and guide the development of a government strategy for advancing truth and reconciliation.
- Provide timely, practical and effective policy direction and advice related to Indigenous communities and northern Manitoba.
- Co-develop initiatives to continue Manitoba's advancement on the path of reconciliation, in partnership with Indigenous governance and communities in Manitoba.

Support Indigenous and Northern Affairs Communities to strengthen social and economic outcomes

- Support and facilitate the delivery and implementation of essential municipal services to northern communities and settlements designated under The Northern Affairs Act, including municipal administration, public works, recreation and wellness, environmental services, protective services, community development, land-use planning, community planning, and infrastructure development.
- Support the growth, independence and good governance of local governments and foster incorporation for greater self-sufficiency of Northern Affairs Communities.
- Coordinate the activities of the government in northern Manitoba, including cottage areas in unorganized territories.

Address Manitoba's legal obligations on treaties, land claims, land related matters and the Duty to Consult

- Establish and consistently implement Crown consultation policies to meet Manitoba's consultation obligations to Indigenous Peoples.
- Implement the land, financial and cooperative elements of signed settlement agreements with First Nations, Métis, and Inuit communities, including Treaty Land Entitlement (TLE), and hydroelectric-related impact and settlement agreements.

Department Shared Services

The branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to Municipal Relations, Indigenous Reconciliation and Northern Relations, and Sport, Culture and Heritage.

Responsabilités ministérielles

La ministre de la Réconciliation avec les Autochtones et des Relations avec le Nord est chargée de coordonner et de faire progresser la vérité et la réconciliation au sein du gouvernement du Manitoba, de renforcer les relations entre les peuples autochtones et le gouvernement, de soutenir la prestation de programmes et de services municipaux aux collectivités relevant des Affaires du Nord, et de s'acquitter des obligations légales du Manitoba à l'égard des collectivités autochtones.

Les responsabilités générales de la ministre de la Réconciliation avec les peuples autochtones et des Relations avec le Nord sont les suivantes :

Faire progresser la vérité et la réconciliation au sein du gouvernement du Manitoba et de ses ministères

- Diriger et coordonner la participation du gouvernement au processus de vérité et de réconciliation et orienter l'élaboration d'une stratégie gouvernementale visant à faire progresser la vérité et la réconciliation.
- Fournir une orientation stratégique et des conseils pratiques et efficaces en temps opportun en ce qui concerne les communautés autochtones et le nord du Manitoba.
- Élaborer conjointement des initiatives afin de poursuivre la progression du Manitoba sur la voie de la réconciliation, en partenariat avec les organismes de gouvernance et les communautés autochtones du Manitoba.

Soutenir les communautés autochtones et les collectivités du Nord pour consolider les résultats sociaux et économiques

- Soutenir et faciliter la prestation et la mise en œuvre de services municipaux essentiels dans les collectivités et établissements du Nord désignés en vertu de la Loi sur les affaires du Nord, en ce qui concerne notamment l'administration municipale, les travaux publics, les loisirs et le bien-être, les services environnementaux, les services de protection, le développement communautaire, l'aménagement du territoire, la planification communautaire et le développement de l'infrastructure.
- Soutenir l'avancement de la croissance, de l'indépendance et de la bonne gouvernance des administrations locales et favoriser une plus grande autonomie des collectivités relevant des Affaires du Nord.
- Coordonner les activités du gouvernement dans le nord du Manitoba, ce qui comprend les zones de chalets dans les territoires non organisés.

Respecter les obligations légales du Manitoba à l'égard des traités, des revendications territoriales, des questions relatives aux terres et du cadre de consultation obligatoire

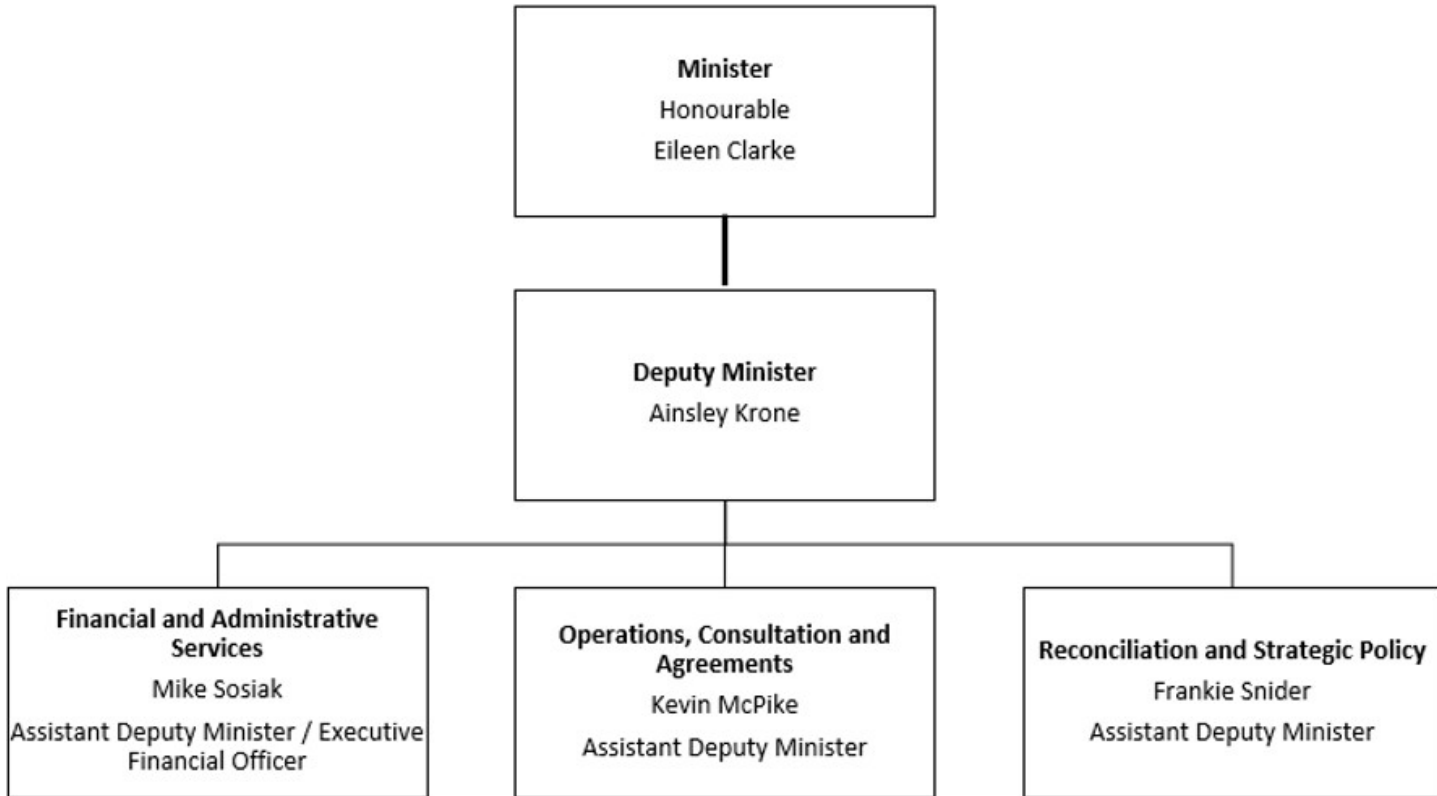
- Établir et mettre en œuvre de façon cohérente les politiques de consultation de la Couronne afin de respecter les obligations du Manitoba en matière de consultation envers les peuples autochtones.
- Mettre en œuvre les éléments fonciers, financiers et coopératifs des accords de règlement signés avec les communautés autochtones, métisses et inuites, y compris la mise en œuvre des droits fonciers issus des traités ainsi que des accords de règlement sur les répercussions hydroélectriques.

Services partagés du ministère

La Direction est chargée d’assurer la gestion appropriée des ressources ministérielles et l’obligation redditionnelle à cet égard. Elle fournit des services partagés au ministère des Relations avec les municipalités, au ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord et au ministère du Sport, de la Culture et du Patrimoine.

Organizational Structure

Department of Indigenous Reconciliation and Northern Relations as at March 31, 2023



2022/23 Key Achievement Highlights

During the fiscal year, the Department of Indigenous Reconciliation and Northern Relations (IRNR):

Advanced truth and reconciliation within the Manitoba government and its departments

- **Administered a new \$5 million Indigenous Reconciliation Initiatives Fund to support Indigenous-focused initiatives.** Funding was provided to eight departments for 11 projects that advanced truth and reconciliation, guided by the principles of respect, engagement, understanding and action as outlined in The Path to Reconciliation Act.
- **Collaborated with the Manitoba MMIWG2S+ Implementation Committee** (renamed Giganawenimaanaanig) to create an Indigenous-led, measureable, and accountable approach to develop and implement a five-year plan to end violence against Indigenous women, girls and 2SLGBTQQIA+ peoples. This included providing \$456,000 in funding to Ma Mawi Wi Chi Itata Centre Inc., which coordinates and chairs the Giganawenimaanaanig.
- **Supported Indigenous-led efforts to identify, protect and commemorate unmarked burial sites** related to Indian Residential Schools in Manitoba through \$2.5 million provided to the Assembly of Manitoba Chiefs, Manitoba Keewatinowi Okimakanak, Southern Chiefs' Organization Inc., Manitoba Inuit Association, Manitoba Métis Federation and Sioux Valley Dakota Nation.

Supported Indigenous and Northern Affairs Communities to strengthen social and economic outcomes

- **Ended two long-term boil water advisories** in Duck Bay and Berens River North and reduced the frequency of short-term advisories. This also included improving response times to advisories and preventing future advisories through enhanced operator training and other initiatives. In 2022/23, the number of days that Northern Affairs Communities spent under boil water advisory decreased by 14.2%.
- **Improved Northern Affairs community water and wastewater operator capacity** by increasing certification rates, simplifying requirements, providing training, and assisting operators in moving through the certification process. In 2022/23, the department collaborated with Red River College Polytech to provide four weeks of certification training. Thirty-two operators participated, with most taking two or more courses to enhance their technical skills in relation to improved community water safety.
- **Advanced the innovative Cottage Administration Modernization Project (CAMP)** through consultation and engagement across the 40 cottage areas currently administered by the province within the jurisdiction of the department and outside of provincial parks. These actions will inform regulatory, policy and administrative planning as implementation of this initiative continues in the next fiscal year.

Addressed Manitoba's legal obligations on treaties, land claims, land related matters and the Duty to Consult

- **Transferred 10,443 acres to Canada for reserve creation to advance Treaty Land Entitlement (TLE)** in collaboration with Entitlement First Nations and the federal government. By March 31, 2023, under all TLE agreements, Manitoba had transferred 705,091 acres of land to the federal government, which converted 677,744 acres of land to Reserve.
- **Co-managed ten Resource Management Areas with Indigenous communities, representing 22 per cent of Manitoba's landmass.** Supported multiple resource and land use projects, including land use plans and a land-based learning project for 20 youth from the Incorporated Community of Cross Lake to promote traditional land-based activities.

Principales réalisations en 2022-2023

Au cours de l'exercice, le ministère de la Réconciliation avec les Autochtones et des Relations avec le Nord a accompli ce qui suit :

Faire progresser la vérité et la réconciliation au sein du gouvernement du Manitoba et de ses ministères

- **Administration d'un nouveau Fonds des initiatives de réconciliation avec les Autochtones doté de 5 millions de dollars à l'appui des initiatives axées sur les Autochtones.** Huit ministères ont reçu du financement pour 11 projets faisant progresser la vérité et la réconciliation, qui s'inspiraient des principes de respect, d'engagement, de compréhension et d'action énoncés dans la Loi sur la réconciliation.
- **Collaboration avec le comité de coordination pour les FFADA2S+du Manitoba** (rebaptisé Giganawenimaanaanig) en vue de l'adoption d'une approche mesurable et responsable dirigée par les Autochtones pour élaborer et mettre en œuvre un plan quinquennal visant à mettre fin à la violence contre les femmes, les filles et les personnes 2ELGBTQQIA+ autochtones. Une contribution financière de 456 000 \$ a été versée au Ma Mawi Wi Chi Itata Centre Inc., qui coordonne et préside Giganawenimaanaanig.
- **Soutien des efforts dirigés par les Autochtones dans le but de recenser, de protéger et de commémorer les lieux de sépulture anonymes** liés aux pensionnats autochtones au Manitoba, le ministère ayant réparti à cette fin 2,5 millions de dollars entre divers organismes (Assembly of Manitoba Chiefs, Manitoba Keewatinowi Okimakanak, Southern Chiefs' Organization Inc., Manitoba Inuit Association, Fédération métisse du Manitoba, Nation Dakota de Sioux Valley).

Soutenir les communautés autochtones et les collectivités du Nord pour consolider les résultats sociaux et économiques

- **Fin de deux avis d'ébullition de l'eau à long terme** à Duck Bay et Berens River North et réduction de la fréquence des avis à court terme. Nous avons aussi amélioré les temps de réponse aux avis et cherché à les éviter à l'avenir grâce à une meilleure formation des exploitants et à d'autres initiatives. En 2022-2023, le nombre de jours faisant l'objet d'avis d'ébullition de l'eau dans les collectivités relevant des Affaires du Nord a diminué de 14,2 %.
- **Amélioration de la capacité des exploitants des réseaux d'alimentation en eau et de gestion des eaux usées des collectivités du Nord** en augmentant les taux d'accréditation, en simplifiant les exigences, en dispensant une formation et en aidant les exploitants tout au long du processus d'accréditation. En 2022-2023, le ministère a collaboré avec le collège polytechnique Red River dans le but de dispenser une formation de quatre semaines en vue de l'accréditation. Trente-deux exploitants y ont pris part, la plupart ayant suivi deux cours ou plus afin d'améliorer leurs compétences techniques en lien avec l'amélioration de la qualité de l'eau potable dans les collectivités.
- **Progression du projet de modernisation de l'administration des chalets** dans le cadre d'un processus de consultation et d'engagement novateur visant 40 zones de chalets actuellement administrées par la Province et relevant de la compétence du ministère à l'extérieur des parcs provinciaux. Ce processus servira de base à la planification réglementaire, stratégique et administrative au fur et à mesure que la mise en œuvre de cette initiative se poursuivra au cours du prochain exercice.

Respecter les obligations légales du Manitoba à l'égard des traités, des revendications territoriales, des questions relatives aux terres et du cadre de consultation obligatoire

- **Transfert de 10 443 acres de terres au Canada pour la création de réserves afin de faire progresser les droits fonciers issus des traités**, en collaboration avec les Premières Nations ayant droit à des terres et le gouvernement fédéral. En mars 2023, en vertu de tous les accords relatifs aux droits fonciers issus de traités, le Manitoba a transféré 705 091 acres de terres au gouvernement fédéral, qui a converti 677 744 acres en réserves.
- **Cogestion de dix zones de gestion des ressources avec des communautés autochtones, ce qui représente 22 % de la masse continentale du Manitoba.** Le ministère a soutenu de nombreux projets d'aménagement et d'utilisation des ressources, y compris des plans d'occupation des sols et un projet d'apprentissage sur le terrain à l'intention de 20 jeunes de la communauté constituée de Cross Lake, afin de promouvoir des activités traditionnelles sur le terrain.

Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority.

The Annual Report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and are described in further detail following the strategy map.

Vision

Thriving Indigenous and northern Manitoba communities.

Mission

To align government activities to advance Indigenous and northern relations and strengthen northern and Indigenous communities.

Values

- Maintain excellence in our work.
- Build and maintain strong relationships based on trust and respect.
- Appreciate the importance of historical, legal and current relationships and contexts.
- Promote positive and constructive representation of Indigenous and northern Manitoba communities.
- Respect and honour diversity and inclusion.

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life
2. Advance Truth and Reconciliation
3. Foster a Climate Conducive to Private Investment

Working Smarter – Delivering Client-Centred Services

4. Foster Innovations
5. Reduce Red Tape
6. Involve Manitobans in Decision Making
7. Be Transparent

Public Service – Delivering Client-Service Excellence

8. Build our Capacity to Deliver
9. Foster Diversity and Inclusion
10. Strengthen Respect in our Workplace

Value For Money – Protecting Manitoba’s Bottom Line

11. Provide Value for Money
12. Increase our Financial Comptrollership
13. Balance the Budget

Explanatory Note: “Truth” has been added to the original objective titled “Advance Reconciliation”.

Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement (qualité de vie, gestion plus ingénieuse, fonction publique, optimisation des ressources), les objectifs ministériels étant répertoriés sous chacune de ces priorités.

Le rapport annuel rend compte des progrès réalisés dans l'avancement des priorités et des objectifs qui sont présentés dans le budget complémentaire de 2022-2023 et décrits plus en détail à la suite de ce schéma.

Vision

Faire prospérer les collectivités autochtones et du Nord du Manitoba.

Mission

Harmoniser les activités du gouvernement de manière à faire progresser les relations avec les collectivités autochtones et du Nord et fortifier ces collectivités.

Valeurs

- Maintenir l'excellence dans notre travail.
- Établir et maintenir des relations solides, fondées sur la confiance et le respect.
- Prendre la mesure de l'importance des liens et des contextes historiques, juridiques et actuels.
- Promouvoir une représentation positive et constructive des collectivités autochtones et du Nord du Manitoba.
- Respecter et valoriser la diversité et l'inclusion.

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie – Améliorer les résultats pour les Manitobains

1. Créer des conditions propices à l'amélioration de la qualité de vie
2. Faire progresser la vérité et la réconciliation
3. Instaurer un climat favorable aux investissements privés

Gestion plus ingénieuse – Fournir des services axés sur le client

4. Favoriser l'innovation
5. Réduire la bureaucratie
6. Faire participer les Manitobains à la prise de décisions
7. Faire preuve de transparence

Fonction publique – Offrir un service à la clientèle d'excellence

8. Renforcer notre capacité d'exécution
9. Favoriser la diversité et l'inclusion
10. Renforcer le respect en milieu de travail

Optimisation des ressources – Protéger les résultats financiers du Manitoba

11. Dépenser judicieusement
12. Accroître notre contrôle financier
13. Équilibrer le budget

Note explicative : Le mot « vérité » a été ajouté à l'objectif original « Faire progresser la réconciliation ».

Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Indigenous Reconciliation and Northern Relations for the 2022/23 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government annual reports complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life

Key Initiatives

Safe, Healthy Drinking Water: The Northern Affairs Branch (NAB) continues to take specific, targeted action to: address long-term boil water advisories; reduce the frequency and duration of short-term advisories; and improve the response to short-term boil water advisories as they arise.

Northern Healthy Foods Initiative (NHFI): The NHFI improves quality of life in Northern communities by increasing food security through culturally-relevant and healthy food systems while improving health and well-being. In 2022/23, IRNR provided \$1.3 million in support through the NHFI; including \$364,000 provided to core NHFI partners to help offset the inflated costs resulting from the COVID-19 pandemic. IRNR will continue to work with community program partners to deliver NHFI programming in 2023/24.

Building Indigenous Language Proficiency, Literacy and Translation Capacity: Recognition and demand for Indigenous language services continues to grow in Manitoba, but existing capacity to provide those services is limited. In 2021/22, IRNR provided a one-time grant of \$300,000 to Indigenous Languages of Manitoba (ILM) to support the creation and operation of language programming, apprenticeships and translator training over three years. This work aligns with Calls to Action 13 and 14, and responds specifically to Call for Justice 2.2(ii) which calls on all governments to make funds available to support the revitalization of Indigenous languages. In 2022/23, ILM reported a total of 61 participants in their Anishinaabe, Ininew and Dakota language programs, and has identified key participants to continue programming in a master/apprentice program working to enhance language development, literacy and written language.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a. Achieve a target percentage decrease in the number of days per year that Northern Affairs Communities are on boil water advisories	8.2%	1.1%	5%	14.2%
1.b. Increase the average food yield produced through the Northern Healthy Foods Initiative (NHFI)	-	-	7.22 lbs	-

1.a Achieve a target percentage decrease in the number of days per year that Northern Affairs Communities are on boil water advisories: Access to safe drinking water is a fundamental human right and a prerequisite for good personal and public health. This measure tracks the per cent decrease in the total number of days per year that boil water advisories are in effect in Northern Affairs Communities. In 2022/23, the number of days per year that Northern Affairs Communities were on boil water advisories decreased by 14.2 per cent. This progress was achieved by bringing in additional resources with subject matter expertise in safe drinking water, increasing hands-on training for operators, and identified capital upgrades to treatment plants. The baseline for this measure is from 2020/21.

1.b Increase the average food yield produced through the Northern Healthy Foods Initiative (NHFI): Measuring the average weight of food produced by the participating communities provides a quantitative assessment of the program’s progress towards increasing food security. The Northern Healthy Foods Initiative supports local and regional projects that contribute to the development of culturally relevant, healthy food systems, while improving health and well-being. Promoting and supporting community-led healthy food initiatives in northern Manitoba is one method through which the Manitoba government can work to improve quality of life. This is measured by the sum total of food produced across all activities divided by the total population of participating communities. Data for 2022/23 is not available due to a technical failure of the reporting tool. IRNR is currently investigating a new reporting mechanism based on existing reporting requirements. Fiscal 2022/23 is the baseline year for this measure.

2. Advance Truth and Reconciliation

Key Initiatives

Path to Reconciliation Annual Progress Report: In accordance with the Path to Reconciliation Act, every year, IRNR publishes the Path to Reconciliation Annual Progress Report, which includes information on measures taken by the government to advance truth and reconciliation. Reporting on governmental action is an important part of advancing truth and reconciliation as it provides accountability and transparency, and ensures the public is informed of governmental progress. The 2021/22 Path to Reconciliation progress report was tabled in the Legislative Assembly in November 2022. IRNR will continue working with all departments to ensure meaningful reporting on government action to advance truth and reconciliation.

Circles for Reconciliation Public Service Pilot Project: Circles for Reconciliation is a grassroots, national charity based in Winnipeg that coordinates and facilitates Circles. These gatherings bring together equal numbers of Indigenous and non-Indigenous participants to engage in learning and respectful dialogue in a

safe environment on themes related to truth and reconciliation. In 2022/23, IRNR provided \$125,000 to support Circles for Reconciliation's continued operation. IRNR has partnered with Circles for Reconciliation to operate a pilot project to hold a series of Circles directly for public servants. In 2022/23, approximately 70 Indigenous and non-Indigenous public servants participated in the Circles for Reconciliation Pilot Project. This work responds to Call to Action 57 and Calls for Justice 15.2, 15.7, 16.3 and 17.8 by providing education and a safe dialogue space for Manitobans and Public Servants on Indigenous history and building intercultural relationships. In 2023/24, IRNR will continue to partner with Circles for Reconciliation on the Public Service Pilot Project to deliver the remaining Circles.

Strategic advancement of Treaty Land Entitlement (TLE): IRNR advances reconciliation by working cooperatively with Entitlement First Nations, the Treaty Land Entitlement Committee and the Government of Canada to remove and resolve the barriers and obstacles in transferring lands to Canada. The department continued to review strategic options to remove barriers and advance parcels to Canada to be set apart as Reserve, and undertook a policy review to group and categorize the issues that commonly affect the advancement of TLE. For the 2022/23 fiscal year, under all TLE agreements, Manitoba has transferred 10,443 acres to Canada. IRNR will continue to identify opportunities and specific projects to advance TLE.

Land-based Learning Project in Cross Lake: Through settlement agreements such as the Northern Flood Agreement, Grand Rapids Forebay and others, Resource Management Boards (RMBs) were established for the province and Indigenous communities to co-manage natural resources in defined areas (Resource Management Areas). Through the nine RMBs administered by the department's Consultation and Reconciliation Branch, Indigenous communities and the province co-manage the natural resources in an area that represents approximately 22 per cent of Manitoba's landmass. These boards are comprised of equal appointees from government and communities and their role involves reviewing applications for resource allocations within this area and providing comments prior to Manitoba making decisions. IRNR previously provided \$10,000 for the Cross Lake Resource Management Committee's Land-Based Learning Project which carried into 2022/23. A group of about 20 youth from the Incorporated Community of Cross Lake participated in traditional land-based activities within the Cross Lake Registered Trapline District to build their connection to the land while learning valuable life skills. The youth learned how to make rabbit snares, tamarack birds and muskeg tea through mentorship and guidance from a local trapper, an Elder, parents and staff from the community's fire department. The youth were very interested in the land-based cultural activities. This one time project by the Resource Management Committee demonstrated the need for regular land-based learning programs for the youth in Cross Lake. The inclusion of Indigenous traditional practices in the co-management of natural resources is an important component in supporting reconciliation in the RMBs.

Identification, Commemoration and Protection of Burial Sites of Children who attended Indian Residential Schools: Supporting Indigenous-led responses to residential schools and the ongoing search and identification of unmarked graves is integral to advancing truth and reconciliation. The Manitoba government remains committed to commemorating and protecting the unmarked graves of children who died attending residential schools. In 2022/23, examples of this work include:

- Partnered with the First Nations, Inuit and Red River Métis Council on Residential Schools (the Council) to allocate \$2.5 million to Indigenous governments and organizations to co-develop Indigenous-led approaches to find and memorialize missing children and promote collective healing and reconciliatory action. Funding allocations were determined based on agreed principles, priorities and considerations shared by the Council.
- Announced funding allocations at a collaborative media event that centered on Survivors, Elders and Indigenous ways of governance. The event was held in June 2022 at Portage La Prairie residential school and included ceremony, prayer, cultural performances and a community feast.

- Collaborated with the Council to share information and co-develop principles, structures and resources to support communities. The Council and its subcommittees provide guidance and advice on how best to support Indigenous-led searches for children who died attending residential schools, and is composed of key Indigenous governments and community organizations, as well as officials from the provincial, federal and municipal governments.
- Worked with departments throughout government to reduce barriers and to develop policies and practices that will advance and support community efforts.
- Provided technical assistance to support communities conducting searches, upon request.

These actions respond to the Truth and Reconciliation Commission’s Calls to Action #75 and 76, which focus on the development of Indigenous-led strategies to identify, commemorate and memorialize children who did not return from Indian Residential Schools. IRNR will continue working collaboratively with the Council, communities and other levels of government to identify, commemorate and protect the burial sites of children who attended residential schools.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a. Achieve a target percentage of Treaty Land Entitlement (TLE) acres transferred	0%	-	80%	49%
2.b. Increase the percentage of contracts awarded to Indigenous businesses	-	-	5%	-
2.c. Achieve a target percentage of staff engaged in a minimum of two classroom-based or experiential-based reconciliation activities per year	-	-	100%	89%

2.a Achieve a target percentage of Treaty Land Entitlement (TLE) acres transferred: The annual target of total TLE acres represents a percentage of the total expected number of acres to be transferred from Manitoba to Canada for the purposes of being converted to Reserves under TLE obligations. This year, 80 per cent of the total expected acres is 21,370. Tracking the percentage of the total completed target will provide an accurate estimation of our progress on a year-to-year basis. TLE involves outstanding obligations to First Nations under long-standing Treaty Relationships. Fulfilling our obligations is one means by which the Government of Manitoba can advance reconciliation with Indigenous Nations and Peoples. In 2022/23, 10,443.25 acres were transferred. The target number of acres to be transferred was not reached as the TLE process is highly dependent on alignment by all TLE parties (Entitlement First Nations, Manitoba and Canada). This resulted in projected lands not being advanced further and transferred for TLE.

2.b Increase the percentage of contracts awarded to Indigenous Business: This measure identifies the percentage of department-led procurement activities that result in contracts being awarded to Indigenous businesses, and joint ventures with non-Indigenous businesses. Contracts include capital projects, service agreements and material purchases. This measure was introduced in one of IRNR’s branches in 2022/23, but

is not moving forward. This measure has been retired due to lack of available information - owing to Northern Affairs Communities' remote location and limited local options - to track Indigenous business procurement comparatively against non-Indigenous businesses and partnerships.

2.c Achieve a target percentage of staff engaged in a minimum of two classroom-based or experiential-based reconciliation activities per year: Classroom-based reconciliation training is available for government employees through Organization & Staff Development (OSD) courses; however, this measure recognizes that training opportunities beyond the classroom are an important part of both personal and professional growth. Examples include but are not limited to blanket exercises, workshops, ceremonies, feasts and other events hosted by communities or organizations. During 2022/23, 89 per cent of staff engaged in two or more activities per year. Some staff hired near the end of the fiscal year are included in this calculation, many of whom were unable to attend two reconciliation activities within 2022/23 due to timeline constraints. Data for this measure is from March 31, 2023 and may not reflect the current department composition. Fiscal 2022/23 is the baseline year for this measure.

3. Foster a Climate Conducive to Private Investment

Key Initiatives

Commercial Fishery Certification: IRNR, in partnership with the Department of Natural Resources and Northern Development (NRND), moved forwards on advancing commercial fishery certifications to signal international markets of Manitoba's efforts to achieve sustainable fisheries. These efforts are expanding under NRND's umbrella to ensure product competitiveness on national and global markets.

Service Delivery Partnership with FPInnovations: In partnership with NRND and FPInnovations, a private not-for-profit organization that specializes in the creation of solutions that accelerate the growth of the Canadian forest sector, IRNR continues to identify and explore opportunities to significantly increase economic benefits for Indigenous peoples in Manitoba. In northwestern Manitoba, the Indigenous small business mentorship program under Canadian Kraft Paper Industries has resulted in three small Indigenous trucking businesses being established and a fourth business created that would serve the forestry and other northern industries. The department continues to collaborate with NRND to explore opportunities for economic development in the forestry sector.

Strategic Advancement of Settlements and other Agreements: The department advanced economic reconciliation by working cooperatively with First Nations and the Government of Canada to advance the implementation of settlement agreements related to the adverse effects of hydroelectric development, other land transfer and self-government agreements. In 2022/23, the department made progress on the implementation of settlement agreements, land transfer agreements and the Sioux Valley Dakota Nation Governance Agreement by:

- Establishing a multi-party steering committee to advance the Land Transfer Agreement to create a Reserve at South Indian Lake for O-Pipon-Na-Piwin Cree Nation,
- Working across government on the establishment Norway House Cree Nation's land corporation, and;
- Facilitating Indigenous-led child welfare discussions for Sioux Valley Dakota Nation.

Supporting Incorporation Efforts of Northern Affairs Communities: Per The Northern Affairs Act, the department continued to support the incorporation of unincorporated Northern Affairs Communities to promote self-governance. In 2022/23 NAB senior management and staff continued the discussion with communities moving along the incorporation continuum to ensure their readiness to move towards

becoming incorporated entities. Two communities are currently moving towards incorporation. NAB also advanced a new iteration of the Northern Manitoba Community Consultation Board to conduct community engagement related to incorporation and other designation changes in 2023/24. Incorporation is an ongoing process and a key part of the Northern Affairs Community framework. Future work will include standard operating procedures for staff to support the Managing Your Own Affairs manual for communities.

Engagement Activities for the Renewed Framework for Respectful and Productive Crown Consultations with Indigenous Communities: The Manitoba government has a duty to consult in a meaningful way with First Nations, Métis and other Indigenous communities when any proposed provincial law, regulation, decision or action may infringe upon, or adversely affect, the exercise of a treaty or Aboriginal right. In 2022/23, IRNR conducted multiple engagement activities for informing a renewed Framework for Crown-Indigenous consultations that will replace the 2009 Interim Policy. These activities include requesting input from all 63 First Nations in Manitoba for the draft Framework and coordinating focus groups with staff from across departments for input on how Manitoba can improve in fulfilling its duty to consult. A final version of the Framework including revisions based on the feedback received from Indigenous groups and other Manitoba departments is being finalized.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a. Achieve a target number of Consultation Protocol Developments that advance through the initiation, negotiation, and signature phases	-	4	3	4
3.b. Achieve a target number of Northern Affairs Communities with governance by-laws for incorporation	-	-	2	0

3.a Achieve a target number of Consultation Protocol Developments that advance through the initiation, negotiation and signature phases: The total number of communities with whom Manitoba has initiated discussions, negotiations, drafted protocols and signed agreements. This measure tracks progress toward the establishment of consultation protocols using a numeric indicator. The establishment of protocols is intended to improve Crown-Indigenous consultation processes and increase certainty for communities and the private sector. In 2022/23, IRNR achieved four Consultation Protocol Developments that advance through the initiation, negotiation and signature phases.

3.b Achieve a target number of Northern Affairs Communities with governance by-laws for incorporation: This measure captures the number of Northern Affairs Communities that have governance by-laws to initiate incorporation under The Northern Affairs Act. An incorporated community can directly influence sustainable economic development and new local entrepreneurship. As of March 31, 2023, three Northern Affairs Communities are incorporated; two additional Northern Affairs Communities are actively exploring incorporation. Fiscal 2022/23 is the baseline year for this measure.

Working Smarter – Delivering Client-Centred Services

4. Foster Innovations

Key Initiatives

Hybrid Remote Working Environment: The department uses virtual means where applicable to connect with partners in remote locations throughout Manitoba. Efforts to increase contact with partners in remote locations through virtual means includes virtual town meetings, web-based training sessions, and the development of virtual boardrooms. Operators and other Public Works Employees were provided with laptops in some communities to facilitate access to virtual training opportunities. The department also continues to offer remote work agreements, allowing staff to conduct work in a hybrid remote working environment.

Cottage Administration Modernization: Further advanced the innovative Cottage Administration Modernization Project (CAMP) through consultation and engagement across the 40 cottage areas currently administered by the province within the jurisdiction of the department and outside of provincial parks. The first phase of CAMP developed a detailed modernization plan centred on improving governance, delivering effective municipal-style services and supporting infrastructural development across the 40 cottage subdivisions within the department’s jurisdiction. These actions will inform regulatory, policy and administrative planning as implementation of this initiative continues in the next fiscal year.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a. Implement and/or test innovative ideas	-	-	3	3

4.a Implement and/or test innovative ideas: Innovation within our government is imperative as the department continues to evolve and grow to better serve Manitobans. In order to maximize efficiency, reduce redundancy and develop new policies and programs in response to the dynamic needs of the province, it is necessary for innovation to be a consideration in all that the department does. Applicable ideas must involve the creation, development and implementation of a new process, service, approach or methodology and be aimed at improving our efficiency, effectiveness, or other aspects of our work. Each idea is reviewed and recommended to the deputy minister’s office on an annual basis. This measure features a cross-departmental framework for soliciting innovate ideas from the staff of each branch on an annual basis and will result in a minimum of one innovative idea being implemented or tested every year. During the 2022/23 fiscal year, each of IRNR’s three branches implemented one idea to fulfil this measure. This is the baseline year for this measure. The three ideas presented were: creation of an Indigenous Reconciliation Initiatives Fund (IRIF) framework, rubric and evaluation group to review submissions; development of a template to help determine whether the duty to consult is triggered and if so, with whom; and, establishment of an EngageMB webpage to track engagements with cottage areas for the CAMP.

5. Reduce Red Tape

Key Initiatives

Delegated Authority for Indigenous Cultural Events: The department introduced innovative financial processes to facilitate faster approval of financial support to Indigenous commemorative, healing and educational events. Changes in delegated authority simplified the approval process when proposing funding for commemorative, healing and educational event costs and activities. This reduces staff hours needed to process requests for funding while allowing proponents to receive their funds more quickly. These changes enhance support provided to events that align with the Path to Reconciliation Act, Calls to Action, Calls for Justice and the United Nations Declaration of the Rights of Indigenous Peoples.

Transfer of Responsibility for Payment of Invoices to Central Accounts Payable: The transfer of Accounts Payable (A/P) function was a central initiative by the Finance and Administration Shared Service Branch (FASSB) in the Department of Finance. The process was initiated in the 2021/22 fiscal year, and the FASSB Invoice Intake System was fully implemented in 2022/23. In this new system, department branches submit payment requests directly to FASSB where the department’s Financial and Administrative Services branch provides advice and support on proper and efficient payments processes. This A/P process utilizes FASSB’s expertise in centralized Accounts Payable and enables the department’s Financial and Administrative staff to focus on monitoring and implementing internal controls, streamlining administrative processes and implementing policies and procedures to improve comptrollership, increase efficiencies and improve client services.

Review and Streamline Programs: Continued the review of programs, policies and legislation to identify areas of further reduction to red tape and the department’s regulatory count. In 2022/23, the following areas were identified:

- Reviewing the Northern Affairs capital program and streamlining tools for community input (Community Management Plan) for the process for community capital infrastructure planning;
- Reviewing various Northern Affairs Branch policies and processes to streamline and eliminate redundancy, including the Managing Your Own Affairs Manual, the Election Official’s Handbook, the Running for Council Manual and the Community Development Corporation Manual and the Northern Affairs Manual of Policies and Procedures;
- Moving to remove outdated materials and requirements from the policy framework;
- Working to develop a database to streamline reporting requirements of stakeholders participating in the Northern Healthy Foods Initiative.

The department will continue to identify areas for red tape reduction and ensure efficient processes for Manitobans.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a. Reduce red tape	--	0.04%	2.5%	0%

5.a Reduce red tape: This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. The total number of regulatory requirements accounted for by the department on April 1, 2022 was 7,436. During the 2022/23 fiscal year, the department conducted analysis to identify and prioritize multiple areas to reduce red tape to be addressed in future years.

6. Involve Manitobans in Decision Making

Key Initiatives

Engagement Regarding Missing and Murdered Indigenous Women and Girls (MMIWG): IRNR continued to analyze engagement data providing important insights into community priorities to address MMIWG that will form the basis of Manitoba's continued response to the National Inquiry into MMIWG and the Calls for Justice, under the umbrella of Manitoba's Gender Based Violence Committee of Cabinet.

Manitoba MMIWG2S+ Partnership Implementation Plan: IRNR supported the Department of Families, Status of Women Secretariat (renamed Gender Equity Manitoba in 2023) to collaborate with Ma Mawi Wi Chi Itata Centre Inc. and create the Manitoba MMIWG2S+ Partnership Implementation Plan. In 2022/23, \$456,000 in funding was provided for this initiative through IRIF. Developed by Ma Mawi Wi Chi Itata Centre Inc., the Implementation Plan is an Indigenous-led, measureable and accountable approach focusing on the creation and implementation of a five-year plan to end violence against Indigenous women, girls and 2SLGBTQIA+ people. Objectives for the program's first year include:

- Create a long-term governance structure to assist in implementation;
- Outline clear roles, responsibilities and accountability for the project by developing terms of reference and other guiding documents;
- Hire staff needed to implement the project;
- Create a process for data collection and ownership using the First Nations Principles of ownership, control, access and possession (commonly known as OCAP®) to inform the evaluation framework;
- Create an Evaluation Framework that will identify measurable outcomes for each initiative within the project for the life of the project; and,
- Identify partnerships with stakeholders and governments.

Resource Management Boards: Through respective adverse affects settlement agreements (i.e., Northern Flood Agreement, Grand Rapids Forebay and others), Resource Management Boards were established to co-manage natural resources in defined areas. The department serves as the provincial lead in the management and implementation of the Resource Management Boards established under these agreements. In 2022/23 IRNR worked in collaboration with First Nations and Community partners to organize and administer 31 quarterly Resource Management Board meetings. These meetings allowed regular engagement, information sharing and collaboration with community organizations and leadership, resource users, Elders and the youth, and provided opportunities to strengthen relationships. Government departments have also been able to engage with the boards and identify community concerns on various resource management issues such as forest management and operations, aquatic invasive species, moose protection, environmental remediation projects, commercial fishery, mineral explorations, furbearer management policy and on various land use applications and work proposals. The boards will continue to meet regularly and involve Indigenous partners in making recommendations on land and resource uses within their Resource Management Areas.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a. Increase the number of eligible staff with IAP2 Certification	3	2	10	17

6.a Increase the number of eligible staff with IAP2 Certification: Enhancing the public engagement capabilities of staff will lead to an increase in the quantity and quality of public engagements. IAP2 Certification is a professional designation aimed at providing the skills to advance public participation. This measure tracks the number of staff across the department who have formal IAP2 Certification. As of March 31, 2023, 17 eligible staff members hold IAP2 Certification. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

7. Be Transparent

Key Initiatives

Public Communications: The department has proactively released information regarding our activities, programs and services to ensure transparency and accountability to the Manitoba public. Through ongoing enhanced formal public communications, IRNR continues to actively share substantive and meaningful information about initiatives to advance truth and reconciliation, and strengthen Indigenous and northern relations. This initiative does not have an end date, but is an operational shift that indicates a departmental focus on being open and communicative with Indigenous Peoples in Manitoba and the public at large regarding departmental activities. In 2022/23, twenty-one public news releases and ministerial statements were published regarding IRNR initiatives, activities and funding.

Path to Reconciliation Annual Progress Report: To ensure transparency and accountability regarding government action to advance reconciliation, IRNR collects and presents measures taken to advance truth and reconciliation throughout government and publishes the Path to Reconciliation Annual Progress Report. This reporting is required by the Path to Reconciliation Act, and is an ongoing commitment. The 2021/22 report was tabled in the Legislative Assembly in November 2022. In adherence to the Path to Reconciliation Act, and to ensure the report is accessible to those who speak Indigenous languages, the executive summary of the report is translated into Cree, Ojibwe, Ojibwe-Cree, Dene, Michif, Inuktitut and French. The report, including translations, are available on IRNR's website. Moving forward, IRNR will continue to publish annual reports on the Government of Manitoba's activities to advance truth and reconciliation.

Proactive Disclosure: To assist staff in determining materials for proactive disclosure, a checklist and guide were developed and shared throughout the department. These resources assess factors such as confidentiality, formatting, language translation and privacy, and aided in the identification and categorization of departmental documents that are eligible for proactive disclosure. Materials categorized as eligible for proactive disclosure were subsequently disclosed through Manitoba's InfoMB website. The department will continue using the guide and checklist to review and assess our materials, to ensure proactive disclosure of eligible documents and, in turn, increased transparency.

MMIWG Website: Manitoba’s current efforts to address the ongoing crisis of Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ peoples includes maintaining a central webpage highlighting strategies, resources and ongoing and upcoming work concerning MMIWG. During the 2022/23 Fiscal Year, IRNR maintained and updated the MMIWG2S+ page of the departmental website. Overviews featured on the website include: National Inquiry into MMIWG2S+, Manitoba Action to Address MMIWG2S+, Reports and Publications, Legislation, Trauma Informed Resources and Other Related Government Web Sites. Subsequent phases of updates to the website are planned for 2023/24.

Website review and Redesign: In March of 2022 the Communications and Engagement Division (CED), on behalf of Manitoba Indigenous Reconciliation and Northern Relations (IRNR), retained the services of Metric Marketing, a web design and development company to redesign and develop a new site structure, and new web content for its public site and internal website. Metric Marketing reviewed the current IRNR Internet and Intranet structure web pages, analyzed all available analytics for each website, facilitated interviews and surveys and by January 2023 had built a new website architecture and design components for both webpages. IRNR is currently in the process of collecting, collating and drafting content for the newly developed website architecture.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a. Achieve the target percentage of in-scope documents proactively disclosed per year	-	-	100%	50%

7.a Achieve the target percentage of in-scope documents proactively disclosed per year: Proactive disclosure increases government transparency. This measure will track the percentage of documents released by the branch, using the number of “in-scope” documents as the denominator. The Government of Manitoba has made a commitment to greater transparency and accountability, by striving to increase the level of proactively disclosed information of certain types. This measure will track the percentage of documents released by the department, using the number of “in-scope” documents as the denominator. During the 2022/23 fiscal year, one of two in-scope documents was proactively disclosed.

Public Service – Delivering Client-Service Excellence

8. Build Our Capacity to Deliver

Key Initiatives

Duty to Consult Training and Internal Intranet Site: IRNR is constantly supporting consultation practitioners across government to access the tools and resources they need to lead meaningful consultation processes with Indigenous groups. In 2022/23, IRNR developed a three-day in-person staff training on Consultation and Engagement with Indigenous Groups. This training was delivered five times in this fiscal year, benefiting 85 participants from across 12 departments. In addition, the department offered targeted sessions on request from four different departments to more than 250 participants. In 2022/23, IRNR also created and facilitated the Consultation Practitioners' Network. The network is a mechanism for practitioners from across government departments to share knowledge and experience and collaborate on best practices and approaches to consultation. IRNR also developed an internal intranet site with relevant tools and resources for consultation practitioners. IRNR will continue to support consultation learning, growth and development throughout government moving forward.

CONNECT Bulletins: The department continued to utilize the provincial governments CONNECT Bulletin to distribute a series of internal bulletins to educate the public service about important days including National Indigenous Peoples' Day, the National Day for Truth and Reconciliation, Treaty anniversaries and Louis Riel Day. These bulletins are circulated throughout the calendar year and build the public service's knowledge and understanding of Indigenous history and culture, better equipping them to serve Indigenous peoples in Manitoba.

Departmental Re-Organization: In 2022/23, IRNR received approval to begin taking steps towards a restructuring of the department to better support other areas of government in addressing issues of importance to Indigenous and Manitoban communities including residential schools and cottage administration. In 2023/24, the department will continue with significant changes to its organizational structure, including reorganizing branches, adding a division level to the departmental structure, and 13.00 FTEs including two new assistant deputy minister positions. These changes build IRNR's capacity to provide support throughout government to address issues that align with departmental mandate and expertise.

Workshop Series on Indigenous Economics: Between April and June 2022, IRNR coordinated a series of workshops for Manitoba public servants, delivered by the Tulo Centre of Indigenous Economics designed to build knowledge and understanding of economic reconciliation, urban reserve development, First Nations fiscal powers, an improved First Nation-provincial-federal fiscal relationship, and improving the investment climate for resource development. Approximately 80 staff from across government attended at least one workshop in 2022/23.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a. Achieve the target percentage of staff with a current learning plan	-	51.5%	80%	70.6%

8.a Achieve the target percentage of staff engaged in learning plans: This measure tracks the number of staff who are actively engaged with a current learning plan. Learning plans are an indicator of staff engagement in professional and capacity development. Enhanced staff capacity leads to positive client-centric outcomes. In 2022/23, 48 of 68 eligible staff were engaged in learning plans, a 37 per cent increase compared to 2021/22. Some staff hired during the 2022/23 Fiscal Year had not yet established learning plans prior to March 31, 2023. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

9. Foster Diversity and Inclusion

Key Initiatives

Employment Equity: Practices to facilitate a diverse and inclusive workforce are integrated into IRNR’s hiring practices. Preference is given to Indigenous candidates and persons with disabilities in hiring all competitions. This is a standard operating practice for the department and will continue moving forward.

Diversity and Inclusion Training: To ensure staff at all levels are equipped with the knowledge and tools to participate in a safe, welcoming and empowering environment, all staff are actively encouraged to participate in training opportunities focused on diversity and inclusion. Methods used to encourage staff include departmental memos as well as direct suggestion from supervisors. New staff are provided time to complete the required Diversity and Inclusion training course.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a. Percentage of department employees who have completed mandatory diversity and inclusion training	-	87%	90%	93.3%

9.a. Percentage of department employees who have completed mandatory diversity and inclusion training: This measure captures the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. The measure is the average of the completion rate for the two mandatory diversity and inclusion related courses as of March 31 each year (Inclusion and Diversity in the Workplace and The Accessibility for Manitobans Act). It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90 per cent completion rate was identified as a reasonable target for this measure. In 2022/23, 93.3 per cent of department employees have completed mandatory diversity and inclusion training. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

10. Strengthen Respect in our Workplace

Key Initiatives

Mandatory Respectful Workplace Training: New staff are directed by their managers to complete all required training modules, including respectful workplace training. The completion of annually recurring mandatory training is also ensured by the issuance of departmental memos and active encouragement from management. Staff are given adequate time and resources to take all mandatory training.

Circles for Reconciliation Public Service Pilot Project: Circles for Reconciliation is a grassroots, national charity based in Winnipeg that coordinates and facilitates Circles, which bring together equal numbers of Indigenous and non-Indigenous participants together to engage in learning and respectful dialogue in a safe environment on themes related to truth and reconciliation. In 2022/23, IRNR provided \$125,000 to support Circles for Reconciliation's continued operation. Around 70 Indigenous and non-Indigenous public servants participated in the Circles for Reconciliation Pilot Project in 2022/23. In 2023/24, IRNR will continue to partner with Circles for Reconciliation on the Public Service Pilot Project to deliver the remaining Circles.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a. Percentage of department employees who have completed mandatory respectful workplace training	-	89%	90%	85.3%

10.a Percentage of department employees who have completed mandatory respectful workplace training: This measure captures the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement to complete the updated course, at which time data will be available to assess progress on this measure. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90 per cent completion rate was identified as a reasonable target for this measure. In 2022/23, 85.3 per cent of department employees have completed mandatory respectful workplace training.

Some staff hired during the 2022/23 fiscal year were unable to complete all mandatory training prior to March 31, 2023. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

Value for Money – Protecting Manitoba’s Bottom Line

11. Provide Value for Money

Key Initiatives

Review of Community Safety Officer Program: In cooperation with Northern Affairs Communities and Manitoba Justice, the department reviewed and evaluated the Community Safety Officer Program, including history and current operations to understand program effectiveness and look for potential improvements. In 2022/23, changes to the program were explored to ensure alignment with the *Police Services Amendment Act*. IRNR will continue working with Manitoba Justice and Northern Affairs Communities to ensure an effective Community Safety Officer Program.

Budgetary Review and Analysis: Near the end of each fiscal year, IRNR undertakes a review of departmental budgets to ensure the provision of maximum value and impact for taxpayer dollars. In 2022/23, funds related to under-subscribed grant programs were reallocated via budget transfers to offset grants to Indigenous organizations. These budget transfers allow for the maximization of under-subscribed budgeted funds.

Cottage Administration Modernization: In 2022/23, the department concluded the first phase of the Cottage Administration Modernization Project (CAMP). This involved the development of a detailed modernization plan to improve governance and services across 40 cottage subdivisions in unorganized territory in northern Manitoba while supporting infrastructural development. In 2023/24, the department aims to continue work on modernizing administration of all cottage areas currently administered by the Province outside of provincial parks and within the jurisdiction of the department.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a. Achieve a target number of program evaluations and reviews	-	-	6	3
11.b. Percentage of paper reduction	0%	(61%)	(6%)	67%

11.a Achieve a target number of program evaluations and reviews: The cumulative number of internal program evaluations and reviews combined. Regularly evaluating and reviewing programs and services contributes to the broader Government of Manitoba objective to obtain maximum value for money. This measure will be reflective of the department’s efforts and results in reviewing and evaluating its programs and funding agreements to ensure value for money in program delivery. During the first year of this measure, three programs were evaluated, and it was identified that a target of six reviews per year imposed a significant strain on the department’s ability to continue our operations. The target has been adjusted accordingly. This is a new measure, and data from 2022/23 will be used as the baseline for future years.

11.b Percentage of paper reduction: The reduction in redundancy, waste and inefficiency will contribute to Government’s commitment to provide value for money. The amount of paper used is a lead indicator for unnecessary paper-related operating expenditures. In 2022/23, 7.5 cases of paper were used, an increase of 67 per cent from 4.5 cases in 2021/22. While this is an increase over the previous year, overall the department has achieved a 98 per cent decrease in paper usage since fiscal 2018/19. Due to the satisfactory reduction in the department’s paper usage, this is the final year for this performance measure.

12. Increase our Financial Comptrollership

Key Initiatives

Review of Key Financial Policies: The department's Financial and Administrative Services branch reviews key financial policies of the department on a regular basis, incorporates updates from GMA, FAM, FAIC's and FASSB policies and guidelines and adds or changes internal policies to improve financial controls. The department's internal financial policies were updated during the 2022/23 fiscal year to ensure financial controls and risk mitigation were in place and communicated across the department.

Certificate in Public Sector Management: This certificate program includes a course on Public Finance and Budgeting, which enhances understanding of general theories of financial principles and controls and budget development. It includes content on how budgets are administered within the Manitoba public services. Each year, IRNR supports staff to complete the Certificate in Public Sector Management program, thereby increasing individual and department comptrollership knowledge and expertise within the Manitoba Public Service environment. In 2022/23, two IRNR staff completed the program, for a total of ten staff overall. In 2023/24, IRNR has continued this practice and has three staff enrolled in the program.

Review of Comptrollership Plan: The department's Comptrollership Plan is a detailed self-assessment of the department's comptrollership capacity, the identification of any significant comptrollership gaps in operations, and action plans to address any gaps. The department's Comptrollership Plan is reviewed and updated annually in alignment with government's policies to ensure effective financial management reporting and an effective system of internal controls are in place. IRNR's Comptrollership Plan 2022/23 was reviewed, updated and circulated within the department.

Required Comptrollership Courses: Ensured all designated staff have completed the required comptrollership courses. During 2022/23, designated staff included Financial Analysts to effectively ensure financial controls are in place and adhered to, and to train program staff. Further training for all staff, program managers and those with signing authority has been identified for rollout in 2023/24.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
12.a. Achieve a target number of financial policies reviewed	-	-	6	1

12.a Achieve a target number of financial policies reviewed: Comptrollership is about sound financial management. Specifically, our ability to produce accurate, relevant and timely information on our programs, their results, our financial circumstances and associated financial and operational risks. This measure reflects the Branch's efforts and results in reviewing its financial policies and processes, which are the key components of strong financial comptrollership. During the first year of this measure, one Financial & Administrative policy was reviewed, and it was identified that a target of six reviews per year imposed a significant strain on the department's ability to continue our operations. The target has been adjusted accordingly.

13. Balance the Budget

Key Initiatives

Capital Project Contract Payments: Capital project contract payments were tracked to ensure expenditures did not exceed the allocated funding amounts.

Cash Flow Reports: Detailed monthly and quarterly cash flow reports were produced to monitor and forecast expenditures to ensure expenses were within the authorized budget.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
13.a. Ensure percentage of annual budget expended does not exceed 100%	100%	98.4%	100%	99.7%

13.a Ensure percentage of annual budget expended does not exceed 100 per cent: The department's annual expenditure budget is set by the Manitoba government on an annual basis, and the actual reflects the final, confirmed amount of expenses and revenues over the course of the fiscal year. Dividing the actual expenditure by the total annual Printed budget will reflect how much of the budget was used. Balancing the department's budget contributes to the Government of Manitoba's broader objective of balancing the provincial budget. This measure reflects a percentage of 99.7 per cent of the approved annual core budget spent. The Baseline represents \$30.5 million in 2021/22.

Other Performance Measures:

Quarterly forecast to year-end actual ratio: this measure was replaced with measure 13.a Ensure percentage of annual budget expended does not exceed 100 per cent to increase transparency in our scorecard financial reporting.

FINANCIAL DETAILS

Consolidated Actual Expenditures

This table includes the expenditures of the department and Other Reporting Entities that are accountable to the Minister and aligns to the Summary Budget.

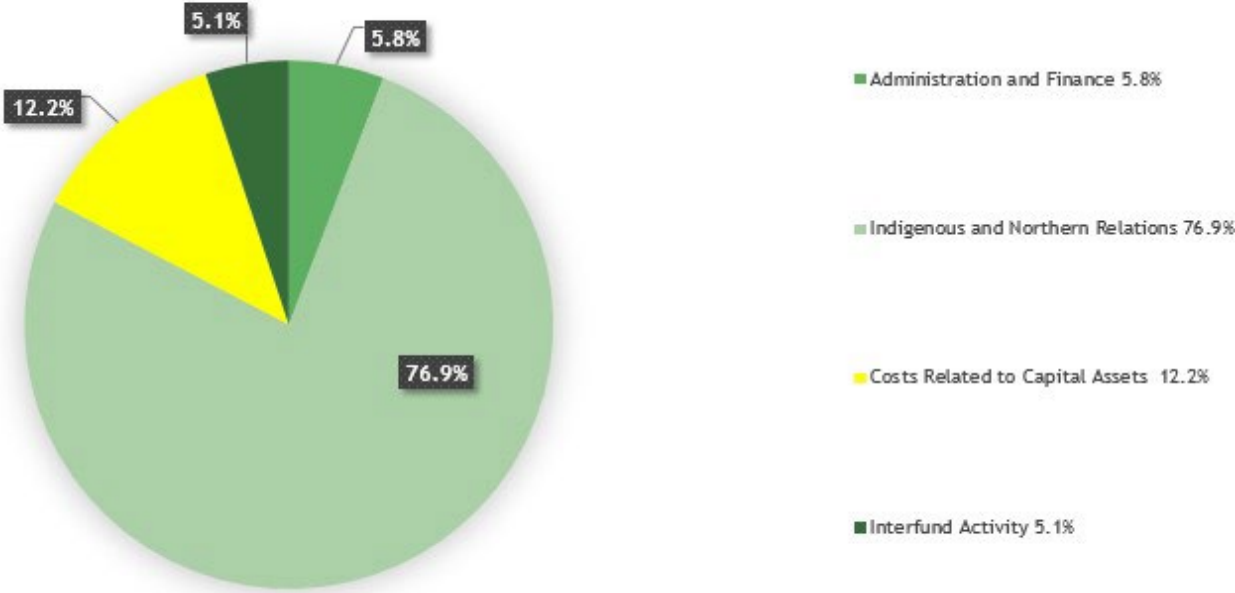
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Actual
Administration and Finance	2,260	-		2,260	1,710
Indigenous and Northern Relations	29,861	-		29,861	36,516
Costs Related to Capital Assets (NV)	47	-	4,700	4,747	4,048
Interfund Activity		-	1,983	1,983	(1,985)
TOTAL	32,168	-	6,683	38,851	40,289

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals



Summary of Authority

Part A - Operating		2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES - PART A		31,139
Allocation of funds from: Enabling Authority		1,101
	Subtotal	32,240
In-year re-organization from:		
	Subtotal	-
2022/23 Authority		32,240

Detailed Summary of Authority by Appropriation \$ (000s)

Detailed Summary of Authority	Printed Estimates 2022/23	In-Year Re-organization	Virement	Enabling Authority	Authority 2022/23	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Administration and Finance	1,979		214	109	2,302	-
Indigenous and Northern Relations	29,114		(214)	992	29,892	-
Subtotal	31,093	-	-	1,101	32,194	-
Part A – OPERATING (NV)	46	-	-	-	46	-
TOTAL PART A - OPERATING	31,139	-	-	1,101	32,240	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – OTHER REPORTING ENTITIES CAPITAL INVESTMENT	-	-	-	-	-	-

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
19-1 ADMINISTRATION AND FINANCE					
42	(a) Minister's Salary	48	50	(2)	
	(b) Executive Support				
1,110	Salaries and Employee Benefits	1,128	842	286	
80	Other Expenditures	66	68	(2)	
	(c) Financial and Administrative Services				
603	Salaries and Employee Benefits	540	354	186	
80	Other Expenditures	93	62	31	
	(d) Northern Affairs Fund Administration				
360	Salaries and Employee Benefits	339	290	49	
27	Other Expenditures	46	44	2	
2,302	Subtotal 19-1	2,260	1,710	550	
19-2 INDIGENOUS AND NORTHERN RELATIONS					
	(a) Northern Affairs				
3,335	Salaries and Employee Benefits	3,273	3,118	155	
1,457	Other Expenditures	1,754	1,429	325	
10,238	Grant Assistance	10,175	10,192	(17)	
3,797	Capital Grants	3,533	3,794	(261)	
	(b) Consultation and Reconciliation				
1,185	Salaries and Employee Benefits	931	838	93	
1,059	Other Expenditures	648	632	16	
200	Grant Assistance	114	16	98	
	(c) Policy and Strategic Initiatives				
1,314	Salaries and Employee Benefits	1,033	1,005	28	
275	Other Expenditures	144	283	(139)	
5,735	Grant Assistance	6,996	14,130	(7,134)	1
	(d) Northern Healthy Foods Initiative				
1,297	Grant Assistance	1,260	1,079	181	
29,892	Subtotal 19-2	29,861	36,516	(6,655)	

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
	19-3 COSTS RELATED TO CAPITAL ASSETS				
	(a) Infrastructure Assets				
46	Amortization Expense	47	48	(1)	
46	Subtotal 19-3	47	48	(1)	
32,240	Total Expenditures	32,168	38,274	(6,106)	

Explanation (1): The year over year decrease reflects non-recurring funding provided in the 2021/22 fiscal year for the Urban Indigenous Vaccination Clinic and Indian Residential and Day School Burial Sites Action plan.

Overview of Capital Investments, Loans and Guarantees

	2022/23 Actual \$ (000s)	2022/23 Authority \$ (000s)	Variance Over/(Under) \$ (000s)	Expl. No.
Part B – Capital Investment	-	-	-	-
Part C – Loans and Guarantees	-	-	-	-
Part D – Other Reporting Entities Capital Investment	-	-	-	-

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Actual 2021/22	Actual 2022/23	Increase (Decrease)	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
Other Revenue							
149	152	3	a Sundry	152	180	(28)	
149	152	3	Subtotal	152	180	(28)	
Government of Canada							
15	16	1	a Northern Flood Agreement	16	50	(34)	
15	16	1	Subtotal	16	50	(34)	
164	168	4	Total Revenue	168	230	(62)	

Departmental Program and Financial Operating Information

19.1 Administration and Finance

The division provides overall planning and coordination of departmental policies and programs, and delivers central management services and comptrollership function. The division supports the department by providing strategic advice and analysis on key financial matters, stakeholder relations, and other department and government-wide policy initiatives.

In carrying out the division's mandate, the division is comprised of the following functional areas.

- Minister's Salary
- Executive Support
- Financial and Administrative Services
- Northern Affairs Fund Administration

19-1 Administration and Finance

	Actual 2022/23 \$(000s)	Authority 2022/23 FTEs	2022/23 \$(000s)
Sub-Appropriations			
Minister's Salary	48	1.00	42
Executive Support	1,194	12.00	1,190
Financial and Administrative Services	633	7.00	683
Northern Affairs Fund Administration	385	4.00	387
Total	2,260	24.00	2,302

Minister's Salary

The minister provides policy leadership to senior departmental management in maintaining and enhancing the direct partnership the province has with northern Manitoba and Indigenous communities, municipal partners, community organizations and other stakeholders. The minister provides direction to ensure government and departmental goals and objectives are met.

1(a) Minister Salary

Expenditures by Sub-Appropriation	Actual 2022/23 \$(000s)	Authority 2022/23		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	48	1.00	42	6	
Total Sub-Appropriation	48	1.00	42	6	

Executive Support

Executive support includes the offices of the minister and the deputy minister.

The minister and deputy minister offices provide leadership, policy direction, planning, and operational coordination to support the department, and ensure open dialogue with northern and Indigenous communities and communication with other stakeholders. The minister's office provides administrative support to the minister in the exercise of their executive policy role and service to the constituency. The deputy minister's office carries out policy decisions initiated by the minister and provides executive leadership and operational direction for departmental programs.

1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	1,128	12.00	1,110	18	
Other Expenditures	66		80	(14)	
Total Sub-Appropriation	1,194	12.00	1,190	4	

Financial and Administrative Services

Financial and Administrative Services is responsible for implementation and management of all aspects of financial policy, systems and procedures, operational administration, comptrollership, and finance and accounting.

The branch operates as part of a Finance and Administrative Shared Service along with the departments of Municipal Relations and Sport, Culture and Heritage, under the leadership of a shared Executive Financial Officer. The Executive Financial Officer also fulfils the position of access officer for The Freedom of Information and Protection of Privacy Act and Personal Health Information Act.

Key Results Achieved

Provided advice that resulted in the:

- Allocation of financial resources and purchase of goods and services in an economical, efficient and effective manner.
- Coordination and preparation of the department's supplement to the estimates of expenditures and annual report, ensuring whole-of-government objectives were reflected and presented in a consistent manner.
- Provision of financial advice and analytical support of decision making around resource allocation.
- Provision of accounting services to the department, monitoring, and reporting departmental financial performance.
- Provision of general operating and administrative support services, such as fleet vehicles, physical asset inventories, staff parking and insurance.

- Strengthened the comptrollership function through ongoing review, assessment and implemented changes to departmental financial control procedures.
- Updated and implemented delegated financial signing authority to ensure segregation of financial duties and preserve responsible stewardship and overall management of departmental resources.
- Implemented process improvements and measures to ensure payments are processed in a timely manner.
- Monitored all financial matters that pertain to the Northern Affairs Fund to ensure alignment and compliance with the government and departmental policies. Implemented policies and processes to improve comptrollership, increase efficiencies and improve client services.
- Continued to manage the accrued liability account to provide for activities related to the Operation Return Home Initiative.
- Coordinated freedom of information access requests and compliance with The Freedom of Information and Protection of Privacy Act (FIPPA).

1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	540	7.00	603	(63)	
Other Expenditures	93		80	13	
Total Sub-Appropriation	633	7.00	683	(50)	

Northern Affairs Fund Administration

Under The Northern Affairs Act, the Northern Affairs Fund is established for operating and maintaining the Northern Affairs Communities and administering trust funds on behalf of the designated communities, and administering the property tax and cottage levy system within the jurisdiction of the department.

The Northern Affairs Fund Administration branch (NAF) administers the funds, ensures proper internal controls are maintained and exercises the comptrollership function on behalf of designated communities. The branch provides accounting and trust services in support of the delivery of various government programs. The NAF coordinates with the province's Real Estate Services Branch to collect cottage levies. The NAF also administers the Municipal Employee Benefits Program for northern communities.

The NAF oversees the audit process and verifies funds provided to Northern Affairs Communities to ensure that funds are spent in accordance with intended purposes, and that revenues and expenditures are accurately recorded.

Key Results Achieved

- Implemented various measures to accelerate the payment process to ensure payments and other funding are provided in a timely manner.
- Reviewed internal processes and implemented process improvements to ensure the integrity of accounting records, increase the accountability of fund disbursements, efficient tax receipt process, collection of interest charges, and direct payments to communities. These improvements increased the standardization of work, as well as the sustainability and succession planning of the workforce.
- Reviewed and reconciled historical data and information of various accounts in the Northern Affairs Fund and increased ministerial reporting of the Fund.
- Enhanced information on the departmental webpage providing information in response to public inquiries about property tax.
- Processed and issued supplementary tax statements based on the revised assessment values to either reduce the taxes owing or impose Supplementary Taxes.
- Expedited annual financial audits of the Northern Affairs Fund.

1(d) Northern Affairs Fund Administration

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	339	4.00	360	(21)	
Other Expenditures	46		27	19	
Total Sub-Appropriation	385	4.00	387	(2)	

19.2 Indigenous and Northern Relations

Provides municipal, governance, financial and technical assistance to Northern Affairs Communities; negotiates and implements various settlement agreements (e.g. Treaty Land Entitlement, adverse effects, self-government) and maintains Crown Consultation policy framework; develops policy and research, coordinates intergovernmental initiatives, and undertakes strategic initiatives.

19-2 Indigenous and Northern Relations

	Actual 2022/23	Authority	2022/23
Sub-Appropriations	\$(000s)	FTEs	\$(000s)
Northern Affairs	18,735	38.00	18,827
Consultation and Reconciliation	1,693	15.00	2,444
Policy and Strategic Initiatives	8,173	14.00	7,324
Northern Healthy Foods Initiative	1,260	0.00	1,297
Total	29,861	67.00	29,892

Northern Affairs

The Northern Affairs Branch supports thriving, healthy and safe Indigenous and northern communities through the provision of municipal programs and services to 48 designated communities and settlements in Manitoba, as designated by The Northern Affairs Act. The Branch provides support, consulting and advisory services related to the planning, administration, and delivery of municipal services and capital projects via offices in Thompson, Dauphin, The Pas and Winnipeg. Other responsibilities include the coordination of service delivery with other provincial departments and strategic partnerships with other government departments and agencies to facilitate the improvement of social, economic and environmental conditions in Northern Affairs Communities. The Branch also leads cottage administration modernization in the unorganized territory.

Key Results Achieved

- Demonstrated steady progress in responding to the recommendations of the Manitoba’s Auditor General’s Provincial Oversight of Drinking Water Safety Report by:
 - Ending long-term boil water advisories (BWAs) in Duck Bay and Berens River North.
 - Submitting compliance plans for addressing advisories in Pelican Rapids, Red Sucker Lake and Berens River South.
 - Reducing the overall number of days per year that Northern Affairs Communities spent on boil water advisory by 14.2 per cent, well in excess of the 1.5 per cent target reduction.

- Working with Red River College Polytech to offer four weeks of Water and Wastewater Operator certification exam prep training. Thirty-two Operators participated, with most taking two or more courses.
- Starting Phase 2 of the pilot Circuit Rider Training project (to be completed in 2024). Circuit Riders provide practical hands-on training and troubleshooting assistance in the Operator’s own plant.
- Working to improve Water and Wastewater Operator certification rates with roughly 36 per cent of Northern Affairs community Operators being certified by the end of FY 2022/23 (up from 27 per cent the year before); and 20 per cent being fully certified to operate all of the water facilities in their communities (up from 13 per cent the year before).
- The first phase of the Cottage Administration Modernization Project (CAMP) developed a detailed modernization plan centred on improving governance, delivering effective municipal-style services and supporting infrastructural development across the 40 cottage subdivisions in the unorganized territory within the department’s jurisdiction.
- Committed \$3.8 million for 16 capital projects (99.6 per cent of the Capital Grants budget) in 28 Northern Affairs Communities, contributing to improving water and wastewater treatment, upgrading community roads and bridges, solid waste management, and municipal building upgrades.
 - An additional 17 road improvement projects were approved to address road repairs and upgrades in 17 Northern Affairs Communities using Manitoba Municipal Relations operating grant funding of \$203,500.
- Coordinated amendments to community governance and administration documents including the Council Orientation Manual to prepare council members for their role and responsibilities; the Community Management Plan Manual to assist councils with their strategic planning process; and the Northern Affairs Manual of Policies and Procedures with updated reporting requirements related to the community calendar and the audit contract and scope.
- Supported the development of healthy, safe and sustainable Northern Affairs Communities by undertaking various measures to improve the administration of the Northern Affairs Fund and the property tax system, including strengthening financial comptrollership, establishing new policies and processes, increasing efficiencies and improving service delivery for the benefit of Indigenous and northern Manitobans.

2(a) Northern Affairs

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	3,273	38.00	3,335	(62)	
Other Expenditures	1,754		1,457	297	
Grant Assistance	10,175		10,238	(63)	
Capital Grants	3,533		3,797	(264)	
Total Sub-Appropriation	18,735	38.00	18,827	(92)	

Consultation and Reconciliation

The Consultation and Reconciliation branch implements the land, financial and cooperative elements of signed settlement agreements with Indigenous communities. The Branches' key areas of responsibility include Treaty Land Entitlement (TLE), implementation of hydroelectric impact and settlement agreements, Crown-Indigenous consultation and negotiations of settlement agreements. The branch also implements other land and self-government agreements. Where new settlements are proposed, the branch takes a lead role in supporting and directing negotiations. The branch is responsible for the establishment and consistent implementation of Crown consultation policies to meet Manitoba's consultation obligations when Government decisions may affect Indigenous and/or Treaty rights.

Key Results Achieved

- In 2022/23, the Consultation and Reconciliation Branch continued to advance Treaty Land Entitlement. 10,443 acres were transferred to Canada for reserve creation in this fiscal year. As of March 31, 2023, under all TLE agreements, Manitoba has transferred 705,091 acres of land to the federal government, which has converted 677,744 acres of land to Reserve.
- Indigenous Reconciliation and Northern Relations has allocated \$500,000 to advancing TLE in Manitoba. The department continues to review specific projects and initiatives, with funding support, for the strategic advancement of TLE.
- In 2022/23, the Consultation and Reconciliation Branch continued to advance the implementation of hydro impact settlement agreements, other land transfer and self-government agreements, by working jointly and cooperatively with other parties, Canada and First Nations.
- The branch created more formal structures to support the advancement of these agreements, which supported:
 - The establishment of the Norway House Land Corporation,
 - The establishment of a intergovernmental steering committee to support the O-Pipon-Na-Piwin Cree Nation Land Transfer Agreement,
 - The creation of an executive level table for Sioux Valley Dakota Nation, and
 - Advancement of land selection discussions with York Factory First Nation and Cross Lake First Nation.
- The Branch successfully coordinated all the required annual meetings for the eight actively operating Resource Management Boards (RMBs), established under individual settlement agreements with Indigenous communities. The Branch also successfully supported the boards' review of multiple dispositions, allocations and other resource management policies and facilitated work with community and government partners to advance land use and resource management projects. In 2022/23, the department successfully funded \$120,000 to support multiple resource and land use projects, including:
 - Cormorant Resource Management Board - Clearing the Waterways Project.
 - Cedar Lake Resource Management Board – Cow and Calf Moose Protection.
 - Moose Lake Resource Management Board – Phase 2 Land Use Plan.
 - Fox Lake Resource Management Board – Phase 3a Land Use Plan.

- In 2022/23, the Consultation and Reconciliation Branch undertook and completed additional engagement on the renewed provincial framework for respectful and productive Crown consultations with Indigenous communities. Feedback received from all engagement has been integrated into the current version of the framework.
- The branch continued to provide guidance, expertise and ongoing training on the duty to consult and accommodate to Manitoba government departments to support the implementation of Manitoba's consultation policies. The Branch developed a 3-day in-person staff training on Consultation and Engagement with Indigenous Groups. This training was delivered 5 times in 2022/23, which included 85 participants from across 12 departments. In addition, the Branch provided targeted training ranging from 2 hours to full day sessions on request for 4 departments and 250 participants.
- The branch also enhanced an internal intranet site dedicated to support the duty to consult and accommodate, by adding a new section that includes information and highlights the importance of consultation protocols.
- The branch continued to lead a Consultation Practitioners Network across government departments to share information and connect staff undertaking consultations across departments.
- The branch continued to participate on the Federal/Provincial/Territorial Working Group on Consultation and Accommodation to share information, expertise and best practices with other Canadian jurisdictions.

2(b) Consultation and Reconciliation

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	931	15.00	1,185	(254)	
Other Expenditures	648		1,059	(411)	1
Grant Assistance	114		200	(86)	
Total Sub-Appropriation	1,693	15.00	2,444	(751)	

Explanation (1): The variance reflects delays in anticipated projects under the Treaty Land Entitlement allocation.

Policy and Strategic Initiatives

The Policy and Strategic Initiatives branch (PSI) is responsible for the management of Indigenous and northern policy, the provision of timely, practical, and effective advice on a wide variety of Indigenous and northern issues, and the implementation of various strategic initiatives.

The branch continues to promote and facilitate positive and respectful relations to advance reconciliation in order to build trust, affirm historical agreements, address healing, and create a more inclusive society. The branch actively supports the development and delivery of policies, programs, and services to improve social and economic outcomes for Indigenous and northern peoples. Central to these efforts is the work to leverage financial and technical resources in support of Indigenous capacity building initiatives. In addition, the branch

manages the department's principle granting programs including providing core operating grants to Indigenous organizations in Manitoba to enhance organizational capacity and assist them in pursuing their mandates; and providing grant funding to support projects that are identified as having the potential to improve Indigenous well-being and advance truth and reconciliation.

Key Results Achieved

- Provided staff with the opportunity to participate in Circles for Reconciliation, a 10-week program aimed at establishing trusting, meaningful relationships between Indigenous and non-Indigenous peoples as part of the 94 Calls to Action from the Truth and Reconciliation Commission (TRC). In 2022/23, approximately 70 Indigenous and non-Indigenous public servants participated in the Circles for Reconciliation Pilot Project.
- Provided various financial resources to community-driven projects through the Indigenous and Northern Initiatives Fund.
- Developed and administered the new \$5 million Indigenous Reconciliation Initiatives Fund which is intended to advance progress on reconciliation achieved through relationship building activities as guided by the principles of respect, engagement, understanding and action in Manitoba's Path to Reconciliation Act.
- Continued to work collaboratively with community, and support community-based efforts to address the ongoing crisis of Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ Peoples.
- Continued to track and publically report on government-wide activities undertaken to advance reconciliation in Manitoba, consistent with the requirements of The Path to Reconciliation Act.
- Continued the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province and established the First Nations, Inuit and Red River Métis Council on residential schools to support Indigenous-led searches for burial sites of children who attended residential schools.
- Maintained annual funding commitments, totalling \$2.7 million, for core operating grants to Indigenous/northern organizations in Manitoba. These grants support organizational and administrative functions, including non-project related staff, rent, equipment, utilities and communications. These financial resources are intended to provide Indigenous organizations with core capacity to operate so that they may effectively carry out their mandate and advocate for their respective concerns.
- Implemented and strengthened methods to conduct work through a hybrid remote working environment. Efforts were made to increase contact with partners in remote locations through virtual means where possible. Additionally, Remote Work Agreements were offered to staff to allow them to work some days in office and others remotely.
- Introduced innovative financial processes to facilitate faster approval for the provision of financial support to Indigenous commemorative, healing and educational events. These processes allow the department to support commemorative, healing and educational event costs and activities while streamlining the approval process through changes in delegated authority.
- A proactive disclosure checklist and guide was developed to support staff in identifying which department-produced documents and materials are eligible for proactive disclosure. The guide and checklist were circulated to staff with instructions to review their work for the reporting period and identify any materials deemed eligible to submit for proactive disclosure.

2(c) Policy and Strategic Initiatives

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	1,033	14.00	1,314	(281)	
Other Expenditures	144		275	(131)	
Grant Assistance	6,996		5,735	1,261	1
Total Sub-Appropriation	8,173	14.00	7,324	849	

Explanation (1): The over expenditure reflects one time capacity funding to support mental health and addictions related initiatives, offset by other departmental savings.

Northern Healthy Foods Initiative

The Northern Health Foods initiative supports local and regional projects that contribute to the development of culturally relevant and healthy food systems.

Key Results Achieved

- Continued administration of the Northern Healthy Foods Initiative, which supports local and regional projects that contribute to the development of culturally relevant, healthy food systems, while improving health and well-being.
- Provided an additional \$364,000 to core NHFI partners to help offset the inflated costs of supplying and distributing healthy and culturally appropriate foods to communities in northern Manitoba resulting from the COVID-19 pandemic.

2(d) Northern Healthy Foods Initiative

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Grant Assistance	1,260		1,297	(37)	
Total Sub-Appropriation	1,260	-	1,297	(37)	

Costs Related to Capital Assets (Non-Voted)

Description

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

Cost Related to Capital Assets

Description	Actual 2022/23 \$ (000)s	Authority 2022/23 \$ (000)s	Variance Over/Under \$ (000)s	Expl. No.
Amortization Expense	47	46	1	
TOTAL	47	46	1	

Other Key Reporting

Departmental Risk

Indigenous Reconciliation and Northern Relations provides leadership through its Comptrollership Framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities, as follows:

- Risk assessment is identified as part of the planning and implementation of all new initiatives.
- Risk management and assessment is an on-going activity performed at all levels of the department. Risk is assessed annually as part of the annual process of setting priorities and objectives.
- The department's Executive Management Committee (EMC) identifies specific risks and approves policies and processes to mitigate the risks.
- Business Continuity Plans are in place and regularly reviewed and updated as needed.
- Staff are educated on comptrollership and risk responsibilities, such as ensuring annual review of government's Fraud Awareness policy and the departmental comptrollership plan.
- Financial and Administrative Services branch undertakes an annual review of the comptrollership plan and presents the revised plan to EMC for review and approval.

Through fiscal year 2022/23, the department undertook the following specific activities toward managing its risks.

Risk 1 Financial**Activities taken to reduce / remove risk**

Potential Consequence	Failure to maintain a cash flow that can sustain expenditures; and failure to ensure that monies are spent in accordance with budgets, agreements/contracts, and properly accounted for. Applying improper grant accountability procedures or failure to identify significant risk factors affecting performance of grant programs can increase the risk of ineffective use of public funds, potential payment delays, or a decrease in the public's faith in government's comptrollership abilities.
Likelihood	Moderate.
Impact	Severe.
Treatment Plan	Measures are in place to ensure effective financial management reporting and related processes. Regular central oversight of transactions ensures proper control and compliance with Manitoba government policies and processes. The department established appropriate control measures such as segregation of duties, proper review and approval authority level, and proactive fraud auditing procedures. The Department Audit Committee proactively develops strategies to monitor and mitigate risks.
Treatment Plan Due Date	Ongoing.
Risk Status	In progress, ongoing monitoring.

Risk 2 Human Resources**Activities taken to reduce / remove risk**

Potential Consequence	Resignation, retirement, disability, or other absenteeism requiring coverage, or death of an employee that will deprive the department of the individual's special skill or knowledge that cannot readily be replaced.
Likelihood	Moderate.
Impact	Moderate.
Treatment Plan	The department branches conduct succession planning including knowledge transfer (e.g., job shadowing, cross training), develop procedure manuals for critical positions, conduct training and development programs, establish learning plans, implement wellness and workplace safety and health programs, and foster employee retention through employee engagement.
Treatment Plan Due Date	On-going.
Risk Status	In progress.

Risk 3 Workplace Environmental Hazards	Activities taken to reduce / remove risk
Potential Consequence	Staff/client injury, staff time loss, and death of employee.
Likelihood	Low.
Impact	Severe.
Treatment Plan	The department maintains a workplace safety and health committee with broad-based representation, which alongside department leadership, monitors activities for environmental hazards and risks. Where hazards and risks exist, safe work procedures are established as appropriate and mitigation strategies are implemented. Mitigation measures include staff awareness of hazards and risks, work alone guidelines, equipment inspection and replacement regimes, technical training as appropriate, personal protective equipment and infection prevention measures such as hand sanitizer, plexiglass barriers, remote work and social distancing guidelines during times of virus risk.
Treatment Plan Due Date	Ongoing.
Risk Status	Low, ongoing monitoring.

Risk 4 Operational	Activities taken to reduce / remove risk
Potential Consequence	Technology (IT) system failure, natural disaster, damage to property (flood or other water intrusion, fire, etc.).
Likelihood	Moderate.
Impact	Moderate.
Treatment Plan	Program management collaborates with Digital and Technology Solutions staff on an ongoing basis to ensure IT system back-ups are in place. Activities are underway to assess at-risk IT system infrastructure, evaluate replacement needs and develop implementation strategies to mitigate issues. Departmental Business Continuity Plan representatives implement and update plans on a regular basis to mitigate risks of business interruption. Departmental management ensure plans are in place for staff to work remotely when required.
Treatment Plan Due Date	Ongoing.
Risk Status	In progress and ongoing monitoring.

Risk 5 Fraud Exposure**Activities taken to reduce / remove risk**

Potential Consequence	Fraud and misconduct can undermine the integrity and accountability of government, which can lead to loss of public trust or potential exposure to financial, legal or regulatory risk.
Likelihood	Low.
Impact	Severe.
Treatment Plan	The department follows the central government Fraud Policy as outlined in the Financial Administrative Manual. The Comptrollership Plan is reviewed, updated annually, and distributed to program areas. Program management ensure applicable staff take OSD fraud awareness and comptrollership training. Financial and Administrative Services communicate responsibilities and procedures of identifying and reporting fraud to program management each year.
Treatment Plan Due Date	Ongoing.
Risk Status	Mitigated and ongoing monitoring.

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	7,436	7,436
Net change	-	-
Percentage change	0.00%	0.00%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2022/23.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act that came into effect in April 2007 and was amended in 2018; gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and protects employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the act may be a contravention of federal or provincial legislation, an act or omission that endangers public safety, public health or the environment, gross mismanagement, or knowingly directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been, or is about to be, committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department’s annual report in accordance with section 29.1.

The following is a summary of disclosures received by Manitoba Indigenous Reconciliation and Northern Relations for fiscal year 2022/23.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/23
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba's public service. Employment equity groups include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba's public service and in senior management.

Equity Group	Benchmarks	% Total Employees as at March 31, 2023
Women	50%	64%
Indigenous Peoples	16%	27%
Visible Minorities	13%	19%
Persons with Disabilities	9%	5%

Appendices

Appendix C - Statutory Responsibilities

Indigenous Reconciliation and Northern Relations is responsible for fostering positive and respectful relationships with Indigenous peoples and northern communities to support meaningful partnerships and reconciliation; and empowering northern communities to advance sustainable economic growth, prosperity, and a bright future for the region.

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

- The Northern Affairs Act
- The Planning Act (Part 10)
- The Path to Reconciliation Act
- The Sioux Valley Dakota Nation Governance Act

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Glossary

Alignment – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

Appropriation – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

Authority – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information.

Balanced Scorecard – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

Baseline - The starting data point for the performance measure.

Borrowings – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

Full-Time Equivalent (FTE) – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (ex.: term, departmental, seasonal, contract) are measured in proportional equivalents, ex: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment (ex: 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.).

Government Reporting Entity (GRE) – Includes core government and Crown organizations, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

Grants – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

Gross Domestic Product (GDP) – Represents the total market value of all final goods and services produced in the Manitoba economy.

Guarantees – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

Interfund Activity – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

Key Initiatives – These are the specific programs, activities, projects, or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

Measure – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Mission Statement – A mission statement defines the core purpose of the organization — why it exists, and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective.

Other Reporting Entity (ORE) – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

Special Operating Agencies (SOA) – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

Strategy Map – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

Target – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Virement – Refers to a transfer of authority between operating expenditure appropriations within a department.

Vision – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.