

Manitoba Municipal and Northern Relations

Relations avec les municipalités et le Nord Manitoba

Annual Report Rapport annuel

**For the year ended March 31, 2025
Pour l'exercice terminé le 31 mars 2025**

LAND ACKNOWLEDGEMENT

We acknowledge that Manitoba is located on the Treaty Territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk Nations.

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

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

RECONNAISSANCE TERRITORIALE

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

Nous reconnaissons que le Manitoba se situe sur le territoire national 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.

Annual Report

2024-25

**Manitoba Municipal and
Northern Relations**

Rapport annuel

2024-2025

**Relations avec les
municipalités et le
Nord Manitoba**

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Minister of Municipal and Northern Relations

Minister responsible for Francophone Affairs

Minister responsible for the Manitoba Liquor and Lotteries Corporation

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Municipal and Northern Relations, for the fiscal year ending March 31, 2025.

Respectfully submitted,

Original Signed By

Honourable Glen Simard
Minister of Municipal and Northern Relations
Minister responsible for Francophone Affairs
Minister responsible for the Manitoba Liquor and Lotteries Corporation





Ministre de Relations avec les municipalités et le Nord

Ministre responsable des Affaires francophones

Ministre responsable de la Société manitobaine des alcools et des loteries

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

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

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère des Relations avec les municipalités et le Nord pour l'exercice qui s'est terminé le 31 mars 2025.

Le tout respectueusement soumis,

Original signé par

Glen Simard
Ministre des Relations avec les municipalités et le Nord
Ministre responsable des Affaires francophones
Ministre responsable de la Société manitobaine des alcools et des loteries



Honourable Glen Simard
Minister of Municipal and Northern Relations
Room 141 Legislative Building
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2024-25 Annual Report of Manitoba Municipal and Northern Relations.

Respectfully submitted,

Original Signed By

Maurice Bouvier
Deputy Minister of Municipal and Northern Relations





Relations avec les municipalités et le Nord
Sous-ministre

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Glen Simard

Ministre des Relations avec les municipalités et le Nord

Palais législatif, bureau 141

Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2024-2025 du ministère des Relations avec les municipalités et le Nord.

Le tout respectueusement soumis,

Original signé par

Maurice Bouvier

Sous-ministre des Relations avec les municipalités et le Nord



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Introduction/Introduction (French)

This Annual Report fulfills the department's reporting requirements described in The Financial Administration Act. The annual report is organized in accordance with departments' appropriation structure as at March 31, 2025, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the annual report includes the Manitoba government performance measurement to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. Performance measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2025, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend la mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

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. Le rapport annuel fournit un portrait global de la performance financière du ministère.

Department At a Glance – 2024-25 Results

Department Name & Description	The Department of Municipal and Northern Relations works with municipal and community partners to build strong and healthy communities across Manitoba. This includes building capacity; supporting and improving community development; planning and strengthening collaboration and developing shared solutions with municipalities; supporting the provision of municipal programs and services to Northern Affairs Communities; and supporting the coordination of French-language services.
Minister	Honourable Glen Simard
Deputy Minister	Maurice Bouvier

Other Reporting Entities	3	- Manitoba Liquor and Lotteries Corporation - Manitoba Water Services Board - The North Portage Development Corporation
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Summary Expenditure (\$M)	
745	642
Authority	Actual

Core Expenditure (\$M)		Core Staffing
732	631	418.80
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2024-2025

Nom et description du ministère	Le ministère des Relations avec les municipalités et le Nord collabore avec ses partenaires municipaux et communautaires pour bâtir des collectivités fortes et saines dans l'ensemble du Manitoba. Pour ce faire, il doit travailler à renforcer les capacités; soutenir et améliorer le développement communautaire; planifier et consolider la collaboration et l'élaboration de solutions communes avec les municipalités; soutenir la prestation de programmes et de services municipaux aux collectivités relevant des Affaires du Nord; appuyer la coordination des services en français.
Ministre	Glen Simard
Sous-ministre	Maurice Bouvier

Autres entités comptables	3	- Société manitobaine des alcools et des loteries - Commission des services d'approvisionnement en eau du Manitoba - Corporation de développement du nord de l'avenue Portage
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Dépenses globales (en millions de dollars)	
745	642
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
732	631	418,80
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Departmental Responsibilities

The Department of Municipal and Northern Relations works with municipal and community partners to build strong and healthy communities across Manitoba. This includes building capacity; supporting and improving community development; planning and strengthening collaboration and developing shared solutions with municipalities; supporting the provision of municipal programs and services to Northern Affairs Communities; and supporting the coordination of French-language services.

The overall responsibilities of the minister and Municipal and Northern Relations include:

- Establishes a framework of legislation, finance, planning and policy that supports autonomy, accountability, safe and financially efficient local government, community development, a quality property assessment system, and sustainable development of our communities.
- Delivers training, ongoing advice, technical analysis, and funding related to land management, community revitalization, infrastructure and building the capacity of local governments to provide services.
- Works collaboratively with all Manitobans to ensure communities are places of opportunity. The department's clients include individuals, municipal governments, fire services, non-governmental organizations, industry, academic communities and utilities.
- Supports and facilitates the delivery and implementation of services, infrastructure and programming to communities and settlements designated under the Northern Affairs Act.
- Through engagement and partnership, supports the provision of municipal programs and services for healthy and safe northern communities, including cottage areas in unorganized territory.
- Supports the advancement of growth, independence, and sustainability of local government and incorporation for greater autonomy of Northern Affairs Communities (NAC), including the development and delivery of policies, programs, and services to improve social and economic outcomes.
- Promotes good governance and an enhanced quality of life for northern and remote communities and settlements designated under the Northern Affairs Act.
- Promotes intergovernmental relationships and strategic partnerships between and among the provincial and federal governments, local governmental and non-governmental organizations.
- Manages negotiations and implements multi-lateral capital funding agreements and partnerships with the federal government and municipalities.
- Support the Francophone Affairs Secretariat in its work to provide guidance to public bodies on the Francophone Community Enhancement and Support Act, the French-Language Services Policy, and related legislation on the delivery of services in French.
- Provides administrative support for the operation of the Bilingual Service Centres, and the provision of translation, interpretation, and terminology management services.

The Minister is also responsible for:

- Francophone Affairs
- Manitoba Liquor and Lotteries Corporation

Appendix B – Statutory Responsibilities lists acts under the minister's responsibility.

Department Shared Services

A shared service is a centralized function that provides common services or resources to multiple business units or departments. It aims to streamline operations, improve efficiency by reducing duplication and reduce costs to better support the department's overall objectives.

Finance and Administration Shared Service Branch

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

Responsabilités ministérielles

Le ministère des Relations avec les municipalités et le Nord collabore avec ses partenaires municipaux et communautaires pour bâtir des collectivités fortes et saines dans l'ensemble du Manitoba. Pour ce faire, il doit travailler à renforcer les capacités; soutenir et améliorer le développement communautaire; planifier et consolider la collaboration et l'élaboration de solutions communes avec les municipalités; soutenir la prestation de programmes et de services municipaux aux collectivités relevant des Affaires du Nord; appuyer la coordination des services en français.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère des Relations avec les municipalités et le Nord comprennent les suivantes :

- Établir un cadre législatif, financier, stratégique et de planification qui soutient l'autonomie, l'obligation redditionnelle, la sécurité et l'efficacité financière des administrations locales, le développement communautaire, la qualité du système d'évaluations foncières et le développement durable de nos collectivités.
- Offrir de la formation, des conseils suivis, des analyses techniques et du financement lié à la gestion des terres, à la revitalisation communautaire, à l'infrastructure et au renforcement des capacités de prestation de services des administrations locales.
- Travailler en collaboration avec tous les Manitobains pour faire des collectivités des lieux riches en possibilités. Les clients du ministère comprennent des particuliers, des administrations municipales, des services d'incendie, des organisations non gouvernementales, des membres de l'industrie, des universités et des entreprises de services publics.
- Appuyer et faciliter la prestation et la mise en œuvre de services, d'infrastructures et de programmes destinés aux collectivités et aux localités relevant des Affaires du Nord.
- Au moyen d'un dialogue continu et de partenariats, soutenir la prestation de programmes et de services municipaux pour des collectivités du Nord saines et sûres, y compris les zones de chalets dans les territoires non organisés.
- Soutenir l'avancement de la croissance, de l'indépendance et de la durabilité des administrations locales ainsi qu'une plus grande autonomie des collectivités relevant des Affaires du Nord, y compris l'élaboration et la mise en œuvre de politiques, de programmes et de services visant à améliorer les résultats sociaux et économiques.
- Promouvoir la bonne gouvernance et l'amélioration de la qualité de vie dans les collectivités et les localités nordiques et éloignées relevant des Affaires du Nord.
- Favoriser les relations intergouvernementales et les partenariats stratégiques entre les gouvernements fédéral et provincial, les administrations locales et les organismes non gouvernementaux, ainsi qu'au sein de ceux-ci.

- Gérer des négociations de même que mettre en œuvre des partenariats et des accords multilatéraux au sujet du financement des immobilisations avec le gouvernement fédéral et les municipalités.
- Soutenir le Secrétariat aux affaires francophones dans son rôle consistant à fournir des conseils aux entités publiques relativement à la Loi sur l'appui à l'épanouissement de la francophonie manitobaine, à la politique sur les services en français et aux dispositions législatives connexes régissant la prestation de services en français.
- Coordonner le soutien administratif aux activités des centres de services bilingues et à la prestation de services de traduction, d'interprétation et de terminologie.

La personne occupant le poste de ministre est aussi responsable des entités suivantes :

- Secrétariat aux affaires francophones
- Société manitobaine des alcools et des loteries

L'annexe B portant sur les responsabilités législatives dresse la liste des lois qui relèvent de la personne occupant le poste de ministre (en anglais seulement).

Services partagés du ministère

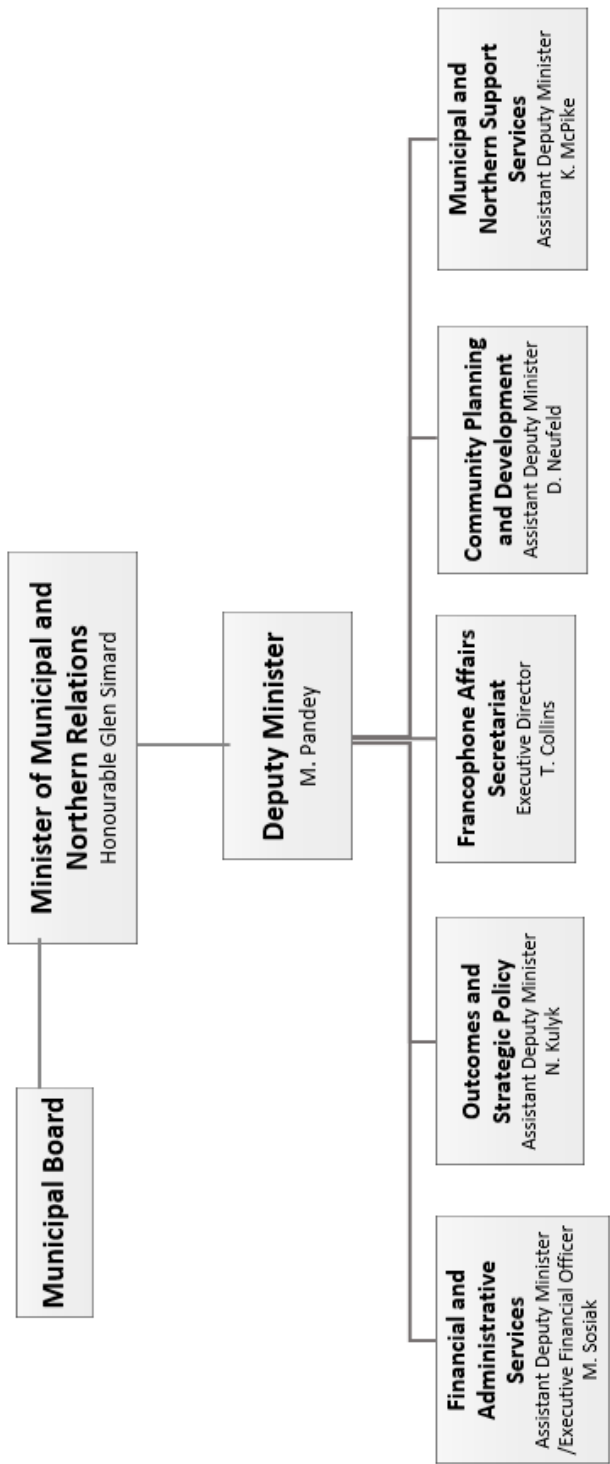
Un service partagé est une fonction centralisée qui fournit des ressources ou des services communs à plusieurs unités fonctionnelles ou ministères. Il a pour objet de rationaliser les activités, d'améliorer l'efficacité en évitant les chevauchements et de réduire les coûts pour mieux soutenir les objectifs globaux du ministère.

Direction des services partagés des finances et de l'administration

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 et le Nord, au ministère des Ressources naturelles et des Futurités autochtones et au ministère du Sport, de la Culture, du Patrimoine et du Tourisme.

Organizational Structure

Municipal and Northern Relations as of March 31, 2025



Other Reporting Entities Accountable to the Minister

- Municipal Water Services Board
- The North Portage Development Corporation
- Manitoba Liquor & Lotteries

Other Organizations Accountable to the Minister

- Inland Port Special Planning Authority
- Keystone Centre
- Municipal Board
- Capital Planning Region (Winnipeg Metropolitan Region)
- Northern Manitoba Community Consultation Board
- Francophone Affairs Advisory Council

Operating Environment and Departmental Risk

The Department of Municipal and Northern Relations was established in October 2023 with an expanded and combined mandate to help municipalities, northern communities, and community development organizations to address common issues and concerns with an all-of-government approach. The department's primary partners are municipalities and their related organizations and associations, NAC, and community development organizations across Manitoba.

Over the past year, the department worked to address the challenges faced by these partners – some ongoing and some new. Manitoba communities and unorganized areas increasingly felt the effects of inflation on their costs of operating and building their communities, including increased public expectations and costs to maintain or replace aging and outdated municipal infrastructure (such as water distribution and treatment plants, sewage collection and treatment plants, waste management facilities, recreation facilities, roads and bridges), and the costs of service delivery such as emergency response.

The department responded to these challenges by updating and creating new grant programs to support municipal and community partners. Over the last fiscal year, the department worked on developing a new funding model for municipalities to create more reliable funding support with a two per cent escalator to offset the impacts of inflation.

Other challenges facing a significant number of communities include an ongoing housing shortage, public safety, and health outcomes. The department continued collaborating with government agencies, Indigenous communities and industry partners to address these issues. By drawing on the department's strengths – including a skilled workforce with a broad range of expertise and a collaborative approach to ensure effective results for all Manitobans – the department was equipped to tackle the challenges facing municipal and northern communities.

The impact of climate change continues to exacerbate the intensity of the annual wildfire season. Wildfires have been a major challenge across Manitoba, with ongoing impacts on communities and the environment. In response, the department deployed staff in support of firefighting efforts, improved coordination efforts to support impacted municipalities, and worked to enhance emergency response capabilities in Northern communities.

The department has approached the challenges and initiatives undertaken over the fiscal year by working in partnership with local governments on shared priorities and objectives; improving partnerships with Francophone communities to increase access to French-Language education, health care and services; and making sure that local voices are respected.

2024-25 Key Achievement Highlights

During the fiscal year, Manitoba Municipal and Northern Relations accomplished the following:

Funding to Municipalities and Community Development Organizations

- Provided \$47 million increase to the base of unconditional operating grant funding and additional two per cent or \$4.4 million inflationary increase for the total of \$221 million in 2024-25 to all municipalities including Northern Affairs and First Nation Communities in Manitoba to help address rising cost pressures after years of funding freezes. Also provided an additional two per cent or \$218,000 inflationary increase for operational and maintenance funding for the total of \$11.09 million to NAC to support the delivery of Local Government Services Programs across 48 NAC, contributing to improved infrastructure reliability, service continuity, and local capacity building.
- Invested \$3.8 million in capital upgrades to water, wastewater, and solid waste infrastructure in NAC to ensure continued compliance with The Environment Act.
- Provided \$4 million increase to the base of strategic infrastructure funding towards rural municipalities water and sewer projects, and additional two per cent or \$3.3 million inflationary increase to strategic infrastructure funding to all municipalities for the total of \$167.7 million. The City of Winnipeg received \$93.9 million towards its 29 capital projects, including \$30 million for the North End Water Pollution Control Centre Upgrades project over and above the existing provincial funding commitment. Other municipalities received \$73.8 million including \$42 million provided through the Manitoba Growth, Renewal and Opportunities program (Manitoba GRO) to support 53 critical infrastructure projects to improve public safety; roads, bridges and active transportation; recreational infrastructure; multi-modal transportation; and solid waste management and organic diversion.
- Provided \$12.7 million to From the Ground Up – Safe, Healthy Communities for All program that focusing on the revitalization of high-need areas throughout Manitoba and on community infrastructure and initiatives to support poverty and crime reduction efforts. The From the Ground Up Program (FGP) includes an application-based component to ensure that municipal governments, Northern Affairs Community Councils and non-profit organizations continue to have access to project based funding. The program also includes a strategic partnerships component that focuses on expanding and extending after school and weekend programs for children and youth in high-needs areas in Winnipeg, Brandon and Thompson.
- Delivered Urban/Hometown Green Team program for 561 approved projects to support approximately 1,800 youth employment opportunities. The Urban/Hometown Green Team Program created summer employment opportunities for youth aged 15 to 29 years through support to a variety of community development projects that improve neighbourhoods, promote community involvement and help develop young leaders.
- Distributed over \$20.3 million to the City of Winnipeg and other municipalities under the Grants in Lieu of Taxes (GILT) program for over 10,000 provincially owned properties located within municipal boundaries.
- Negotiated and successfully executed a new 10-year Canada-Manitoba Canada Community Building Fund (CCBF) Administrative Agreement. On July 30, 2024, the new 2024-2034 CCBF Administrative Agreement was executed by the Governments of Canada and Manitoba and jointly announced on August 29, 2024. The CCBF provides stable and flexible funding to all municipalities, in support of their infrastructure priorities.

- Negotiated and signed with the Governments of Canada and Manitoba a 10-year, \$209.8 million Canada Housing Infrastructure Fund (CHIF) Agreement. Manitoba will continue to collaborate with Housing, Infrastructure and Communities Canada and other stakeholders to ensure the successful implementation of all approved projects.

Advisory and Other Support Services

- Supported elected municipal officials and municipal administrators through the preparation of reference materials and training opportunities. Supports included interactive educational sessions on municipal governance, financial oversight, financial planning, council conduct and conflict of interest, understanding council meeting procedures, taxation tools and annual budget preparation.
- Continued to promote the MyPropertyMB online portal, providing property owners outside the City of Winnipeg with modernized 24-hour access to their assessment notices.
- Continued to offer 24-hour access to assessment information through a modern, map-based website, Manitoba Assessment Online (MAO) providing citizens the opportunity to view information about assessments and sales used to determine the assessed value.
- Administered, through the principal electoral officer and regional staff, regular elections in 34 NAC in accordance with The Northern Affairs Act and Community Councils Election Regulations.
- Supported community consultations in the NAC of National Mills and Ilford through the reactivated Northern Manitoba Community Consultation Board, leading to Ministerial approval to withdraw the community designations.
- Continued to work on improving Water and Wastewater Operator certification rates and addressing long-term boil water advisories in NAC. Recommendations from the 2020 Manitoba Auditor General's report on Provincial Oversight of Drinking Water Safety that relate to water systems in NAC were considered implemented or resolved as of September 30, 2024.
- Two new Water Operations Consultant positions were established in early 2025 to provide direct support and act as temporary Operators-in-Charge for NAC water systems while local capacity is developed.
 - Boil water advisories were lifted in Matheson Island and Sherridon, reflecting continued improvements in water safety across NAC.
 - Ongoing operator training engagement is improving certification rates, with efforts now scaling province-wide through Red River College Polytech's expanded entry-level training for all system operators.
- Partnered with Indigenous Services Canada to enhance emergency response capabilities in northern communities. This initiative supported local response service leaders, including fire chiefs and emergency management personnel, by providing them with the skills to train others within their communities.
- Continued to advance the Cottage Administration Modernization Project (CAMP) by strengthening collaboration with Cottage Associations and contact persons in the 40 provincially administered cottage areas outside parks and municipalities to improve communication, wildfire response, and basic service delivery.
- Led and mobilized 21 Ground Search and Rescue (GSAR) operations, demonstrating its critical role in emergency response across Manitoba. Office of the Fire Commissioner's efforts to modernize and expand GSAR capacity continued throughout the year.

- Deployed over 40 staff members and firefighters from the Manitoba Fire Service as well as fire fighting assets, to support wildfire emergency response efforts in Flin Flon, Bakers Narrows and Cranberry Portage areas.
- Enhanced training delivery by 28 per cent, with student registration rising by 37.5 per cent, reflecting growing interest and capacity in emergency services education through the Manitoba Emergency Services College.
- Launched a new digital Student Records Management System (SRM), significantly improving accessibility and user experience. Manitoba Emergency Services College's students can now access course registration, grades, unofficial transcripts, and financial information online.
- Completed an independent assessment of planning legislation amendments required by the Statutory Review of Planning Legislation and began reviewing recommendations stemming from the report.
- Initiated a review of the Inland Port Special Planning Area Regulation passed in 2016 as well as coordinated the review and approval of development in the Inland Port Special Plan Area, which encompasses 11,000 acres of land in the Rural Municipality of Rosser. Under the guidance of the Inland Port Special Planning Authority Board, the Provincial Planning branch completed two zoning amendments, four subdivisions, 22 variance reviews, and 43 development permit reviews.
- Provided \$1.3 million to community organizations and government departments through Francophone Affairs Secretariat to support services in French under the Canada–Manitoba Agreement on French-Language Services and successfully negotiated a new special project funding agreement with the federal government – worth \$1.4 million over four years – to support the creation of new bilingual policy analyst and French-language services coordinator positions in key public bodies.
- Enhanced French-language services in Manitoba through a multi-year agreement valued at \$885,000 with the Association of Bilingual Municipalities of Manitoba to support translated materials and improve access to French-language services in bilingual municipalities.

Principales réalisations en 2024-2025

Au cours de l'exercice, le ministère des Relations avec les municipalités et le Nord a accompli les réalisations suivantes.

Financement des municipalités et des organismes de développement communautaire

- Augmentation de 47 millions de dollars de la base de financement des subventions de fonctionnement inconditionnelles, accompagnée d'une hausse supplémentaire de 2 % (soit 4,4 millions de dollars) pour tenir compte de l'inflation, pour un total de 221 millions de dollars en 2024-2025 afin d'aider l'ensemble des municipalités, des collectivités relevant des Affaires du Nord et des communautés des Premières Nations à faire face à la hausse des coûts après des années de gel du financement. Les subventions de fonctionnement et d'entretien ont également bénéficié d'une augmentation de 2 % (soit 218 000 \$) pour tenir compte de l'inflation et ont atteint un total de 11,1 millions de dollars afin d'appuyer la prestation de services gouvernementaux locaux dans 48 collectivités relevant des Affaires du Nord, ce qui contribuera à renforcer la fiabilité de l'infrastructure, la continuité des services et les capacités locales.
- Investissement de 3,8 millions de dollars dans la modernisation des infrastructures d'approvisionnement en eau, d'épuration des eaux usées et de traitement des déchets solides dans les collectivités relevant des Affaires du Nord afin d'assurer le respect continu de la Loi sur l'environnement.
- Bonification de 4 millions de dollars de la base du financement de l'infrastructure stratégique pour les projets d'eau et d'égout des municipalités rurales, accompagnée d'une hausse supplémentaire de 2 % (soit 3,3 millions de dollars) pour tenir compte de l'inflation. Le financement de l'infrastructure stratégique destiné à l'ensemble des municipalités s'établit ainsi à 167,7 millions de dollars. La Ville de Winnipeg a reçu 93,9 millions de dollars pour ses 29 projets d'immobilisations, dont 30 millions pour la modernisation de la station de traitement des eaux usées du North End, en plus de l'engagement financier provincial déjà annoncé. D'autres municipalités ont reçu 73,8 millions de dollars, dont 42 millions dans le cadre du Programme de croissance, de renouvellement et de possibilités pour les municipalités du Manitoba. Ce financement soutient 53 projets d'infrastructures essentielles visant à améliorer la sécurité publique, les routes, les ponts et le transport actif, les installations de loisirs, les services de transport multimodaux, la gestion des déchets solides et la valorisation des matières organiques.
- Octroi de 12,7 millions de dollars au programme Des fondations solides pour des collectivités saines et sécuritaires pour tous, qui porte sur la revitalisation des quartiers défavorisés dans l'ensemble du Manitoba ainsi que sur le renforcement de l'infrastructure et la réalisation d'initiatives dans les collectivités pour soutenir les efforts de réduction de la pauvreté et de la criminalité. L'un des volets du programme Des fondations solides est axé sur la présentation de demandes afin que les administrations municipales, les conseils des collectivités relevant des Affaires du Nord et les organismes sans but lucratif puissent continuer à obtenir du financement pour leurs projets. Un autre volet portant sur les partenariats stratégiques vise à élargir la portée et à prolonger la durée des programmes offerts après l'école et durant la fin de semaine aux enfants et aux jeunes des quartiers défavorisés de Winnipeg, de Brandon et de Thompson.

- Création d'environ 1 800 possibilités d'emploi d'été pour les jeunes de 15 à 29 ans grâce au soutien offert dans le cadre du Programme Équipe verte en milieu urbain/Équipe verte locale à 561 projets approuvés de développement des collectivités qui améliorent les quartiers, favorisent la participation communautaire et aident à former de jeunes meneurs.
- Versement de plus de 20,3 millions de dollars à la Ville de Winnipeg et à d'autres municipalités dans le cadre du programme Subventions aux municipalités tenant lieu de taxes pour plus de 10 000 biens-fonds de propriété provinciale situés à l'intérieur des limites municipales.
- Négociation et signature, le 30 juillet 2024, d'une nouvelle entente administrative de dix ans (2024-2034) entre le Canada et le Manitoba dans le cadre du Fonds pour le développement des collectivités du Canada, et annonce conjointe de ce renouvellement par les deux gouvernements le 29 août 2024. Ce fonds fournit un financement stable et flexible à l'ensemble des municipalités afin de répondre aux priorités locales en matière d'infrastructure.
- Négociation et signature d'une entente de dix ans dans le cadre du Fonds canadien pour les infrastructures liées au logement, d'une valeur de 209,8 millions de dollars, entre les gouvernements du Canada et du Manitoba. Le Manitoba poursuivra sa collaboration avec Logement, Infrastructures et Collectivités Canada ainsi que d'autres parties prenantes pour veiller à la mise en œuvre réussie de tous les projets approuvés.

Services de conseil et autres services de soutien

- Préparation de documents de référence et offre de possibilités de formation pour appuyer les élus et administrateurs municipaux. Le soutien apporté comprenait des séances éducatives interactives portant sur la gouvernance municipale, la surveillance et la planification financières, la conduite du conseil et les conflits d'intérêts, la compréhension des procédures de réunion du conseil, les outils fiscaux et la préparation du budget annuel.
- Poursuite de la promotion du portail en ligne modernisé MaPropriétéMB, qui permet aux propriétaires de biens immobiliers situés en dehors de la ville de Winnipeg d'accéder en tout temps à leurs avis d'évaluation.
- Maintien d'un accès en tout temps à un site Web moderne (Services d'évaluation du Manitoba en ligne) qui permet aux résidents d'utiliser une carte géographique pour trouver les renseignements relatifs aux évaluations et aux ventes qui servent à établir la valeur imposable d'un bien-fonds.
- Administration, par l'entremise du directeur général des élections et de son personnel régional, des élections ordinaires dans 34 collectivités relevant des Affaires du Nord, conformément à la Loi sur les affaires du Nord et au Règlement sur l'élection des conseils.
- Soutien aux consultations menées dans les collectivités de National Mills et d'Ilford, relevant des Affaires du Nord, par l'entremise du Conseil de consultation des collectivités du Nord (qui a été réactivé), ayant mené à l'approbation ministérielle du retrait des désignations de ces collectivités à titre de communautés.
- Poursuite des travaux pour améliorer les taux d'accréditation des exploitants d'installations de traitement des eaux et s'attaquer au problème des avis d'ébullition de l'eau à long terme qui sont en vigueur dans les collectivités relevant des Affaires du Nord. Les recommandations du rapport de 2020 du Bureau du vérificateur général intitulé *Surveillance provinciale de la salubrité de l'eau potable*, qui porte sur les systèmes de distribution d'eau dans ces collectivités, ont été considérées comme ayant été mises en œuvre ou résolues au 30 septembre 2024.

- Création de deux nouveaux postes de consultant en exploitation de l'eau au début de 2025 pour fournir un soutien direct et assurer la responsabilité temporaire des systèmes de distribution d'eau des collectivités relevant des Affaires du Nord pendant que des capacités locales sont en cours de création.
- Levée des avis d'ébullition de l'eau à l'île Matheson et à Sherridon, qui témoigne des améliorations apportées en continu à la salubrité de l'eau dans les collectivités relevant des Affaires du Nord.
- Amélioration des taux d'accréditation des exploitants de systèmes de distribution d'eau, rendue possible grâce à une formation de base élargie du Collège Polytechnique Red River qui est en voie d'être offerte à tous les exploitants de la province.
- Partenariat avec Services aux Autochtones Canada pour renforcer les capacités d'intervention d'urgence dans les collectivités du Nord. Cette initiative a appuyé les dirigeants des services d'intervention locaux, notamment les chefs de pompiers et le personnel de gestion des urgences, en leur fournissant les compétences nécessaires afin qu'ils puissent former d'autres membres de leurs collectivités.
- Poursuite des progrès liés au Programme de modernisation de l'administration des chalets, grâce à une collaboration renforcée avec les associations de propriétaires de chalets et les personnes-ressources dans les 40 zones de chalets que la Province administre à l'extérieur des parcs et des municipalités, afin d'améliorer la communication, l'intervention en cas d'incendies échappés et la prestation de services de base.
- Orientation et mobilisation de 21 opérations de recherche et de sauvetage au sol, démontrant le rôle essentiel du ministère dans les interventions d'urgence aux quatre coins du Manitoba. Poursuite des efforts du Bureau du commissaire aux incendies tout au long de l'exercice pour moderniser et renforcer la capacité de recherche et de sauvetage au sol.
- Déploiement de plus de 40 membres du personnel et pompiers des services de lutte contre les incendies du Manitoba ainsi que de ressources de lutte contre l'incendie afin de soutenir les efforts d'intervention d'urgence face aux incendies échappés survenus dans la région de Flin Flon, de Bakers Narrows et de Cranberry Portage.
- Augmentation de 28 % des activités de formation, accompagnée d'une hausse de 37,5 % des inscriptions, ce qui illustre l'intérêt accru à l'égard de la formation en services d'urgence offerte par le Collège de formation des secouristes du Manitoba et de la capacité de cet organisme d'offrir un tel programme.
- Lancement d'un nouveau système numérique de gestion des dossiers des étudiants permettant d'améliorer considérablement l'accessibilité et l'expérience des utilisateurs. Les étudiants du Collège de formation des secouristes du Manitoba peuvent désormais s'inscrire aux cours et consulter leurs notes, leurs relevés de notes non officiels ainsi que leurs informations financières en ligne.
- Réalisation d'une évaluation indépendante des modifications législatives apportées en matière d'aménagement du territoire, exigée dans le cadre de l'Examen législatif de la législation sur l'aménagement du territoire, et lancement de l'examen des recommandations formulées dans le rapport.
- Lancement d'un examen du Règlement sur la circonscription spéciale d'aménagement de la zone intermodale adopté en 2016; coordination de l'examen et approbation du plan de mise en valeur de la zone intermodale, qui compte 4450 hectares (11 000 acres) de terres dans la municipalité rurale de Rosser. Sous la direction de l'Autorité responsable de la circonscription spéciale d'aménagement de la zone intermodale, la Direction de la planification provinciale a procédé à deux modifications de

zonage, traité quatre demandes de lotissement, répondu à 22 demandes de dérogation et effectué 43 examens de permis d'aménagement.

- Octroi de 1,3 million de dollars à des organismes communautaires et à des ministères par l'entremise du Secrétariat aux affaires francophones pour soutenir l'offre de services en français dans le cadre de l'Entente Canada-Manitoba relative aux services en français. Négociation réussie d'une nouvelle entente de financement pour projets spéciaux avec le gouvernement fédéral, d'une valeur de 1,4 million de dollars sur quatre ans, pour créer de nouveaux postes bilingues d'analyste de la politique et de coordonnateur des services en français dans des entités publiques clés.
- Renforcement des services en français au Manitoba grâce à une entente pluriannuelle d'une valeur de 885 000 \$ avec l'Association des municipalités bilingues du Manitoba pour soutenir la traduction de documents et améliorer l'accès aux services en français dans les municipalités bilingues.

Department Performance Measurement

The departmental objectives reflect the elected government priorities listed in the department's mandate letter. The government identified five provincial themes: Lowering Costs for Families, Rebuilding Health Care, Growing Our Economy, Healthier Families and Safer Communities and A Government that Works for You, with the department's objectives listed under each of the themes.

Vision

The Department of Municipal and Northern Relations is a responsive and trusted partner in building and sustaining safe, healthy, inclusive, and prosperous municipalities and communities across Manitoba.

Mission

To work with municipalities, communities and partners across Manitoba to build and support their capacity to meet the needs of Manitobans.

Values

- **Excellence:** Provide professional expertise through timely, consistent, and accurate services, advice, and innovation.
- **Collaboration:** Promote engagement and teamwork while building and maintaining strong relationships based on trust, respect and transparency.
- **Partnership:** Recognize municipalities and communities as partners.
- **Community Focus:** Focus on approaches and solutions that meet the needs of our clients from a whole-of-government perspective.
- **Accountability:** Be transparent and make decisions with integrity and accountability.
- **Inclusion:** Respect and honour equity, diversity and inclusion.

Provincial Themes and Department Objectives

Growing Our Economy

1. Ensure reliable and flexible funding for municipal programs, infrastructure, and maintenance.
2. Improve water and wastewater management to keep up with population growth and growing economies.

Healthier Families and Safer Communities

3. Speed up approval timelines (in planning for development in municipalities) and make sure local voices are respected.
4. Improve Access to French-Language Education and Services

A Government that Works for You

5. Maintain and enhance efficiency and productivity to improve service delivery.

Mesure de la performance du ministère

Les objectifs ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Le gouvernement a désigné cinq thèmes provinciaux (Réduire les coûts pour les familles, Rebâtir le système de soins de santé, Faire croître notre économie, Des familles plus en santé et des communautés plus sûres et Un gouvernement qui travaille pour vous) sous lesquels sont répertoriés les objectifs ministériels.

Vision

Le ministère des Relations avec les municipalités et le Nord est un partenaire réceptif et digne de confiance qui contribue à l'établissement et au maintien de municipalités et de collectivités sûres, saines, inclusives et prospères dans l'ensemble du Manitoba.

Mission

Travailler avec des municipalités, des collectivités et des partenaires dans l'ensemble du Manitoba pour renforcer et soutenir leur capacité à répondre aux besoins des Manitobains.

Valeurs

- **Excellence** : Fournir une expertise professionnelle par l'entremise de services, d'innovations et de conseils cohérents et précis, proposés en temps opportun.
- **Collaboration** : Promouvoir l'engagement et le travail d'équipe tout en établissant et en maintenant des relations solides fondées sur la confiance, le respect et la transparence.
- **Partenariat** : Reconnaître les municipalités et les collectivités comme des partenaires.
- **Accent sur la collectivité** : Se concentrer sur des approches et des solutions qui répondent aux besoins de nos clients dans une perspective pangouvernementale.
- **Obligation redditionnelle** : Faire preuve de transparence et prendre des décisions avec intégrité et responsabilité.
- **Inclusion** : Respecter et défendre l'équité, la diversité et l'inclusion.

Thèmes provinciaux et objectifs ministériels

Faire croître notre économie

1. Assurer un financement fiable et flexible des programmes, de l'infrastructure et des travaux d'entretien des municipalités
2. Améliorer la gestion de l'eau et des eaux usées pour faire face à la croissance de la population et de l'économie

Des familles plus en santé et des communautés plus sûres

3. Accélérer les délais d'approbation (pour la planification des projets d'aménagement dans les municipalités) et veiller à ce que les voix locales soient entendues.
4. Améliorer l'accès à une éducation et à des services en français.

Un gouvernement qui travaille pour vous

5. Maintenir et rehausser l'efficacité et la productivité pour améliorer la prestation de services.

Department Performance Measurement - Details

The following section provides information on key performance measures for Municipal and Northern Relations for the 2024-25 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 are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

Growing Our Economy

1.Ensure Reliable and Flexible Funding for Municipal Programs, Infrastructure, and Maintenance.

Key Initiatives

- Develop a new multi-year funding model for municipalities: The Outcomes and Strategic Policy division continued working to improve the department's annual administration of the Municipal Operating Grant. This included ongoing discussions with the Association of Manitoba Municipalities (AMM), towards a refined funding model that is simple, transparent, and equitable. The 2023-24 increase of \$47 million for the Municipal Operating base grant that was provided as an in-year adjustment was made permanent, and an additional two per cent or \$4.4 million inflationary increase was delivered. As a result, \$221 million in unconditional Municipal Operating Grant funding was delivered through the Strategic Municipal Investment Fund.
- Prioritize critical infrastructure in Winnipeg: A two per cent inflationary increase of \$3.3 million was added to the 2024-25 Strategic Infrastructure Basket (SIB) for a total of \$167.7 million. This funding supported \$93.9 million for the City of Winnipeg (Winnipeg SIB). Funding support from the Strategic Infrastructure Basket initially planned to support the South Winnipeg Recreation Campus and the East of the Red RecPlex projects was deferred in 2024-25 in favour of supporting critically urgent capital infrastructure priorities identified by the City of Winnipeg, such as the ongoing funding pressures associated with the North End Water Pollution Control Centre (NEWPCC).
- Build a new Park Community Centre in Brandon: The department provided another \$2 million in support of this project in 2024-25, building on the existing investment of \$1 million in 2023-24, for a total departmental investment of \$3 million. Design work on the project is underway.
- Increase the number of firefighters and aid in the operating costs of the yet to be constructed firehall in Waverley West. This funding is in addition to the City of Winnipeg's annual Municipal Operating Grant. Funds provided in 2024-25 were used to support the hiring of additional firefighters and the development of a permanent firehall in the Waverley West neighbourhood.
- Supported implementation of the Manitoba School Tax Rebate applied directly to municipal property tax notices. Residential and Farm property owners received a 50 per cent rebate on school taxes for 2024 which was applied directly to their property tax notice. Other property owners received a 10 per cent rebate of the total school division special levy and education support levy for 2024 applied to their property tax notice.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Percentage of municipal operating funding that is provided to municipalities within annually established payment dates.	New Measure	New Measure	100%	100%

Percentage of municipal operating funding that is provided to municipalities within annually established payment dates. This measure tracks municipal operating payments made by the target timeline by calculating the actual amount of municipal operating payments made to municipalities by the target timeline divided by the payments planned to be made by the target timeline. The higher the percentage, the more successful the department has been in fulfilling this measure’s objectives. This is the final year for reporting on this measure. This measure is being retired as the target has been successfully met.

2. Improve Water and Wastewater Management to Keep Up with Growth and Growing Economies.

Key Initiatives

- Advance upgrades at the North End Water Pollution Control Centre: A two per cent inflationary increase of \$3.3 million was added to the 2024-25 Strategic Infrastructure Basket (SIB) for a total of \$167.7 million. This funding supported \$93.9 million for the City of Winnipeg (Winnipeg SIB) and included an additional \$30 million commitment to the NEWPCC project. The Government of Manitoba continues to work closely with the City of Winnipeg to identify options to address future NEWPCC requirements.
- Advance construction projects using the Manitoba Water Services Board’s (MWSB) Five-Year Capital Plan budget: The MWSB Five-Year Capital Plan budget supported the advancement of 30 construction project tenders successfully awarded with a total construction award of \$103.96 million. Also, under the MWSB Five-Year Capital Plan, several contracts totaling \$94.56 million achieved substantial completion during 2024-25, including the Town of Beausejour Water Treatment Plant (\$12.9 million); Pembina Valley Water Cooperative Letellier Reservoir (\$10.47 million); Rural Municipality of Portage la Prairie Poplar Bluff Industrial Park Reservoir (\$14.66 million); and City of Thompson Water and Sewer Renewal Phase 2 (\$11.74 million) among others.
- Develop a water and wastewater funding strategy: The department continued efforts with the Department of Public Service Delivery to support municipalities across the province to improve water and wastewater management, to keep up with population and growing economies. The intent is to establish a consistent provincial approach for addressing the water and wastewater infrastructure challenge facing Manitoba municipalities.
- Capital improvements for NAC infrastructure: The department allocated approximately \$5 million to capital improvement projects aimed at upgrading essential municipal infrastructure in NAC. Of this investment, \$3.6 million supported 11 projects focused on new, upgrades, and repairs of water, wastewater, and solid waste systems. Additionally, the department committed \$1.1 million to the upgrade and repair of community roads and a bridge located in the unorganized territory of Northern Manitoba.

- Improving drinking water safety in NAC: Continued steady progress on improving drinking water safety in NAC, resolving long-term boil advisories in Matheson Island and Sherridon in late 2024 and early 2025. The department has worked with NAC to address eight long-term boil water advisories (two per year) since 2021-22 and has reduced the number of days NAC have spent under advisory by 22 percent overall. In the next fiscal year, the department has plans to address the two remaining long-term boil water advisories on Northern Affairs Community water systems, Pelican Rapids and Berens River South.
- Investment in the Circuit Rider Training Program: Through over \$500,000 investment in the Circuit Rider Training Program, 12 operators from across seven NAC (God's Lake Narrows, Island Lake, Manigotagan, Seymourville, Duck Bay, Sherridon and Berens River) received practical hands-on training in their own water plants, helping to increase confidence levels and trouble-shoot longstanding operational issues. This program, combined with ongoing community engagement and other training initiatives, has led to a 200 per cent increase in the number of certified Northern Affairs Community water and wastewater operators since 2021-22.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Percent of municipalities with asset management plans in place.	New Measure	New Measure	20%	60%

Percent of municipalities with asset management plans in place. This measure tracks the percentage of municipalities that have asset management plans in place. The higher the percentage of asset management plans in place, the higher number of municipalities that are able to guide future water and wastewater infrastructure development to meet current and future community and economic needs. This measure does not include Northern Affairs or First Nations communities

Healthier Families and Safer Communities

3. Speed Up Approval Timelines in Planning for Development in Municipalities, and Make Sure Local Voices Are Respected.

Key Initiatives

- **Municipal Stakeholders:** Engaged and strengthened relationships with the Association of Manitoba Municipalities, the City of Winnipeg, the Association of Manitoba Bilingual Municipalities and the Manitoba Municipal Administrators on issues of mutual interest. These meetings occur on a regular basis, with additional meetings as required. In addition to these meetings, subcommittee working groups have been established to focus on specific initiatives, such as funding and legislative amendments.
- **Regular Municipal Engagement:** Supported municipalities by holding regular monthly information calls with municipal administrators and issuing information bulletins relating to topics of municipal interest. This key initiative speaks to the department's vision of working with municipal leaders and

partnering with them to make life better for families across the province. The MWSB continues to provide regular technical and information support to municipalities across the province, in relation to the municipal provision of water and wastewater treatment services for citizens.

- Collaborating with the Capital Planning Region (CPR) on a new regional plan: Early in 2025, the Community Planning and Development division began working with the CPR to reset their approach and create a framework that reflects the current priorities of municipalities, the region, and the province.
- Bill 37 Review: The Statutory Review of Planning Legislation, known as Bill 37 Review, gathered feedback from municipalities, the development industry, and stakeholders on changes brought in by Bill 37 and Bill 34. These included legislated service standards to speed up planning approvals, expanded rights to appeal to The Municipal Board, and creation of the CPR.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Percentage of subdivision application decisions communicated to applicants within 16 days of decision date annually.	N/A	75%	75%	76%
Percentage of development plans that are up to date annually.	49%	55%	55%	51%

Percentage of subdivision application decisions communicated to applicants within 16 days of decision date annually. It measured the time elapsed between receipt of an application, reviewing for completeness in accordance with requirements of the Subdivision Regulation, and issuing an acceptance letter to signal the start of formal circulation review and approval process. This contributed to more timely economic development. Prior to 2023-24, this measure tracked the number of days it took to communicate subdivision application decisions to applicants and as such, the 2022-23 actual is not applicable to the new methodology for this measure.

Percentage of development plans that are up to date annually. All local planning authorities (municipalities or planning districts) are required to undertake a detailed review of their development plan before the deadline set in the development or within five years after the development plan was adopted. This ensures development plans are responsive to current and emerging issues and trends, including those impacting natural resources.

In 2024-25, 51 per cent of development plans are up to date, below the 55 per cent target. However, it is important to note that one third of the local planning authorities are currently undertaking a review of their development plans, with these new plans due to be adopted over the next 24 months. Which means that approximately 86 per cent of local planning authorities are, or are working to become, in compliance. Community Planning Services continues to make best efforts to work with municipalities and planning districts to encourage them to keep their development plans up to date.

4. Improve Access to French-Language Education and Services

Key Initiatives

Worked throughout 2024-25 with all public bodies on the ongoing development and implementation of their multi-year strategic French-Language services plans to achieve the following action steps:

- Implemented strategies to promote Bilingual Service Centres (BSCs) as an essential hub where Francophones can access services and information about all government programs in French.
- Worked with public bodies to encourage partnerships with BSCs to expand their ability to provide services in French.
- Provided new outreach services, targeting specific populations where they live (e.g. seniors, newcomers).
- Continued to create efficiencies and improvements in translation processes through enhanced use of technology.
- Implemented translation policies across public bodies as a way to ensure websites and public information is made available in both official languages in a timely manner.
- Increased opportunities for staff development in French.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Total government information available bilingually across all departments annually.	-	4,529,878	4,600,000	4,879,285

Total government information available bilingually across all departments annually: This measure tracks all English-French and French-English translation produced by Translation Services. It does not include translation into any other language. The more words translated, the higher the level of access Francophones have to government services and information. This performance measure was previously listed in the Supplement to the Estimates of Expenditure for Manitoba Sports Culture Heritage and Tourism.

A Government that Works for You

5. Maintain and Enhance Efficiency and Productivity to Improve Service Delivery

Key Initiatives

- **Equity, Diversity and Inclusion:** Provided and promoted staff training opportunities for Equity, Diversity and Inclusion, to ensure the department is meeting the needs of all Manitobans, regardless of background or abilities. Ensured staff meet mandatory training obligations for Indigenous Reconciliation, and The Accessibility for Manitobans Act (AMA).
- **Manitoba Municipalities Online:** Worked with municipal and community development stakeholders on jointly developed templates, processes and enhancements to Manitoba Municipalities Online. The department will continue to provide enhanced support to municipalities, including detailed financial analysis, tax tool evaluations, and one-on-one meetings with municipal councils and administration.
- **Implement and/or test innovative ideas:** Continued development and planning of innovative methods to assess properties including the start of implementation for a Mobile Assessment Interface (MAI) that will streamline manual inspection processes.
- **Increased training opportunities for NAC Councils:** Provided opportunities for NAC Councils and staff to participate in staff training and regional information sharing at Community Administrative Officer and regional Council workshops.
- **Improved fire and safety resilience in NAC via program reviews:** Advanced fire program, Community Safety Officer program reviews in NAC for enhanced public safety outcomes.
- **Built on previous work to enhance communication and respectful conduct in NAC and with stakeholders.**
- **Continued to prudently monitor the department's core and summary budget expenditure requirements on a quarterly basis:** Reported the department's actual results by contributing to Fiscal and Economic Update quarterly report and Public Accounts for 2024-25, in accordance with statutory requirements and Public Sector Accounting Standards (PSAS).
- **Conducted an annual review and updating of the department's comptrollership plan:** Monitored and enhanced departmental comptrollership framework and provided practical guidance for Government Reporting Entities to operate and maintain internal controls in a consistent and structured way; evaluated compliance for effective financial management of department's operations, programs, and allocated financial resources to high-priority areas.
- **Through quarterly meetings, prioritized the effective functioning of the departmental audit committee to assist Executive Management in their governance, accountability and comptrollership responsibilities:** departmental audit committee acknowledged the findings made by Office of the Auditor General and, through an internal audit, directed the department to take risk mitigation actions to protect operations, ensure business continuity, and minimize potential losses.

FINANCIAL DETAILS

Consolidated Actual Expenditures

This table includes the expenditures of the department and Other Reporting Entities (OREs) that are accountable to the minister and aligns to the Summary Budget.

Municipal and Northern Relations includes the following OREs:

- Manitoba Liquor and Lotteries Corporation
- Manitoba Water Services Board
- The North Portage Development Corporation

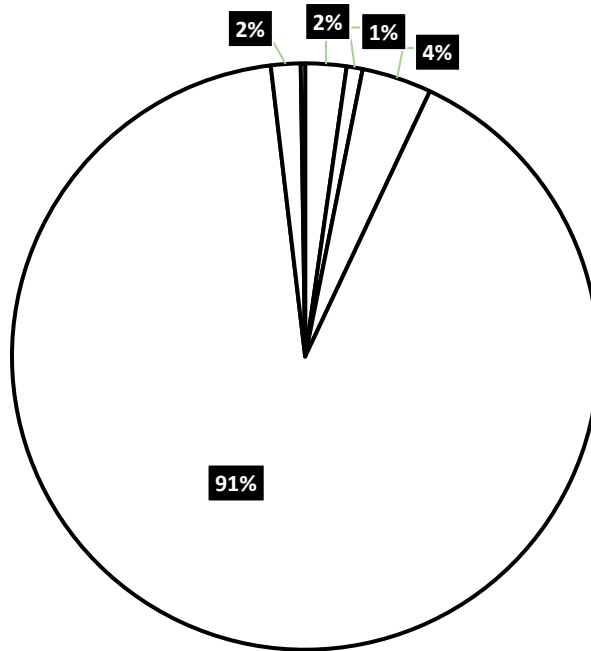
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2024-25 Actual	2023-24 Actual
Administration and Finance	14,561	-	-	14,561	13,602
Community Planning and Development	5,652	-	-	5,652	5,183
Municipal and Northern Support Services	24,722	-	-	24,722	24,789
Community Funding	575,269	10,781	-	586,050	569,437
Costs Related to Capital Assets (NV)	10,509	-	-	10,509	11,007
Interfund Activity	-	(200)	1,000	800	800
TOTAL	630,713	10,581	1,000	642,294	624,818

NV – Non-Voted

**Percentage Distribution of Consolidated Actual Expenditures
by Operating Appropriation,
2024-25, Actuals**



- 2% Administration and Finance
- 1% Community Planning and Development
- 4% Municipal and Northern Support Services
- 91% Community Funding
- 2% Costs Related to Capital Assets (Non-Voted)

Summary of Authority

Part A – Operating	2024-25 Authority \$ (000s)
2024-25 MAIN ESTIMATES – PART A	482,991
Allocation of funds from: Internal Service Adjustments	10,122
Sub-total	10,122
In-year re-organization from: Public Service Delivery Sport, Culture, Heritage and Tourism Enabling Appropriations	233,723 5,504 9
Sub-total	239,236
In-year re-organization to: Natural Resources and Indigenous Futures	(66)
Sub-total	(66)
2024-25 Authority	732,283

Part B – Capital Investment	2024-25 Authority \$(000s)
2024-25 PRINTED ESTIMATES – PART B	1,485
Allocation of funds from:	-
Subtotal	-
In-year re-organization from: -	
Subtotal	-
2024-25 Authority	1,485

Part C – Loans and Guarantees	2024-25 Authority \$(000s)
2024-25 PRINTED ESTIMATES – PART C	97,284
In-year re-organization from:	
Subtotal	-
2024-25 Authority	97,284

Part D – Other Reporting Entities Capital Investment	2024-25 Authority \$(000s)
2024-25 PRINTED ESTIMATES – PART D	36,200
In-year re-organization from:	
Subtotal	-
2024-25 Authority	36,200

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

Detailed Summary of Authority	Printed Estimates 2024-25	In-Year Re-organization	Virement	Enabling Authority	Authority 2024-25	Supplementary Estimates
Part A – Operating (Sums to be Voted)	714,671	-	-	10,122	724,793	-
Subtotal	714,671	-	-	10,122	724,793	-
Part A – Operating (NV)	7,490				7,490	-
TOTAL Part A - Operating	722,161	-	-	10,122	732,283	-
Part B – Capital Investment	1,485	-	-	-	1,485	-
Part C – Loans and Guarantees	97,284	-	-	-	97,284	-
Part D – Other Reporting Entities Capital Investment	36,200	-	-	-	36,200	-

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
13.1 Administration and Finance					
(a) Minister's Salary					
32	Salaries and Employee Benefits	34	50	(16)	
(b) Executive Support					
966	Salaries and Employee Benefits	888	819	69	
105	Other Expenditures	123	233	(110)	1
(c) Financial and Administrative Services					
1,126	Salaries and Employee Benefits	1,093	1,116	(23)	
181	Other Expenditures	229	222	7	
(d) Municipal Board					
1,177	Salaries and Employee Benefits	968	969	(1)	
147	Other Expenditures	149	118	31	
(e) Outcomes and Strategic Policy					
4,502	Salaries and Employee Benefits	4,358	4,135	223	
745	Other Expenditures	565	357	208	2
(f) Francophone Affairs Secretariat					
2,335	Salaries and Employee Benefits	2,179	2,243	(64)	
2,389	Other Expenditures	2,710	2,009	701	3
1,400	Grant Assistance	1,265	1,331	(66)	
(30)	Less: Other Expenditures - Recoveries	-	-	-	
15,075	Subtotal 13.1	14,561	13,602	959	

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
13.2 Community Planning and Development					
(a) Community Planning					
5,071	Salaries and Employee Benefits	4,850	4,521	329	
946	Other Expenditures	802	662	140	
6,017	Subtotal 13.2	5,652	5,183	469	
13.3 Municipal and Northern Support Services					
(a) Municipal Governance and Advisory Services					
1,515	Salaries and Employee Benefits	1,464	1,428	36	
203	Other Expenditures	190	282	(92)	
(b) Property Assessment Services					
9,465	Salaries and Employee Benefits	9,254	8,859	395	
1,342	Other Expenditures	1,287	1,408	(121)	
	Less: Salaries and Employee Benefits-				
(2,255)	Recoveries	(2,255)	(2,255)	-	
(299)	Less: Other Expenditures- Recoveries	(299)	(299)	-	
(c) Information Systems					
1,581	Salaries and Employee Benefits	1,498	1,499	(1)	
1,180	Other Expenditures	980	966	14	
	Less: Salaries and Employee Benefits-				
(246)	Recoveries	(246)	(246)	-	
(248)	Less: Other Expenditures- Recoveries	(248)	(248)	-	
(d) Northern Affairs					
3,951	Salaries and Employee Benefits	3,816	3,378	438	
1,578	Other Expenditures	1,455	2,718	(1,263)	4
(e) Office of the Fire Commissioner					
4,885	Salaries and Employee Benefits	5,076	4,539	537	
2,379	Other Expenditures	2,390	2,374	16	
360	Grant Assistance	360	386	(26)	
25,391	Subtotal 13.3	24,722	24,789	(67)	

Authority 2024-25	Appropriation	Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
13.4 Community Funding					
(a) Funding to Municipalities and Related Grants					
377,598	Grant Assistance	376,344	391,621	(15,277)	5
(b) Manitoba Water Services Board					
24,000	Grant Assistance	24,000	20,000	4,000	6
(c) Grants to Municipalities in Lieu of Taxes					
20,500	Grant Assistance	20,304	20,204	100	
(19,912)	Less: Grant Assistance-Recoveries	(19,912)	(20,606)	694	
(d) Community Development					
30,803	Grant Assistance	31,910	42,129	(10,219)	7
(3,790)	Less: Grant Assistance-Recoveries	(3,790)	(3,790)	-	
(e) Funding to Northern Affairs Communities					
14,903	Grant Assistance	14,903	19,290	(4,387)	8
(f) Northern Healthy Foods Initiative					
1,297	Grant Assistance	593	1,122	(529)	9
(g) Multi-Lateral Funding Agreements					
232,911	Grant Assistance	130,917	88,096	42,821	10
678,310	Subtotal 13.4	575,269	558,066	17,203	
13.5 Cost Related to Capital Assets					
(a) Cost Related to Capital Assets					
7,490	Amortization	10,509	807	9,702	11
7,490	Subtotal 13.5	10,509	807	9,702	
732,283	Total Expenditures	630,713	602,447	28,266	

Explanations:

1. The variance is due to reduced one-time cost related to special projects.
2. The variance is due to increased operating activities supporting programs such as Funding to Municipalities and Related Grants, From the Ground Up, and Green Team.
3. The variance is due to increased program activities for delivering special projects under Canada Manitoba French-Language Service (CMFLS) bilateral agreement.

4. The variance reflects a non-recurring, one-time cost in 2023-24 for the Climate Change Preparedness Fund for NAC.
5. The variance reflects non-recurring, one-time costs in 2023-24 related to various unbudgeted new initiatives.
6. The variance reflects increased grant funding to the MWSB in 2024-25.
7. The variance is due to restructuring of grant funding for Community Development programs in 2024-25.
8. The variance reflects non-recurring costs in 2023-24 related to the Fire Preparedness Program, Smoke Detector Program, and Climate Change Preparedness Fund.
9. The variance reflects similar core funding to community partners compared with 2023-24.
10. The variance is due to capital projects under the ICIP advancing further into progress and construction in 2024-25.
11. The variance arises from changes in the reporting structure for departmental Asset Retirement Obligations, now included as part of core departmental expenditures to enhance reporting transparency.

Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Provides for Other Equipment and Buildings	930	1,485	(555)	1

Explanation:

1. The variance is due to supply chain disruptions that significantly impacted the fire protection equipment industry, leading to shortages, price increases, and delayed deliveries in 2024-25.

Part C – Loans and Guarantees	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Provides for Manitoba Water Services Board	27,900	97,284	(69,384)	1

Explanation:

1. The variance is the result of Manitoba Water Services Board recovering the municipalities' portion of funds for their projects faster than anticipated in 2024-25.

Part D – Other Reporting Entities Capital Investment	2024-25 Actual \$(000s)	2024-25 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Provides for Manitoba Liquor and Lotteries Corporation	36,128	36,200	(72)	

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Actual 2023-24	Actual 2024-25	Increase/ (Decrease)	Expl. No.	Source	Actual 2024-25	Estimate 2024-25	Variance Over/(Under)	Expl. No.
Other Revenue								
10,314	11,280	966	1	Cost Recovery from Municipalities	11,280	9,174	2,106	1
2,613	2,040	(573)	2	Fees	2,040	2,677	(637)	2
151	250	99		Miscellaneous Rural Development Revenue	250	250	-	
124	128	4		Sundry	128	156	(28)	
13,202	13,698	496		Subtotal	13,698	12,257	1,441	
Government of Canada								
782	516	(266)	3	Heavy Equipment Search and Rescue Grant	516	525	(9)	
1,400	2,666	1,266	4	Canada-Manitoba Agreement on French-Language Services	2,666	1,877	789	
1,218	1,262	44		Infrastructure and Economic Program	1,262	1,781	(519)	5
88,096	130,917	42,821	6	Investing in Canada Infrastructure Program (ICIP)	130,917	232,911	(101,994)	6
91,496	135,361	43,865		Subtotal	135,361	237,094	(101,733)	
104,698	149,059	44,361		Total Revenue	149,059	249,351	(100,292)	

Explanations:

1. The variance reflects higher revenue in 2024–25 from providing assessment services to municipalities (excluding the City of Winnipeg) under Section 8 of The Municipal Assessment Act.
2. The variance is due to lower tuition fee revenue from the Manitoba Emergency Services College, resulting from curriculum reform to meet national and international accreditation standards.
3. The variance reflects non-recurring, one-time revenue received in 2023-24.
4. The variance reflects the increased revenue earned in 2024-25 from delivering special projects under Canada Manitoba French Language Services (CMFLS) agreement.

5. The variance reflects lower revenue from Federal Government to cover the operating cost for delivery of cost-shared bilateral agreements.
6. The variance reflects lower revenue from Federal Government received in 2024-25 to cover ICIP projects costs. This is due to delays in ICIP projects' progress caused by weather conditions, supply chain issues, and contractor/labor shortages.

Departmental Program and Financial Operating Information

Administration and Finance (Res. No. 13.1)

Main Appropriation Description

Provides executive planning, management, and directs departmental policies and programs while overseeing their implementation.

Delivers the comptrollership function and central management services, including financial and administrative services and budget oversight.

Processes, reviews, hears and renders decisions on municipal borrowing, assessment, planning, and other matters as required by statute. The administrative staff of the Municipal Board also provide administrative support to the Land Value Appraisal Commission and the Disaster Assistance Appeal Board.

Supports the department by providing strategic analysis and advice, program development and implementation of municipal funding, community development, strategic stakeholder relations, corporate services and alignment, and other departmental and government-wide initiatives.

Manages negotiation and implementation of multi-lateral funding agreements and partnerships with federal government and municipalities.

Provides for the operations of Francophone Affairs Secretariat.

Sub-Appropriations	2024-25 Actual	2024-25 Authority	
	\$(000s)	FTEs	\$(000s)
Minister's Salary	34	1.00	32
Executive Support	1,011	9.00	1,071
Financial and Administrative Services	1,322	12.00	1,307
Municipal Board	1,117	10.00	1,324
Outcomes and Strategic Policy	4,923	52.00	5,247
Francophone Affairs Secretariat	6,154	40.00	6,094
TOTAL	14,561	124.00	15,075

Minister's Salary (13.1a)

Sub-Appropriation Description

Provides additional compensation to which an individual appointed to the Executive Council is entitled.

13.1a - Minister's Salary

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	34	1.00	32	2	
Total Sub-Appropriation	34	1.00	32	2	

Executive Support (13.1b)

Sub-Appropriation Description

Accommodates administrative support for the Minister and Deputy Minister. Provides executive management direction and monitoring to the department.

Key Results Achieved

- Built a culture of innovation in the department to improve practices, achieve efficiencies and produce better policy results.
- Continued advancing Equity, Diversity, and Inclusive vision to foster the culture that is safe, healthy, and inclusive in thoughts, actions, and service where all employees all belong.

13.1b - Executive Support

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	888	9.00	966	(78)	
Other Expenditures	123		105	18	
Total Sub-Appropriation	1,011	9.00	1,071	(60)	

Financial and Administrative Services (13.1c)

Sub-Appropriation Description

Financial and Administrative Services is responsible and accountable for departmental financial operations, financial administration, and reporting functions.

Key Results Achieved

- Coordinated the development of the department budget and maintained system for financial management to ensure financial resources were allocated to achieve departmental priorities and that total expenditures are within the authorized budget.
- Continued improving internal control including revamping department's comptrollership plan to ensure department's financial and administrative operation are in compliance with core policy, central directives, orders, and regulations.
- Provided financial information and analysis to departmental leadership to support policy and program development.
- Managed the department's administrative operations, including fleet vehicles, physical asset inventories, accommodations project requests, staff parking, insurance, and related staff training.
- Managed the Northern Affairs Fund to support the administration and delivery of services for the benefit of NAC, including administration of the collection of property taxes for, and the delivery of grant funding to NAC.
- Coordinated departmental activities and responses under The Public Interest Disclosure (Whistleblower Protection) Act. Responsibility for coordination of activities and responses under The Freedom of Information and Protection of Privacy Act (FIPPA) and The Personal Health Information Act now fall under the jurisdiction of the Department of Finance, Communication and Engagement division.

13.1c - Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,093	12.00	1,126	(33)	
Other Expenditures	229	-	181	48	
Total Sub-Appropriation	1,322	12.00	1,307	15	

Municipal Board (13.1d)

Sub-Appropriation Description

The Municipal Board is a quasi-judicial tribunal that processes appeals, applications and referrals, and ensures hearings are held in accordance with legislative procedure and natural justice. The Board has responsibilities under 16 Statutes, including but not limited to The Municipal Act, The Municipal Board Act, The Municipal Assessment Act, The Planning Act, The City of Winnipeg Charter, The Water Rights Act, and The Special Surveys Act.

Key Results Achieved

- Continued to carry out matters under The Planning Act and City of Winnipeg Charter of the amendments that expanded the Board's mandate to hear new planning appeal and referral matters, including for properties in the City of Winnipeg.

13.1d - Municipal Board

Expenditures by Sub-Appropriation	Actual 2024-25 \$(000s)	Authority 2024-25		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	968	10.00	1,177	(209)	1
Other Expenditures	149	-	147	2	
Total Sub-Appropriation	1,117	10.00	1,324	(207)	

Explanation:

- The variance is due to delays in filling vacant positions.

Outcomes and Strategic Policy (13.1e)

Sub-Appropriation Description

The Outcomes and Strategic Policy division provides strategic analysis and advice on the department's funding strategy for municipalities and community development organizations, including the development and administration of funding and other related financial capacity support programs. The division develops and analyzes municipal financial and statistical information to support government decision-making and provides corporate services and intergovernmental affairs support for the department. The division also manages the negotiation and implementation of multi-lateral funding agreements and partnerships with the federal government and municipalities

Key Results Achieved

- Distributed grant funding of over \$400 million to municipalities and community organizations in a timely manner. This includes annual operating and capital funding provided to municipalities, and funding to community development organizations through the FGP, Urban/Hometown Green Team program, and Community Development Partnerships and Strategic Initiatives.
- Made permanent the in-year 2023-24 increase of \$47 million for the Municipal Operating base grant and provided an additional two per cent or \$4.4 million inflationary increase. As a result, \$221 million in unconditional Municipal Operating Grant funding was delivered through the Strategic Municipal Investment Fund.
- Added a two per cent inflationary increase of \$3.3 million to the 2024-25 Strategic Infrastructure Basket (SIB) for a total of \$167.7 million. This funding was allocated as follows:
 - \$93.9 million in Winnipeg SIB funding in 2024-25 supported 29 projects and included a \$30 million commitment to the North End Water Pollution Control Centre Upgrades project over and above the existing provincial funding commitment. The Government of Manitoba continued working closely with the City of Winnipeg to identify options to address future NEWPCC requirements.
 - \$73.8 million for Rural SIB funding includes the \$42 million in Manitoba Growth, Renewal and Opportunities program (Manitoba GRO) funding and an additional \$4 million increase (20 per cent) to the MWSB for a total base budget of \$24 million for water and sewer projects.
- Launched the application-based Manitoba GRO Program to advance critical infrastructure projects in the areas of public safety; roads, bridges and active transportation; recreational infrastructure; multi-modal transportation; and solid waste management and organic diversion. A total of \$42 million was advanced to municipalities in 2024-25 to support 53 projects in 53 municipalities.
- Announced the final group of projects funded under the Investing in Canada Infrastructure Program (ICIP), including: Municipality of Boissevain-Morton Wastewater Lagoon (\$6 million); City of Morden in support of the Winkler-Stanley-Morden Regional Wastewater Treatment System Phase 2 (\$28.05 million); Rural Municipality of Victoria Cypress River Wastewater Lagoon System (\$1 million); Rural Municipality of MacDonald McGillivray Water Reservoir and Pumping Station (\$1.32 million); and key air quality upgrades in three provincial health facilities (\$226,000).
- Supported the advancement of 30 successfully awarded construction project tenders with a total construction award of \$103.96 million under the MWSB Five-Year Capital Plan. Furthermore, several contracts totaling \$94.56 million achieved substantial completion during 2024-25, including: the Town of Beausejour Water Treatment Plant (\$12.9 million); Pembina Valley Water Cooperative Letellier Reservoir (\$10.47 million); Rural Municipality of Portage la Prairie Poplar Bluff Industrial Park Reservoir (\$14.66 million); and City of Thompson Water and Sewer Renewal Phase 2 (\$11.74 million); among others. \$93.9 million in Winnipeg SIB funding in 2024-25 supported 29 projects and included a \$30 million commitment to the North End Water Pollution Control Centre Upgrades project over and above the existing provincial funding commitment. The Government of Manitoba continued working closely with the City of Winnipeg to identify options to address future NEWPCC requirements.
- Signed a 10-year, \$209.8 million CHIF Agreement between the Governments of Canada and Manitoba in February 2025. Manitoba will continue to collaborate with the Housing Infrastructure and Communities Canada and other stakeholders to ensure the successful implementation of all approved projects.

- Negotiated and successfully executed a new 10-year Canada-Manitoba Canada Community-Building Fund Administrative Agreement to provide stable and flexible funding to all municipalities, in support of their infrastructure priorities.
- Continued regular meetings with the Association of Manitoba Municipalities, the Association of Manitoba Bilingual Municipalities, and the City of Winnipeg through respective collaboration tables to discuss and advance items of mutual interest.
- Continued to improve the department's annual administration of the Municipal Operating Grant. This included ongoing discussions with the Association of Manitoba Municipalities (AMM) and the City of Winnipeg, towards a refined funding model that is simple, transparent, and equitable.
- Initiated the development of a suite of Municipal Capacity Indicators. The purpose of this initiative is to provide assessment benchmarks to analyze and evaluate municipal performance in the areas of governance, financial viability and community wellbeing. These indicators and associated metrics will also support the department's municipal funding decisions.
- Collaborated with the Department of Public Service Delivery to transfer the operations and accountability for federal-provincial infrastructure funding agreement administration to the Department of Municipal and Northern Relations. The Agreement Management Unit was seamlessly integrated into the division, ensuring continued client service, enhanced collaboration, migration of program payment accounting systems, and strengthened alignment with the department's strategic objectives.
- Continued to work with the Department of Public Service Delivery to support municipalities across the province on improving water and wastewater management, to keep up with population and growing economies. The intent is to establish a consistent provincial approach for addressing the water and wastewater infrastructure challenge facing Manitoba municipalities.
- Collaborated with the Department of Transportation and Infrastructure to address the longstanding issue of airport funding, beyond the existing Municipal Airports Assistance Program. This work will also include a focus on improving airport facilities in Northern Manitoba, including Wasagamack First Nation.
- Distributed over \$20.3 million to the City of Winnipeg and other municipalities through the GILT program for over 10,000 provincially owned properties located within municipal boundaries.
- Entered into a multi-year agreement valued at \$885,000 with the Association of Bilingual Municipalities of Manitoba to support translated materials and improve access to French-language services in bilingual municipalities.
- Continued to represent the Government of Manitoba on the Shoal Lake Working Group which is tasked with assisting the Shoal Lake Agreement Committee with the implementation of The Shoal Lake Memorandum Tripartite Agreement, including securing approvals for certain activities and managing dispute resolutions.

13.1e- Outcomes and Strategic Policy

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,358	52.00	4,502	(144)	
Other Expenditures	565	-	745	(180)	1
Total Sub-Appropriation	4,923	52.00	5,247	(324)	

Explanation :

1. The variance is due to less than anticipated program activities.

Francophone Affairs Secretariat (13.1f)

Sub-Appropriation Description

Francophone Affairs Secretariat provides guidance on legislation related to the delivery of services in French; coordinates the operation of the Bilingual Service Centres; and provides translation and interpretation services.

Key Results Achieved

- Coordinated projects funded in 2024-25 under the Canada–Manitoba Agreement on French-Language Services, a cost-sharing agreement where Manitoba’s \$1.97 million contribution is matched by the federal government.
- Contributed \$10,000 toward an academic research project funded under the Agreement for Cooperation and Exchange between the governments of Quebec and Manitoba with respect to the Francophonie, and \$14,250 toward five projects funded under the FLS component of the Memorandum of Understanding on Interprovincial Co-operation between the governments of Manitoba and New Brunswick. These grants allow Francophone organizations in Manitoba to benefit from exchanges, mentoring, training and sharing of expertise with their counterparts in Quebec and New Brunswick.
- Represented Manitoba at various federal/provincial/territorial (FPT) meetings, including the Intergovernmental Network of the Canadian Francophonie and the FPT Working Group on Access to Justice in Official Languages.
- Provided direction, consultation, analytical and planning support to 33 public bodies via the Secretariat’s Policy Unit in the development and implementation of their multi-year strategic FLS plans.
- Coordinated 432 registrations for French-Language training for Manitoba government employees at Université de Saint-Boniface and Alliance française.
- Offered 13 informal conversation and professional development activities in French to 412 public servants as a means to promote and encourage bilingual government employees to use and enhance their French-language skills.

- Promoted the services offered in five Bilingual Service Centres (BSCs) operating in rural and urban regions of Manitoba and handled 84,548 requests for services.
- Translated 4,879,285 words from English into French and from French into English in support of public bodies.
- Provided interpretation services to departments, the Courts, the Legislative Assembly and quasi-judicial boards, for 255 assignments (118 legal, 121 legislative, and 16 conference-type assignments).
- Processed terminology requests on 2,985 files, and added 1,377 terms to the external database, which now contains over 14,701 records that can be accessed by departments, agencies and the public.

13.1f - Francophone Affairs Secretariat

Expenditures by Sub-Appropriation	Actual 2024-25 \$(000s)	<u>Authority 2024-25</u>		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	2,179	40.00	2,335	(156)	
Other Expenditures	2,710	-	2,389	321	1
Grant Assistance	1,265	-	1,400	(135)	
Subtotal Before Recoveries	6,154	40.00	6,124	30	
Other Expenditures- Recoveries	-	-	(30)	30	
Total Sub-Appropriation	6,154	40.00	6,094	60	

Explanation :

1. The variance is due to increased program activities under Canada-Manitoba Agreement on French-Language Services.

Community Planning and Development (Res. No. 13.2)

Main Appropriation Description

Supports the development of healthy, sustainable communities through land use planning. Leads and engages stakeholders in policy and legislation governing municipal land use planning in Manitoba. Delivers planning services to municipalities, planning districts, landowners, and the public. Administers planning approvals in the Inland Port Special Planning Area and subdivision approval across most of Manitoba outside of Winnipeg and Brandon.

Sub-Appropriations	2024-25 Actual \$(000s)	<u>2024-25 Authority</u>	
		FTEs	\$(000s)
Community Planning	5,652	54.00	6,017
TOTAL	5,652	54.00	6,017

Community Planning and Development (13.2a)

Sub-Appropriation Description

The mission of the Community Planning and Development division is to support the development of healthy, sustainable communities through land use planning. It is structured into two areas:

- Community Planning Services
- Provincial Planning branch

Community Planning Services has eight regional centres across Manitoba. The branch delivers professional and technical planning services to local planning authorities, northern communities and the public. It carries out the responsibilities delegated to staff under The Planning Act and The Municipal Act, which includes authority to approve subdivisions and the closure of public reserves, and process annexation requests from municipalities.

The Provincial Planning branch is responsible for maintaining Manitoba’s planning framework, including The Planning Act, Part 6 of The City of Winnipeg Charter and the Provincial Planning Regulation. The branch delivers the Inland Port Special Planning Area program. It also supports its sister branch with service delivery, while concentrating on strategic legislative and policy projects.

Key Results Achieved

- Provided professional and technical services to municipalities and planning districts preparing development plans, zoning by-laws, and related amendments. The by-laws established reflect local decisions on policies respecting the use and development of land, including specific focus on lands used for sustainable livestock and aggregate quarry resource development. Professional services were also provided to planning districts and municipalities responsible for administering subdivision or land

as well as to provincial departments for the development or disposition of Crown land. The branch also reviews requests of municipalities on the closure of public reserves. Key performance outputs in these areas are noted below.

Summary of New Planning Projects by Regional Office (2024-25)

Regional Office	Approved Development Plans & Amendments*	Zoning Bylaws and Amendments	Road/Public Reserve Closing Bylaws	Other Bylaws	Sub-divisions	Crown Land Reviews	Livestock Technical Reviews
Beausejour	1	4	4	0	54	6	0
Brandon	4	30	3	0	104	0	0
Dauphin	2	10	6	0	58	11	0
Morden	1	11	0	0	78	0	3
Portage	2	27	2	0	83	0	1
Selkirk	3	18	5	1	55	18	0
Steinbach	2	16	4	0	132	0	3
Thompson	0	2	0	0	5	0	0
TOTALS	15	118	24	1	569	35	7

* Previous Annual Reports counted Development Plans & Amendments in process which resulted in some by-laws being counted in multiple reports. To provide a more accurate total of annual Development Plans & Amendments the department now only identify adopted by-laws.

- Reviewed 76 subdivision applications submitted to the City of Brandon, the Red River Planning District Board and the South Interlake Planning District Board who have been delegated subdivision approving authority.
- Coordinated interdepartmental technical review of five new aggregate quarry proposals to assist municipal councils in their conditional use approvals.
- Coordinated the completion of an independent assessment of planning legislation amendments required by the Statutory Review of Planning Legislation. Following the tabling of the report in the Legislative Assembly in October 2025, an action plan will be made public and will guide the work of the departments in partnership with local governmental and public stakeholders over the next 3-5 years.
- Initiated a review of the Inland Port Special Planning Area Regulation, passed in 2016. It also coordinated the review and approval of development in the Inland Port Special Plan Area, which encompasses 11,000 acres of land in the Rural Municipality of Rosser. Under the guidance of the Inland Port Special Planning Authority Board, Provincial Planning completed two zoning amendments, four subdivisions, 22 variance reviews, and 43 development permit reviews.

- Created data for approximately 8,500 assessment parcel rolls and another 25,000 survey parcels, leading to the improvement of the spatial accuracy of existing parcels for incorporated and northern Manitoba. Staff created the maps for eleven full bylaw review projects and another sixty-nine maps for bylaw amendments. This information is shared with other provincial agencies, municipal governments and the public in various ways, including the Community Planning branch Land Use and Development Web App, which was upgraded to operate in the new ArcGIS Online environment.
- Administered two municipal annexations and assisted with two local urban district boundary changes.

13.3a- Community Planning

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,850	54.00	5,071	(221)	
Other Expenditures	802	-	946	(144)	1
Total Sub-Appropriation	5,652	54.00	6,017	(365)	

Explanation :

1. The variance is due to less than anticipated program activities.

Municipal and Northern Support Services (Res. No. 13.3)

Main Appropriation Description

Supports the delivery of effective and efficient local government and the legislative framework for municipal governments, through engagement with these communities and other partners.

Supports sustainable and accountable municipalities by providing information systems, guidance and direction on good governance such as respectful behaviour and codes of conduct, conflict of interest, transparency, accessibility, and responsiveness to the public.

Delivers property assessment services for all taxing authorities except the City of Winnipeg.

Provides municipal, governance, administrative, financial and technical services to NAC designated under The Northern Affairs Act.

Supports community capacity in fire prevention, fire protection and emergency response services through The Office of the Fire Commissioner and the Manitoba Emergency Services College.

Sub-Appropriations	2024-25 Actual	2024-25 Authority	
	\$(000s)	FTEs	\$(000s)
Municipal Governance and Advisory Services	1,654	17.00	1,718
Property Assessment Services	7,987	122.80	8,253
Information Systems	1,984	9.00	2,267
Northern Affairs	5,271	40.00	5,529
Office of the Fire Commissioner	7,826	52.00	7,624
TOTAL	24,722	240.80	25,391

Municipal Governance and Advisory Services (13.3a)

Sub-Appropriation Description

The Municipal Governance and Advisory Services branch supports the delivery of effective and efficient local government and the legislative framework for municipal governments. The branch also supports strong local governments by implementing legislative and regulatory amendments, as required, to respond to the changing social and economic environments of Manitoba municipalities. Additionally, the branch provides guidance and direction to municipalities on key principles of good governance, such as respectful behaviour and codes of conduct, conflict of interest, transparency, accessibility, and responsiveness to residents and stakeholders.

Key Results Achieved

- Provided relevant policy advice and support to the department on a wide range of issues affecting local governments, including legislative and policy frameworks, funding, and financial issues.
- Met with municipal councils, on request, to discuss governance, council roles and responsibilities, taxation, administration, and other matters. Several meetings with councils on these subjects were conducted, including in-person visits to Leaf Rapids, Armstrong, Brenda-Waskada, Grassland, North Norfolk, Pinawa, Snow Lake, Two Borders, Gladstone, Wallace-Woodworth, Souris-Glenwood, Mountain and others.
- Supported municipalities to deliver services effectively and in alignment with local preferences for representation and taxation. The department worked with the municipalities of Prairie Lakes and Woodlands on making amendments to the Local Urban Districts Regulation, M.R. 152/2023 that made fundamental adjustments to the status or boundaries of two Local Urban Districts, which are used to deliver urban services to developed areas within rural municipalities.
- Provided municipalities with support on the use of a variety of tax tools, which ensure that the cost of services and programs are fairly distributed among taxpayers, fostering economic growth. Support includes presentations to municipal councils or the public, as well as advisory services, and meetings with municipal administrators.
- Provided on-demand information and assistance to hundreds of municipal council members, administrators, and members of the public on municipal authority, governance, administration, finance and taxation, servicing, and other related matters. This includes meeting in-person with municipal officials at events facilitated by municipal stakeholder organizations.
- Continued to support six municipalities to address transition issues resulting from amalgamation. This included providing support to municipalities as they move from differential mill rates to a single mill rate by the end of 2024, detailed financial analysis, tax tools evaluations, and one-on-one meetings with municipal councils and administration.
- Prepared 392,380 property tax statements with the support of the Information Systems branch and in close collaboration with 135 municipalities (except the Cities of Winnipeg and Brandon) for delivery by municipalities to property owners. Property taxation is a major revenue source (approximately \$1.2 billion) for municipalities and schools that is crucial to enable them to deliver local services.
- Delivered the province-wide 2025 Reassessment including the provision of advance information to municipalities about how changes in their assessment base will affect local taxation and held open houses for public consultation regarding updated assessments. This enables municipalities to anticipate and respond to citizen concerns proactively and to effectively manage their local taxation frameworks.
- Enhanced municipalities' financial governance and maintaining of municipal fiscal capacity through reviews of audited financial statements. Direct follow-up with municipalities occurred to ensure compliance with legislative requirements for the recovery of deficits.
- Played a liaison role with the provincial administrators for the Town of Leaf Rapids and the Local Government District of Mystery Lake to provide provincial direction. Provincial administrators support the continuation of regular municipal functions when there is otherwise insufficient capacity for self-governance.

- Provided advisory services to municipalities regarding the Municipal Council Code of Conduct framework. The department continues engagement efforts to ensure that municipal officials are aware of processes, procedures, and their responsibilities under the Code of Conduct framework. The framework is in place to guide council members' understanding of situations or behaviours that are considered inappropriate or unacceptable.
- Commenced policy work and stakeholder consultations on short-term rental accommodations.

13.3a - Municipal Governance and Advisory Services

Expenditures by Sub-Appropriation	Actual 2024-25 \$(000s)	Authority 2024-25		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,464	17.00	1,515	(51)	
Other Expenditures	190	-	203	(13)	
Total Sub-Appropriation	1,654	17.00	1,718	(64)	

Property Assessment Services (13.3b)

Sub-Appropriation Description

The Property Assessment Services branch provides property assessment services related to over 447,475 roll entries, with a total market value of \$138.9 billion. The assessment system provides a framework that generates approximately \$644 million in annual revenue for 136 municipalities and NAC outside of Winnipeg, plus an additional \$594 million for the education tax levy for school divisions and the Department of Education and Early Childhood Learning.

Key Results Achieved

- Provided property assessment services to:
 - 136 Manitoba municipalities (except the City of Winnipeg).
 - 50 NAC and assessed areas of the unorganized territory under Northern Affairs jurisdiction.
 - Manitoba Education and Early Childhood Learning
 - 36 Manitoba school divisions and districts.
- Determined the values, classification, and liability to taxation of the following:
 - Real property (land and buildings) in all municipalities outside the City of Winnipeg and all areas under Northern Affairs jurisdiction.
 - Personal property (equipment) used for gas distribution systems, spurs and railway sidings, oil and gas production, and other personal property in 105 municipalities that impose a personal property tax.
 - Business assessment in 17 municipalities that impose a business tax.

- Implemented the 2025 Reassessment, which involved updating all property assessments to reflect market values as of April 1, 2023. Updated assessments ensure that taxes are fairly and equitably distributed based on the assessed value of properties. The new reassessment values will take effect for the 2025 tax year.
- Strengthened relationships with municipalities through a consultation plan developed to communicate new assessments, including:
 - Scheduling tax impact meetings with all municipal councils (except the City of Winnipeg) to provide information on assessment, resulting property tax impacts and tools available to mitigate tax shifts.
 - Scheduling 41 open house consultations where property owners discussed their new property assessments with assessors in communities across the province.
 - Increased transparency and accountability to municipalities through enhanced Power BI based reporting of branch activities.
 - On-going communications through 10 district assessment offices strategically located in all major regions of Manitoba.
- Continued to promote the MyPropertyMB online portal, providing property owners outside the City of Winnipeg with modernized 24-hour access to their assessment notices and detailed information about their property.
- Ensured the property assessment system is open and transparent to citizens of Manitoba by providing:
 - 24-hour access to assessment information through a modern, map-based website, Manitoba Assessment Online (MAO), where citizens can view information about assessments and sales used to determine the assessed value.
 - An electronic Self-Inspection Form for property owners to submit updates and digital photos for their property, ensuring property assessment records are accurate and current.
 - Streamlined processes for property owners contacting front-line assessment staff in their region through district office email accounts, reducing red-tape and time required for owners to receive answers to their inquiries.
- Updated the 2025 reassessment rolls to reflect construction and changes in owner, owner address, legal description, subdivision of land, or additions to buildings to ensure delivery of an up-to-date, quality assessment roll to municipalities. In total, 22,001 (Fall Preliminary) assessment notices were distributed to the affected owners, and over 493,859 changes were recorded for the 2025 rolls.
- Conducted approximately 113,220 property reviews to place new construction and subdivisions on the rolls, verify real estate sales transactions, appeals, general re-inspections, and update other property records. The number of reviews fluctuates annually.
- Delivered the preliminary and final 2025 assessment rolls to municipalities. Municipalities use the final assessment roll for property tax purposes.
- Responded to 1,590 appeals of property assessments filed with the Boards of Revision and 75 subsequent appeals filed with the Municipal Board.
- Facilitated 703 Owner Assessor Agreements, which reduced the number of appeals reviewed by local Boards of Revision.
- Worked towards improving property inspection services, with the goal of maximizing the number of inspections undertaken by assessors each year.

- Completed over 13,260 work items due to new construction and property development, resulting in 8,894 supplementary assessment records totaling more than \$900 million in market value assessments. The records are provided to municipalities and used to issue in-year supplementary tax notices, resulting in an estimated \$5.4 million in incremental annualized tax revenue for municipalities.
- Completed over 30,986 desktop property reviews in 11 Manitoba municipalities, using proven and leading technologies such as high resolution, oblique-angle air photos. This added over \$344.3 million of assessed value to municipal tax rolls. Desktop reviews are more efficient and environmentally friendly than physical field inspections and meet industry standards established by the International Association of Assessing Officers.
- Conducted sale verification using databases from realty service providers to increase efficiencies in the reassessment process, thus reducing the number of physical property inspections and resulting carbon emissions.
- Used modern and streamlined methods of reporting supplementary assessments to municipalities through Manitoba Municipalities Online (MMO), reducing the administrative burden of manual processes and providing improved consistency and flexibility to municipalities.
- Continued development and planning of innovative methods to assess properties including the start of implementation for a Mobile Assessment Interface (MAI) that will streamline manual inspection processes. The branch conducted a Request for Proposal to replace the department's Computer Assisted Mass Appraisal (CAMA) system to ensure continued reliability, accuracy and value to department and municipal users in support of Manitoba's property taxation system, including over \$1.2 billion in annual revenue for municipalities and school divisions outside the City of Winnipeg.

13.3b - Property Assessment Services

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	9,254	122.80	9,465	(211)	
Other Expenditures	1,287	-	1,342	(55)	
Subtotal Before Recoveries	10,541	122.80	10,807	(266)	
Salaries and Employee Benefits	(2,255)	-	(2,255)	-	
Other Expenditures	(299)	-	(299)	-	
Total Sub-Appropriation	7,987	122.80	8,253	(266)	

Information Systems (13.3c)

The Information Systems branch supports and improves the delivery of Municipal and Northern Relations programs by introducing advanced information technology, developing systems, optimizing business processes and maintaining technical upgrades to hardware and software used by the department. This includes the Manitoba Assessment Valuation and Administration System (MAVAS) that produces the annual and biannual assessment rolls and notices for municipalities, and the production of annual Tax Statements.

Key Results Achieved

- Supported, operated, and maintained the Manitoba Assessment Valuation Administration System (MAVAS) to produce annual assessment rolls and notices for municipalities. Enhancements were made to ensure the technology supporting these business processes remains current.
- Supported, operated, and maintained the Manitoba Property Tax system to prepare annual property tax statements and related reports for municipalities.
- Maintained public accessibility to Manitoba Assessment Online (MAO), which provides the general public, municipalities and subscribers with access to assessment data via the website.
- Continued to enhance and provide user support for the Manitoba Municipalities Online (MMO) database, which provides secure access to municipal administrators for information and services provided by the department.
- Provided information technology services to the department including enhancements, new development along with hardware and software support. Supplied data to all areas of the department to allow business areas to deliver their programs effectively and efficiently.
- Integrated building outline layers and overhang calculations for more than 24,000 properties into the Property Assessment Services branch's imagery software which allows assessment staff to inspect properties throughout the winter months.
- Continued to provide ongoing technical support to improve and upgrade the MyPropertyMB client portal.
- Provided technical guidance and support to the Property Assessment Services branch for the replacement of the department's CAMA software.
- Provided technical guidance and support for the development of a cloud-based system SRM for the Manitoba Emergency Services College, replacing outdated software. This strategic upgrade streamlined administrative processes, enabled real-time data access, and fostered stronger collaboration with the Manitoba Fire Service. The scalable system supports future innovation and aligns with the Office of the Fire Commissioner's vision for a responsive, data-driven emergency services education environment.
- Provided technical support to apply the Manitoba School Tax Rebate directly to property tax notices (except the cities of Winnipeg and Brandon).
- Provided technical guidance and support for Mobile Assessment Interface (MAI) and the Fire Investigation Record Management System (FIRMS) projects.
- Upgraded vital technology software such as PowerBuilder, MAVAS Maps, MAO Maps and Land Use and Development Maps.

13.3c - Information Systems

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,498	9.00	1,581	(83)	
Other Expenditures	980	-	1,180	(200)	1
Subtotal Before Recoveries	2,478	9.00	2,761	(283)	
Salaries and Employee Benefits	(246)	-	(246)	-	
Other Expenditures	(248)	-	(248)	-	
Total Sub-Appropriation	1,984	9.00	2,267	(283)	

Explanation:

1. The variance is due to delay on implementing various Information and Communication Technology (ICT) projects

Northern Affairs (13.3d)

Sub-Appropriation Description

Northern Affairs branch supports thriving, healthy and safe Indigenous and northern communities through the provision of essential municipal programs and services to 48 communities and settlements in Manitoba designated by The Northern Affairs Act. The branch provides support, consulting and advisory services related to the planning, administration, and delivery of essential municipal services and capital projects. The branch also coordinates community program and service delivery with other provincial departments and agencies to facilitate the improvement of social, economic, and environmental conditions in NAC. The branch also leads cottage administration modernization for 40 cottage areas within the unorganized territory of northern Manitoba.

Key Results Achieved

- Strengthened community governance:
 - Conducted regular elections in 34 NAC in accordance with The Northern Affairs Act and Community Councils Election Regulation. Updated election resources provided guidance to councils and administrators, and delivered virtual training to election officials.
 - Supported the Northern Association of Community Councils in revising its policy framework and establishing new governance and financial processes.
- Concluded community consultations in National Mills and Ilford through the reactivation of the Northern Manitoba Community Consultation Board (NMCCB). The Minister approved the Board's recommendation to withdraw the community designations.

- Delivered in-person workshops and training sessions for Community Councils, Administrative Officers, and Public Works staff. Invested \$89,000 in a computer refresh initiative to enhance administrative efficiency and communication in NAC.
- Committed \$5 million to 31 capital improvement projects addressing aging water, wastewater, and solid waste infrastructure across NAC.
- Improved water safety and operator certification rates:
 - Filled two new Water Operations Consultant positions to support local systems and act as temporary Operators-in-Charge while NAC recruit regular staff.
 - Resolved long-term boil water advisories in Matheson Island and Sherridon.
 - Maintained a consistent pace of resolving two long-term advisories annually for four years.
 - Updated and submitted Compliance Plans to the Office of Drinking Water.
 - Invested over \$500,000 in the Circuit Rider Training Program, now in its third phase, training 12 operators across seven communities.
 - Increased operator certification rates through regular communication and training, with broader benefits extending to all Manitoba water system owners.
- Provided effective cottage operations oversight through the CAMP, including improving coordination with cottage associations and contact persons across 40 cottage areas to enhance communication, wildfire response, and municipal service delivery.
- Improved communication and engagement:
 - Progressed work on Communication Guidelines, Service Standards, and a Funding Model Review through community engagement and financial data analysis.
 - Published four issues of the Community Contact Newsletter (Summer, Fall, Winter 2024, and Spring 2025) to strengthen relationships with community councils.
- Conducted comprehensive reviews of the Community Safety Officer and Fire Programs, including community engagement. Developed new programs to access climate change funding.
- Coordinated emergency response and preparedness efforts for three Cottage Areas and two NAC during the 2024 Wildfires, including the air delivery of essential supplies, and provided regular updates to Mayor and Councils through monthly town halls.

13.3d - Northern Affairs

Expenditures by Sub-Appropriation	Actual 2024-25 \$(000s)	Authority 2024-25		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,816	40.00	3,951	(135)	
Other Expenditures	1,455	-	1,578	(123)	
Total Sub-Appropriation	5,271	40.00	5,529	(258)	

Office of the Fire Commissioner (13.3e)

Sub-Appropriation Description

The Office of the Fire Commissioner (OFC) works with communities and government partners to enhance fire and life safety through capacity building, fire prevention programming, and emergency response services, reducing the impact of emergencies and disasters. The OFC is guided by the Fires Prevention and Emergency Response Act.

Key Results Achieved

- Led and mobilized 21 GSAR operations, demonstrating its critical role in emergency response across Manitoba. Efforts to modernize and expand GSAR capacity continued throughout the year.
- Established a new network of Incident Command System instructors to train internal government personnel, enhancing the Province's ability to staff and support emergency operations effectively.
- Deployed over 40 staff members and firefighters from the Manitoba Fire Service as well as firefighting assets, to support wildfire emergency response efforts in Flin Flon, Bakers Narrows and Cranberry Portage area.
- Increased training delivery through the Manitoba Emergency Services College (MESC) by 28 per cent, with student registration rising by 37.5 per cent, reflecting a growing interest and capacity in emergency services education.
- Launched a new digital system SRM at MESC, significantly improving accessibility and user experience. Students can now access course registration, grades, unofficial transcripts, and financial information online.
- Successfully renewed MESC's International Fire Service Accreditation Congress (IFSAC) accreditation after completing a site visit in May 2024. IFSAC is a globally recognized organization that accredits fire service certification programs. IFSAC ensures that fire service training and certification programs meet rigorous international standards for quality, consistency, and competency.
- Partnered with Indigenous Services Canada to enhance emergency response capabilities in northern communities. This initiative supported local response service leaders, including fire chiefs and emergency management personnel, by providing them with the skills to train others within their communities.

13.3e - Office of the Fire Commissioner

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	5,076	52.00	4,885	191	
Other Expenditures	2,390	-	2,379	11	
Grant Assistance	360	-	360	-	
Total Sub-Appropriation	7,826	52.00	7,624	202	

Community Funding (Res. No. 13.4)

Main Appropriation Description

Provides funding to support the delivery of municipal services, infrastructure renewal, and community development.

Sub-Appropriations	2024-25 Actual \$(000s)	2024-25 Authority	
		FTEs	\$(000s)
Funding to Municipalities and Related Grants	376,344	-	377,598
Manitoba Water Services Board	24,000	-	24,000
Grant to Municipalities in Lieu of Taxes	392	-	588
Community Development	28,120	-	27,013
Funding to Northern Affairs Communities	14,903	-	14,903
Northern Healthy Foods Initiative	593	-	1,297
Multi-lateral Funding Agreements	130,917	-	232,911
TOTAL	575,269	-	678,310

13.4(a) Funding to Municipalities and Related Grants

Sub-Appropriation Description

The Government of Manitoba continues to provide comprehensive funding support to the City of Winnipeg and municipalities outside the City of Winnipeg, delivered through the Strategic Municipal Investment Fund. This funding model for municipalities reduces red tape and provides municipalities with fair say and flexibility over how best to invest provincial funds in their communities.

Key Results Achieved

- Delivered \$221 million in unconditional Municipal Operating Grant funding through the Strategic Municipal Investment Fund.
- Added a two per cent inflationary increase of \$3.3 million to the 2024-25 Strategic Infrastructure Basket (SIB) for a total of \$167.7 million. This funding was allocated as follows:
 - \$93.9 million for the City of Winnipeg (Winnipeg SIB) and \$73.8 million for other municipalities (Rural SIB). Rural SIB funding includes the \$42 million in Manitoba Growth, Renewal and Opportunities program (Manitoba GRO) funding and an additional \$4 million increase (20 per cent) to the MWSB for a total base budget of \$24 million for water and sewer projects. Winnipeg SIB funding in 2024-25 included an additional \$30 million commitment to the North End Water Pollution Control Centre Upgrades project. The Government of Manitoba continued working closely with the City of Winnipeg to identify options to address future NEWPCC requirements.

- Launched the application-based Manitoba GRO program to advance critical infrastructure projects in the areas of public safety; roads, bridges and active transportation; recreational infrastructure; multi-modal transportation; and solid waste management and organic diversion. A total of \$42 million was advanced to municipalities in 2024-25 to support 53 projects in 53 municipalities.
- Negotiated and successfully executed a new 10-year Canada-Manitoba CCBF Administrative Agreement. On July 30, 2024, the new 2024-34 CCBF Administrative Agreement was executed by the Governments of Canada and Manitoba and jointly announced on August 29, 2024. The Canada Community Building Fund (CCBF) provides stable and flexible funding to all municipalities, in support of their infrastructure priorities.
- Coordinated the required CCBF reporting on progress toward full implementation of formalized Asset Management Plans, with 12 municipalities now actively using this valuable tool in support of long-term infrastructure planning, management, and client service delivery.
- Continued delivery of the Mobility Disadvantaged Transportation Program (MDTP) with an annual budget of \$1.7 million, providing annual operating grants to 70 municipalities that sponsor handi-transit services to support safe and accessible transportation for mobility-disadvantaged persons in rural Manitoba, in order to increase their independence and quality of life.

13.4(a) Funding to Municipalities and Related Grants

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	376,344	-	377,598	(1,254)	
Total Sub-Appropriation	376,344	-	377,598	(1,254)	

13.4(b) Manitoba Water Services Board

Sub-Appropriation Description

The Manitoba Water Services Board (MWSB) mandate is to assist municipalities with the development of sustainable water and sewer infrastructure.

The Water Services branch under the Department of Public Service Delivery administers water and sewer capital projects on behalf of the Board.

Key Results Achieved

- Supported the advancement of 30 successfully awarded construction project tenders through the MWSB Five-Year Capital Plan budget with a total construction award of \$103.96 million. Furthermore, several contracts totaling \$94.56 million achieved substantial completion during 2024-25, including: the Town of Beausejour Water Treatment Plant (\$12.9 million); Pembina Valley Water Cooperative Letellier Reservoir (\$10.47 million); Rural Municipality of Portage la Prairie Poplar Bluff Industrial Park Reservoir (\$14.66 million); and City of Thompson Water and Sewer Renewal Phase 2 (\$11.74 million); among others.

13.4(b) Manitoba Water Services Board

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	24,000	-	24,000	-	
Total Sub-Appropriation	24,000	-	24,000	-	

13.4(c) Grant to Municipalities in Lieu of Taxes

Sub-Appropriation Description

Grants in lieu of taxes (GILT) are paid to municipalities for provincially owned properties located within local government boundaries. Grants equivalent to school and municipal taxes are paid on all provincial properties except those that are exempt.

Key Results Achieved

- Continued to administer the GILT program and coordinate GILT payments on behalf of the provincial departments of: Public Service Delivery, Natural Resources and Indigenous Futures, Environment and Climate Change, and Transportation and Infrastructure. The program distributes grants in lieu of property taxes to the City of Winnipeg and other municipalities for over 10,000 provincially owned properties located within municipal boundaries.

13.4(c) Grant to Municipalities in Lieu of Taxes

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	20,304	-	20,500	(196)	
Grant Assistance- Recoveries	(19,912)	-	(19,912)	-	
Total Sub-Appropriation	392	-	588	(196)	

13.4(d) Community Development

Sub-Appropriation Description

The branch provides capacity-building, advisory, and consultative support to community-based organizations and local governments to access programs, grants and resources in partnership with other departments and organizations.

The branch also develops and administers the Community Development Program including application-based grant programs and strategic partnerships and initiatives with other public, private, philanthropic and non-profit stakeholders. The branch distributes provincial grants to help build vibrant and sustainable communities, providing a high quality of life for Manitobans.

Key Results Achieved

- Launched the new program FGP, which focuses on the revitalization of high-need areas throughout Manitoba and on community infrastructure and initiatives to support poverty and crime reduction efforts. The 2024-25 FGP application-based component committed up to \$11.95 million to support 215 community development projects (out of 826 applications with a grant request of \$44 million). The 2024-25 FGP strategic partnership component committed up to \$800,000 to support six community sites to enhance and expand programming for children and youth (four Winnipeg sites, Brandon and Thompson).
- Administered the Urban/Hometown Green Team Program, which created summer employment opportunities for youth aged 15 to 29 years through support to a variety of community development projects that improve neighbourhoods, promote community involvement and help develop young leaders. The 2024-25 Urban/Hometown Green Team program approved 561 projects for a commitment of up to \$6.4 million to support close to 1,800 youth employment opportunities.
- Provided funding of up to \$9.46 million to assist for 37 community partners through Community Development Partnerships and Strategic Initiatives, including the following highlights:
 - Up to \$5.22 million to support five United Way/United Appeals Organizations, including United Way Winnipeg with core operating funding to enhance annual giving campaigns as well as support for the Winnipeg Poverty Reduction Council.
 - Up to \$1.28 million to support 12 Neighbourhood Renewal Corporations and other nonprofit organizations with 36 community renewal projects.
 - Up to \$1.9 million to support 12 Neighbourhood Renewal Corporations in 13 designated areas with core operating funding.
 - Up to \$776,800 to eight community recreation organizations to support initiatives that encourage increased participation in recreation for all Manitobans, including summer camps, recreational sport events, community clubs, and recreation programs for children and youth.
 - \$120,000 to support the growth of community foundations across Manitoba in collaboration with The Winnipeg Foundation. This included provincial participation in the 2024 Endow Manitoba Giving Challenge, which resulted in more than \$2.07 million being raised in Community Foundations unrestricted funds by 2,996 contributions. All of Manitoba's 56 community foundations received a gift during the campaign.
- Provided a total of up to \$361,800 to the Manitoba Association of Friendship Centres which administered funding to Ma-Mow-We-Tak Inc., and 10 parent-child centres across the province, as described below:
 - 10 parent-child centres across the province received a total of up to \$307,500 to support the health and development of children aged 5-12. Programs focused on nutrition, parenting, and literacy which enhanced educational, social, cultural, and recreational engagement.

- Ma-Mow-We-Tak Inc. received up to \$54,300 to deliver programming to approximately 200 youth in Thompson, Manitoba, including workshops, presentations, and a variety of activities such as the Baby Think it Over Program, the Empathy Belt Program, and Youth Councils.

13.4(d) Community Development

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	31,910	-	30,803	1,107	
Grant Assistance- Recoveries	(3,790)	-	(3,790)	-	
Total Sub-Appropriation	28,120	-	27,013	1,107	

13.4(e) Funding to Northern Affairs Communities

Sub-Appropriation Description

Supports the provision of essential municipal services and programs with NAC through engagement and partnership for healthy and safe northern communities.

Key Results Achieved

- Allocated \$3.8 million toward road maintenance and capital upgrades to water, wastewater, and solid waste infrastructure in NAC, supporting continued compliance with The Environment Act and enhancing essential public services.
- Distributed \$11.09 million to support operations and maintenance for Local Government Services Programs across 48 NAC, along with an additional \$7 million in Municipal Operating Grants (MOG). The MOG funding was disbursed as follows:
 - \$3 million to First Nations
 - \$1.5 million in direct funding to NAC
 - \$2.5 million allocated to support and strengthen NAC operations and programming (roads, training, compliance, and to advance key local initiatives and engagement).

13.4(e) Funding to Northern Affairs Communities

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	14,903	-	14,903	-	
Total Sub-Appropriation	14,903	-	14,903	-	

13.4(f) Northern Healthy Foods Initiative

Sub-Appropriation Description

Supports the provision of essential municipal services and programs with NAC through engagement and partnership for healthy and safe northern communities.

Key Results Achieved

- Committed up to \$1.29 million from Budget 2024 towards the Northern Healthy Foods Initiative (NHFI) to partner on northern food security projects and strengthen community-led food initiatives. NHFI supports local and regional projects that contribute to the development of culturally relevant, healthy food systems, while improving health and well-being. NHFI's role is to increase access to food by working with communities and coordinating efforts aligned with the program's goals and objectives. NHFI's strategic priorities are to:
 - Strengthened strategic partnerships and collaborative efforts to support local food production and access. Partnerships are intended to increase community access to resources and opportunities, build on community development efforts, facilitate the sharing of knowledge and experiences and reflect the uniqueness of communities.
 - Enhanced support for local efforts, including strengthening community-led approaches that reflect cultural values.

13.4(f) Northern Healthy Foods Initiative

Expenditures by Sub-Appropriation	Actual 2024-25 \$(000s)	Authority 2024-25		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grant Assistance	593	-	1,297	(704)	1
Total Sub-Appropriation	593		1,297	(704)	

Explanation:

1. The variance is due to lower-than-anticipated program activities in delivering of NHFI projects.

13.4(g) Multi-Lateral Funding Agreements

Sub-Appropriation Description

Responsible for agreements management, encompassing the negotiation and implementation of federal/provincial/municipal funding agreements and projects for capital infrastructure.

Key Results Achieved

- Finalized negotiation for the remaining approved seven Investing in Canada Infrastructure Program (ICIP) projects which will receive more than \$15.7 million federal funding, as well as \$36.6 million provincial contribution, to support critical water and ventilation infrastructure upgrades in communities across Manitoba. ICIP distributed \$131 million in federal funding in 2024-25; ICIP will deliver \$1.18 billion in federal funding across five program streams to support Manitoba's infrastructure priorities through to 2033.

13.4(f) Multi-Literal Funding Agreements

Expenditures by Sub-Appropriation	Actual	<u>Authority 2024-25</u>		Variance	Expl. No.
	2024-25 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Grant Assistance	130,917	-	232,911	(101,994)	1
Total Sub-Appropriation	130,917	-	232,911	(101,994)	

Explanation:

- The variance is due to lower-than-anticipated cash flow requirements for bilateral agreement ICIP projects.

Costs Related to Capital Assets (Non-Voted)

Description

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

Description	Actual 2024-25 \$ (000)s	Authority 2024-25 \$ (000)s	Variance Over/Under \$ (000)s	Expl. No.
Amortization Expense	5,928	5,690	238	
Accretion Expense	4,581	1,800	2,781	1
TOTAL	10,509	7,490	3,019	

Explanation:

1. The variance is due to revised 2024–25 cost estimates for certain Asset Retirement Obligations to meet the requirements of the Office of the Auditor General.

Other Key Reporting

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) came into effect in April 2007 and amended in 2018. It 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: 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 Municipal and Northern Relations for fiscal year 2024-25.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2024-25
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. The statistic reflects employment equity representation at the department level.

Equity Group	Benchmarks	% Total Employees as at March 31, 2025
Women	50%	57%
Indigenous Peoples	16%	11%
Visible Minorities	13%	19%
Persons with Disabilities	9%	9%

Appendices

Appendix A – Other Reporting Entities

Other Reporting Entities (OREs) are accountable to the minister. OREs are directly or indirectly controlled by government as prescribed by the Public Sector Accounting Board.

The following OREs form part of the department's consolidated results:

Manitoba Liquor and Lotteries Corporation

- Manitoba Liquor and Lotteries Corporation (MBLL) distributes and sells liquor, provide gaming and entertainment experiences, and source and distribute non-medical cannabis to retailers in the province in a socially responsible manner.
- MBLL is a Government Business Enterprise. In accordance with the Public Sector Accounting Board (PSAB) accounting standard, the province includes its net results in summary report.

For more information please visit: <https://www.mbl.ca/>

Manitoba Water Services Board

- Manitoba Water Services Board (MWSB) provides technical and financial assistance in the development of safe, affordable and sustainable water and wastewater infrastructure to rural Municipalities.
- The department provides annual base grant funding to the MWSB for its water and wastewater projects. MWSB projects and services are implemented by the Water Services branch within the Department of Public Services Delivery.

For more information please visit: <http://www.mbwaterservicesboard.ca/>

The North Portage Development Corporation

- The North Portage Development Corporation (NPDC) is the amalgamation of two development corporations established by the Governments of Canada and Manitoba, and the City of Winnipeg (The North Portage Development Corporation and The Forks Renewal Corporation) to support the redevelopment of the north side of Portage Avenue from Carlton to Vaughan and The Forks site in downtown Winnipeg.
- NPDC is a government business partnership. In accordance with the Public Sector Accounting Board (PSAB) accounting standard, the province includes one third of the organization's net results instead of consolidating the organization's revenue and expenses line-by-line with the core department.

For more information please visit: <https://www.theforks.com/>

Appendix B - Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Justice Minister, as are any amendments to acts. Manitoba Municipal and Northern Relations operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

- The Department of Agriculture and Resource Development Act [section 9 insofar as it relates to infrastructure grants or rural economic development initiatives]
- The City of Winnipeg Charter (S.M. 2002, c. 39)
- The Community Renewal Act
- The Fires Prevention and Emergency Response Act
- The Local Government Districts Act
- The Municipal Act
- The Municipal Assessment Act
- The Municipal Affairs Administration Act
- The Municipal Amalgamations Act
- The Municipal Board Act
- The Municipal Councils and School Boards Elections Act
- An Act respecting Debts Owed by Municipalities to School Districts
- The Municipal Taxation and Funding Act [Part 2]
- The Northern Affairs Act
- The Official Time Act
- The Planning Act
- The Regional Waste Management Authorities Act
- The Soldiers' Taxation Relief Act
- The Unconditional Grants Act
- The Manitoba Water Services Board Act

Other Assignments:

- The Bilingual Service Centres Act
- The Francophone Community Enhancement and Support Act
- The Manitoba Liquor and Lotteries Corporation 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 – This is 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.

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by Sept. 30, following the fiscal year end.

Appropriation – This is the 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 – This is 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, authority 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, 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.

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) – This is a measurement for the number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, seasonal and contract) are measured in proportional equivalents. For example, a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-a-half years (or 78 weeks) of employment [e.g., six staff for three months (13 weeks) each; two staff for nine months (39 weeks) each; one full-time and one half-time staff for one year; three half-time staff for one year; etc.]

Government Reporting Entity (GRE) – This 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.

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 Government Business Enterprises. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

Interfund Activities – These are Public Sector Accounting Standards adjustments, including Health and Education Levy, Employee Pension and Other Contributions, that are 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.

Key Performance Indicators (KPI) – KPIs refer to an ultimate result for which the department is responsible for monitoring and reporting, but for which given its complexity, it has only partial direct influence over. Departments may identify certain performance measures as KPIs.

Mission – 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, foster, reduce and improve.

Other Reporting Entity (ORE) – These are reporting organizations in the Government Reporting Entity (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 the Public Sector Accounting Board (excludes core government).

Performance Measure – A performance 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.

Performance Results – These are the most important outcomes the departments want to achieve by reaching their objectives. Performance results represent the essence of the outcomes the department seeks to achieve.

Provincial Themes: Provincial themes are the overarching strategic priorities that align departmental activities with government's direction.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and pursuit of its mission. All performance objectives and measures should align with the organization's mandate and strategy.

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 – This refers to a transfer of authority between operating expenditure appropriations within a department.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the future that lies ahead. This statement should contain a concrete picture of the desired state and provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.