

Manitoba Indigenous and Northern Relations

**Annual Report
2017-2018**



Indigenous and Northern Relations

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**MINISTER
OF INDIGENOUS AND NORTHERN
RELATIONS**

Room 301
Legislative Building
Winnipeg, Manitoba, CANADA

Her Honour the Honourable Janice Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg MB R3C 0V8

May It Please Your Honour:

I have the privilege to present for your information the Annual Report of Indigenous and Northern Relations for the fiscal year ended March 31, 2018.

Sincerely,

A handwritten signature in cursive script that reads "Eileen Clarke".

Eileen Clarke
Minister Indigenous and Northern Relations





**MINISTÈRE
DES RELATIONS AVEC LES AUTOCHTONES ET LE NORD**

Bureau 301
Palais législatif
Winnipeg (Manitoba) R3C 0V8
CANADA

Son Honneur l'honorable Janice Filmon, C.M., O.M.
Lieutenant-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai le privilège de vous présenter le rapport annuel du ministère des Relations avec les Autochtones et le Nord pour l'exercice ayant pris fin le 31 mars 2018.

Veillez agréer, Madame la Lieutenant-Gouverneure, l'expression de mes sentiments distingués,

La ministre des Relations avec les Autochtones et le Nord,

Eileen Clarke



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

Dear Minister:

I have the honour and privilege of presenting the Annual Report for the Department of Indigenous and Northern Relations for the fiscal year ending March 31, 2018. I am pleased to report that the Department made significant progress on a number of strategic provincial priorities and partnerships.

As part of our focus to build effective partnerships with Indigenous and northern communities and all levels of government, the Department established a community engagement team. This team began work on a proactive basis to support engagement with Indigenous people, communities, and partners in the north and throughout the province on key issues and priorities for Manitoba.

The Department also continued to carry out government's commitment to establish a renewed Duty to Consult Framework for respectful and productive consultations with Indigenous communities. The Department led the development of this framework by conducting meaningful engagement and collecting input from Indigenous communities and organizations.

With regards to *The Path to Reconciliation Act*, the Department compiled government's progress into an annual report which was made available in seven Indigenous languages spoken within Manitoba. Moreover, the Department invested in the development of a public engagement process towards a comprehensive Reconciliation Strategy.

Throughout the 2017/18 fiscal year, the Department continued to support healthy, safe and sustainable communities in the north. Working closely with local councils and residents throughout Manitoba's 48 northern affairs communities, the Department offered community administration and governance support, provided infrastructure operation and maintenance, reinforced regulatory compliance, and delivered direct community-level programming. Capital projects valued at \$3.8 million completed in 2017/18 included infrastructure upgrades, new equipment, and necessary training to further ensure community health and safety.

The Department champions the view that access to healthy food is critical for the health and wellbeing of Indigenous peoples. Through the Northern Healthy Foods Initiative, the Department empowered organizations focused on activities such as horticulture, acquiring traditional foods, and fostering nutritional awareness. The Department continued to support and align activities with Manitoba's Look North Strategy as well as the Mineral Development Protocol. The Department took steps to consolidate interdepartmental efforts with regards to the Operation Return Home project which is intended to address the impacts of the 2011 Interlake flood event.

Addressing violence against Indigenous women and girls and the incidences of missing and murdered Indigenous women and girls is a priority in Manitoba and across Canada. The Department continues to have a leading role in community-based, intergovernmental and interdepartmental work focused on these issues that includes Manitoba's involvement in the National Inquiry into Missing and Murdered Indigenous Women and Girls.

The Department led provincial responsibilities in the negotiation and implementation of Treaty Land Entitlements and other agreements in Manitoba. Collaborative work with the federal government and Entitlement First Nations has led to the successful transfer of 651,059 acres of Crown land to the federal government for reserve creation. The Department maintained the coordination of nine Resource Management Boards with First Nations and northern communities. These Boards provide for the cooperative management of natural resources over 21% or 33.3 million acres of the provincial Crown land base with a focus on land and resource use planning.

The Department continued to assist provincial departments in the coordination of Crown Indigenous consultations across the province for larger scale developments such as the Shoal Lake First Nation All Season Access Road Project (Freedom Road), Lake Winnipeg Regulation and Jenpeg Generating Station Final Licensing. In addition to being the province's primary coordinating body for large-scale consultations in Manitoba, the Department also contributed to the development of consultation policy in Manitoba and serves as lead for the province's Interdepartmental Working Group (IDWG) on Crown-Aboriginal Consultation.

The Department also continued to represent Manitoba in national forums such as the Federal-Provincial-Territorial (FPT) Indigenous Forum and the FPT Northern Development Ministers Forum. Both are platforms for critical information exchange with other governments and Indigenous groups across the country, and encourage local and national policy innovation regarding Indigenous rights, northern economic development, education and workforce development, social services, and justice.

Thank you for your leadership and support to enhance education, health, housing, economic development and employment opportunities for Indigenous peoples and northern communities throughout Manitoba. I look forward to continuing our efforts to work collaboratively with our many valued partners as we together walk the path towards reconciliation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Wilson', written in a cursive style.

James Wilson
Acting Deputy Minister
Indigenous and Northern Relations





Relations avec les Autochtones et le Nord

Palais législatif, bureau 309
Winnipeg (Manitoba) R3C 0V8
CANADA

Madame Eileen Clarke
Ministre des Relations avec les Autochtones et le Nord
Palais législatif, bureau 301
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

J'ai l'honneur et le privilège de vous présenter le rapport annuel du ministère des Relations avec les Autochtones et le Nord pour l'exercice terminé le 31 mars 2018. Je suis heureux de signaler que le ministère a fait d'importants progrès à l'égard de plusieurs priorités et partenariats provinciaux stratégiques.

Dans le cadre de nos efforts visant à bâtir des partenariats efficaces avec les Autochtones et les collectivités du Nord et tous les ordres de gouvernement, le ministère a créé une équipe de collaboration communautaire. Cette équipe a commencé ses travaux de façon proactive pour soutenir la collaboration avec les peuples autochtones, les collectivités et les partenaires dans le Nord et partout dans la province concernant des questions et des priorités clés pour le Manitoba.

Le ministère a également continué à mener à bien l'engagement du gouvernement quant à l'établissement d'un Cadre de consultation obligatoire afin d'assurer des consultations respectueuses et productives avec les collectivités autochtones. Le ministère a dirigé l'élaboration de ce cadre en procédant à des consultations avec les collectivités et les organismes autochtones, et en recueillant leurs commentaires.

En ce qui concerna la Loi sur la réconciliation, le ministère a compilé les progrès du gouvernement dans un rapport annuel qui a été publié dans sept langues autochtones parlées au Manitoba. De plus, le ministère a investi dans la mise en place d'un processus de collaboration publique à l'égard d'une stratégie de réconciliation globale.

Pendant l'exercice 2017-2018, le ministère a continué à soutenir la santé, la sécurité et la durabilité des collectivités dans le Nord. Collaborant étroitement avec les conseils locaux et les résidents dans 48 collectivités manitobaines des affaires du Nord, le ministère a offert un soutien à l'administration et à la gestion communautaires, a fourni de l'aide au

fonctionnement et à l'entretien de l'infrastructure, a renforcé la conformité aux règlements et a fourni des programmes communautaires. Les projets d'immobilisations évalués à 3,8 millions de dollars achevés en 2017-2018 comprenaient des améliorations de l'infrastructure, du nouvel équipement, et la formation nécessaire pour assurer la santé et la sécurité communautaires.

Le ministère défend le point de vue selon lequel l'accès aux aliments sains est essentiel à la santé et au bien-être des peuples autochtones. Grâce à l'Initiative d'alimentation saine dans le Nord, le ministère a autonomisé des organismes axés sur des activités comme l'horticulture, l'acquisition d'aliments traditionnels et la sensibilisation nutritionnelle. Le ministère a continué à soutenir des activités cadrant avec la nouvelle stratégie Objectif Nord du Manitoba ainsi que le protocole d'exploitation minérale. Il a pris des mesures pour consolider les efforts interministériels concernant l'opération Retour au foyer, qui traite des répercussions des inondations de 2011 dans la région d'Entre-les-Lacs.

La lutte contre la violence envers les femmes et les filles autochtones et les disparitions et meurtres de femmes et de filles autochtones est une priorité au Manitoba et partout au Canada. Le ministère continue à diriger les efforts communautaires, intergouvernementaux et interministériels axés sur ces questions, qui comprennent la participation du Manitoba à l'Enquête nationale sur les femmes et les filles autochtones disparues et assassinées.

Le ministère a assumé les responsabilités provinciales dans la négociation et la mise en œuvre d'accords relatifs aux droits fonciers issus des traités et d'autres ententes au Manitoba. Le travail de collaboration avec le gouvernement fédéral et les premières nations ayant droit à des terres a donné lieu au transfert de 651 059 acres de terres domaniales au gouvernement fédéral en vue de la création de réserves. Le ministère a poursuivi la coordination de neuf conseils de gestion des ressources avec les premières nations et les collectivités du nord de la province. Ces conseils s'occupent de la gestion coopérative des ressources naturelles, se chiffrant à 21 % de l'ensemble des terres domaniales provinciales, soit 33,3 millions d'acres, en mettant l'accent sur l'aménagement du territoire et la planification de l'utilisation des ressources.

Le ministère continue à aider les ministères provinciaux à coordonner les consultations entre la Couronne et les collectivités autochtones dans l'ensemble de la province pour des aménagements à grande échelle comme le projet de route d'accès toutes saisons de la Première Nation de Shoal Lake (route Freedom), la régularisation du lac Winnipeg et l'octroi de licences pour la centrale hydroélectrique de Jenpeg. Le ministère est non seulement le principal organisme de coordination pour les consultations à grande échelle au Manitoba, mais il a aussi contribué à l'élaboration de la politique de consultations du Manitoba et sert de chef de file au Groupe de travail interministériel sur les consultations entre la Couronne et les collectivités autochtones de la Province.

Le ministère a aussi continué à représenter le Manitoba lors de forums nationaux comme le Forum fédéral-provincial-territorial (FPT) et autochtone et le Forum des ministres FPT responsables du développement du Nord. Il s'agit de deux plateformes d'échange d'information essentielle avec d'autres gouvernements et groupes autochtones partout au

pays, et celles-ci encouragent l'innovation stratégique à l'échelle locale et nationale concernant les droits autochtones, le développement économique dans le Nord, l'éducation et le perfectionnement de la main-d'œuvre, les services sociaux et la justice.

Je vous remercie pour votre leadership et soutien visant à améliorer l'éducation, la santé, le logement, le développement économique et les possibilités d'emploi pour les Autochtones et les collectivités du Nord partout au Manitoba. Je me réjouis à l'idée de poursuivre nos efforts de collaboration avec nos nombreux précieux partenaires alors que nous marchons ensemble sur le chemin de la réconciliation.

Le tout respectueusement soumis.

A handwritten signature in black ink, appearing to read 'J. Wilson', written in a cursive style.

Le sous-ministre par intérim des
Relations avec les Autochtones et le Nord,
James Wilson



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Preface

Introduction

The Department of Indigenous and Northern Relations was created by a government reorganization during the 2017-18 fiscal year. Specifically, in August 2017, the former “Department of Indigenous and Municipal Relations” was dissolved. The stand-alone Department of Indigenous and Northern Relations was created and separated from the Department of Municipal Relations. The Department continued their internal review of program areas with further restructuring occurring which will be reflected in the 2018/19 Annual Report.

Report Structure

This Annual Report is organized in accordance with the appropriation structure of the Department of Indigenous and Northern Relations and specific to the Indigenous Relations and Local Government Development Divisions as set out in the Restated Main Estimates of Expenditure and Revenue of the Province of Manitoba for the fiscal year ending March 31, 2018. It thereby reflects the authorized votes of the Department as approved by the Legislative Assembly. The Report contains financial performance and variance information at the Main and Sub-appropriation levels relating to the Department’s objectives and results. A five-year adjusted historical table of departmental expenditures and staffing is provided.

Role and Mission

The current iteration of the department of Indigenous and Northern Relations is focused on fostering positive and respectful relationships with Indigenous people and northern communities to support meaningful partnerships and reconciliation. This includes empowering northern communities to pursue sustainable economic growth for the betterment of Manitoba’s northern region.

The Department pursues its work through respectful and productive consultation and actively listening to the concerns of Indigenous peoples across the province.

Consultation and collaboration with other Manitoba government departments is key to the Department’s work. The Department also engages with all other levels of government, industry leaders and stakeholders in communities to work together to improve the outlook for Indigenous peoples in Manitoba.

The Department establishes a framework of legislation, finance, planning and policy that supports autonomy, accountability, and financially efficient local government. The Department also promotes community development, quality property assessment systems, sustainable good governance, proper stewardship of public assets and environmental well-being. Within this framework, the Department delivers training and provides on-going advice, technical analysis and funding related to local governance capacity, land management, community revitalization, and infrastructure.

The Department works collaboratively with all Manitobans to ensure communities are places of opportunity. The Department's partners include individuals, municipal governments, the federal government, Indigenous and northern communities, non-governmental organizations, industry, academia and utilities.

Préface

Introduction

Le ministère des Relations avec les Autochtones et le Nord a été créé dans le cadre d'une réorganisation gouvernementale ayant eu lieu pendant l'exercice financier 2017-2018. Plus particulièrement, en août 2017, l'ancien « ministère des Relations avec les Autochtones et les municipalités » a été dissous. Un ministère autonome des Relations avec les Autochtones et le Nord a été créé et a été séparé du ministère des Relations avec les municipalités. Le ministère a poursuivi son examen interne des domaines de programmes en approfondissant la restructuration, celle-ci devant être reflétée dans le rapport annuel 2018-2019.

Structure du rapport

Le présent rapport annuel est organisé conformément à la structure des crédits du ministère des Relations avec les Autochtones et le Nord et conformément à la Division des relations avec les Autochtones et à la Division du développement des administrations locales comme cela est indiqué dans le budget principal retraité des dépenses et des recettes de la Province du Manitoba pour l'exercice clos le 31 mars 2018. Il reflète donc les crédits votés du ministère approuvés par l'Assemblée législative. Le rapport contient des renseignements sur la performance financière et les écarts, par poste principal et poste secondaire, relativement aux objectifs et résultats du ministère. Est également inclus un tableau rajusté des dépenses et des effectifs du ministère pour les cinq dernières années.

Rôle et mission

La version actuelle du ministère des Relations avec les Autochtones et le Nord vise à favoriser les relations positives et respectueuses avec les peuples autochtones et les collectivités du Nord afin de soutenir la réconciliation et les partenariats fructueux. Cela comprend l'autonomisation des collectivités du Nord de façon à connaître une croissance économique durable qui contribuera au mieux-être des régions du nord du Manitoba.

Le ministère poursuit ses efforts en procédant à des consultations respectueuses et productives et en écoutant activement les préoccupations des peuples autochtones partout dans la province.

Les travaux du ministère reposent sur la consultation et la collaboration avec d'autres ministères du gouvernement du Manitoba. Le ministère s'entretient aussi avec tous les autres ordres de gouvernement, les leaders de l'industrie et les intervenants dans les collectivités afin de travailler ensemble à l'amélioration des perspectives pour les peuples autochtones au Manitoba.

Le ministère établit un cadre législatif, financier, stratégique et de planification qui soutient l'autonomie, la responsabilisation et l'efficacité économique des administrations locales. Il favorise également le développement économique, les systèmes d'évaluations foncières

de qualité, la gouvernance avisée et durable, la gestion appropriée des actifs publics et le bien-être environnemental. Dans ce cadre, le ministère fournit de la formation, des conseils continus, des analyses techniques et du financement relativement à la capacité de gouvernance locale, à la gestion des terres, à la revitalisation communautaire et à l'infrastructure.

Le ministère collabore avec tous les Manitobains afin que les collectivités soient des lieux de possibilités. Les partenaires du ministère comptent des particuliers, des administrations municipales, le gouvernement fédéral, des collectivités autochtones et du Nord, des organismes non gouvernementaux, ainsi que des acteurs de l'industrie, du milieu universitaire et des services publics.

Statutory Responsibilities

The Northern Affairs Act

The Planning Act (Part 10)

The Path to Reconciliation Act

The Sioux Valley Dakota Nation Governance Act

As per schedule "1", Order in Council 227/2017.

Organizational Structure

The organizational structure as of August 2017 is illustrated in the Organizational Chart and in the accompanying map depicting the regional delivery system. The Department, at that time, was organized into four functional areas:

- The Policy and Strategic Initiatives Branch provided analysis, research and advice on a wide variety of Indigenous and northern issues, and administered grant funding.
- The Agreements Management and Aboriginal Consultations Branch's (see footnote 1 below) work largely contributed to provincial Constitutional obligations and to reconciling Treaty and Indigenous rights. A significant portion of the Branch's work was undertaken in areas of Manitoba where substantive natural resource developments have occurred and where future provincial priority developments are anticipated. The work of the Branch focuses on the following areas:
 - Provincial lead in the negotiation and implementation of provincial settlement agreements relating to the adverse effects of hydroelectric development, Treaty Land Entitlement (TLE) and other natural resource-related issues.
 - Primary coordinating body for Crown-Aboriginal consultations relating to major or complex projects across the province. This involves coordination with other departments to determine potential impacts to Treaty and Indigenous rights resulting from Provincial licensing decisions.
- The Program Planning and Development Services Branch supported the development and implementation of meaningful and mutually beneficial engagement practices between Indigenous communities, government and non-Indigenous stakeholders through the provision of strategic policies, programs and initiatives.
- The Local Government Development Branch served 48 designated communities through regional offices located in Thompson and Dauphin with sub-offices in The Pas and Winnipeg. The Branch is responsible for the provision of consulting and advisory services related to the planning, administration and delivery of municipal services and capital projects. Other responsibilities include the coordination of service delivery by other provincial government departments and strategic partnerships with other government departments and agencies to improve the social, economic and environmental conditions in northern communities.

The Department is also supported by a shared Financial and Administrative Services Branch.

1 Correction to the program name, "Agreements Management and Crown Consultations" to "Agreements Management and Aboriginal Consultations".

Structure organisationnelle

La structure organisationnelle en date d'août 2017 est illustrée dans l'organigramme et sur la carte ci-jointe montrant la prestation de services en région. À ce moment, le ministère était organisé en quatre domaines fonctionnels :

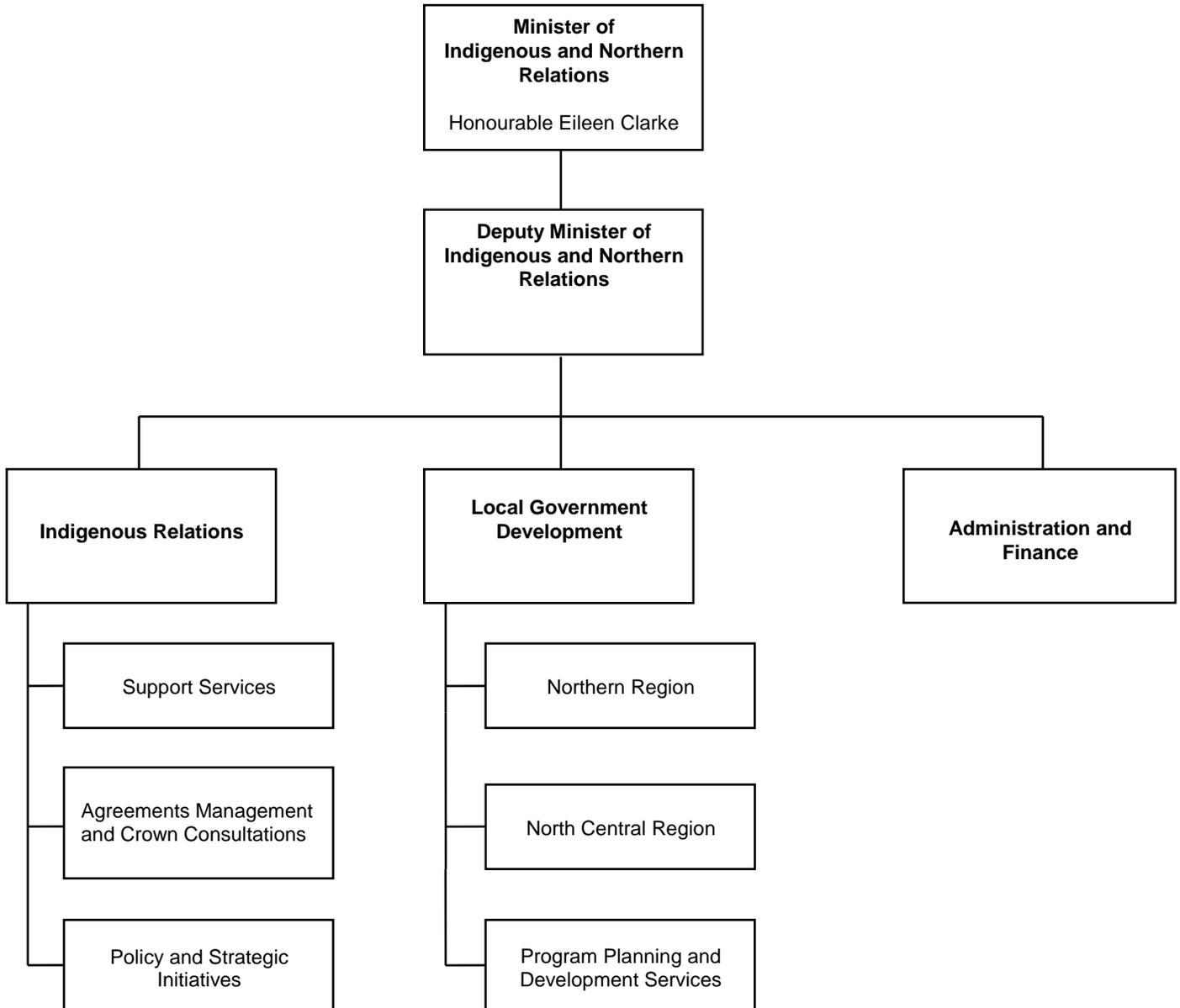
- La Direction des politiques et des initiatives stratégiques a fourni des analyses, des recherches et des conseils sur une vaste gamme de questions relatives aux Autochtones et au Nord, et a administré le financement par subvention.
- Les travaux de la Direction des ententes et des consultations avec les collectivités autochtones (voir la note de bas de page 2 ci-dessous) ont grandement contribué au respect des obligations constitutionnelles de la Province et à la réconciliation des droits issus de traités et des droits des peuples autochtones. Une grande partie des travaux de la Direction a été entreprise dans des régions au Manitoba où d'importantes activités de mise en valeur des ressources naturelles ont eu lieu et où la réalisation future des priorités provinciales est prévue. Les travaux de la Direction sont axés sur les domaines suivants :
 - Assurer la direction provinciale dans la négociation et la mise en œuvre d'accords de règlement provinciaux en ce qui a trait aux effets nocifs des aménagements hydroélectriques, aux droits fonciers issus des traités et à d'autres questions liées aux ressources naturelles.
 - Assurer la coordination principale des consultations entre la Couronne et les collectivités autochtones concernant les projets complexes ou d'envergure dans la province. La coordination avec d'autres ministères est requise pour déterminer les répercussions potentielles des décisions provinciales relatives à l'octroi de licences sur les droits issus de traités et les droits des peuples autochtones.
- La Direction des services de planification et d'élaboration de programmes a soutenu l'élaboration et la mise en œuvre de pratiques de collaboration importantes et mutuellement bénéfiques entre les collectivités autochtones, le gouvernement et les intervenants non autochtones grâce à la prestation de politiques, de programmes et d'initiatives stratégiques.
- La Direction du développement des administrations locales a servi 48 collectivités désignées au moyen de ses bureaux régionaux situés à Thompson et à Dauphin, et de ses sous-bureaux à The Pas et à Winnipeg. La Direction est responsable de la prestation de services de consultation et de conseil sur la planification, l'administration et la fourniture de services municipaux et de projets d'immobilisation. Parmi les autres responsabilités, notons la coordination de la prestation de services par les autres ministères gouvernementaux provinciaux et les partenariats stratégiques conclus avec

2 Correction du nom du programme : « Gestion des ententes et consultations de la Couronne » remplacé par « Ententes et consultations avec les collectivités autochtones ».

d'autres ministères et organismes gouvernementaux afin d'améliorer les conditions sociales, économiques et environnementales des collectivités du Nord.

Le ministère est aussi appuyé par une Direction des services administratifs et financiers commune.

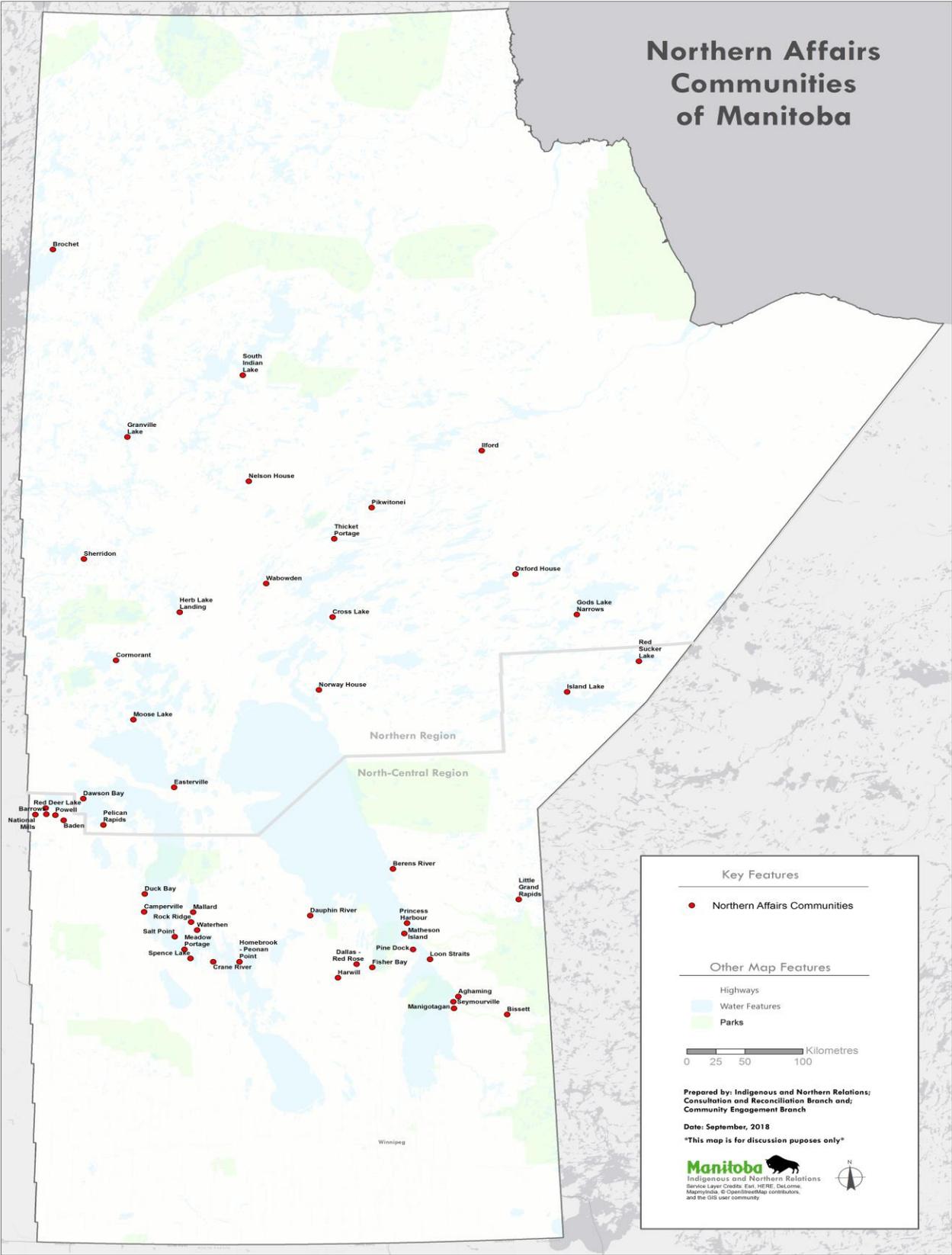
DEPARTMENT OF INDIGENOUS AND NORTHERN RELATIONS ORGANIZATIONAL CHART³



As at August 17, 2017

³ See footnote 1 regarding the “Agreements Management and Crown Consultations” Branch.

Northern Affairs Communities of Manitoba



Key Features

● Northern Affairs Communities

Other Map Features

Highways

Water Features

Parks



Prepared by: Indigenous and Northern Relations; Consultation and Reconciliation Branch and; Community Engagement Branch

Date: September, 2018
 This map is for discussion purposes only



Administration and Finance

The Division provides executive planning, management and controls of departmental policies, programs, and financial resources. The Division also provides the Minister and staff responsible for the portfolio with advice and administrative support. These services are provided by Executive Support and the Financial and Administrative Services Branch.

Minister's Salary

The Minister provides leadership to senior departmental management in maintaining and enhancing the direct partnership the Province has with its various partners, direction which support the government vision as related to Indigenous and northern Manitobans and its land use and resource management organizations. The Minister provides direction to ensure departmental goals and objectives are met.

19.1(a) Minister's Salary

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Total Salaries	41	1.00	42	(1)	1

Explanation

1. The over-expenditure is due to the department having reorganized into Municipal Relations (MR) and Indigenous and Northern Relations (INR), and due to a restated budget and reposting of actuals.

Executive Support

Executive Support includes the offices of the Minister and the Deputy Minister.

The Minister's office provides leadership and policy direction for the Department.

The Deputy Minister's office supports the Minister by providing information and advice. The office also provides executive leadership and operational direction for the development of programs and policies, the implementation of departmental programs, and the collaboration and coordination across government with departments and agencies. The Deputy Minister also advocates for the development of good relations and partnerships with the federal government, Indigenous communities and organizations as well as the private sector. The Deputy Minister is the Chairperson of the Departmental Executive Committee.

19.1(b) Executive Support

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Total Salaries	391	7.00	260	131	1
Total Other Expenditures	76	0.00	80	(4)	
TOTAL	467	7.00	340	127	

Explanation

1. Prior to the August 2017 reorganization of Indigenous and Northern Relations (INR) and Municipal Relations (MR), the Department had a shared Minister. The over-expenditure is due to a restated budget and reposting of actuals.

Financial and Administrative Services

During 2017/18 fiscal year, Finance and Administrative Services began establishing a shared service with Municipal Relations.

The shared Financial and Administrative Services has staff in Thompson and Winnipeg. The Branch provides financial comptrollership, fiscal management, financial advice and administrative support services to the Department within the authority of *The Financial Administration Act*.

The shared Director of Finance and Administrative Services fulfills the position of Access Officer for *The Freedom of Information and Protection of Privacy Act* and *Personal Health Information Act* and the Designated Officer for *The Public Interest Disclosure (Whistleblower Protection) Act*.

Financial and Administrative Services manages the Northern Affairs Fund. The Fund maintains two bank accounts to support and/or administer several programs for the benefit of northern communities.

Principal Activities in 2017/18

- Provided fiscal management/comptrollership to the Department as delegated by government statutes/regulations and policies.
- Provided financial advice and support services to assist the Department's divisions in the achievement of their goals and objectives.

- Processed expenditures and maintained a revenue collection and deposit system.
- Co-ordinated and consolidated the financial information necessary to prepare Detailed Estimates of Expenditure and Revenue, an Estimates Supplement, Annual Report, Public Accounts Variance Explanations and Quarterly Forecasts of Expenditures and Revenues.
- Co-ordinated the operation and maintenance of 16 fleet vehicles.
- Co-ordinated requests under *The Freedom of Information and Protection of Personal Privacy Act*. In 2017/18, 25 requests were submitted to the departmental Access Officer.
- Within the Department, provided continuing support for the SAP software. Provided technical advice, review, and revision of all policies and procedures related to the business processes necessitated by SAP.
- Co-ordinated the Department's procurement activities and represented the Department on relevant committees.
- Managed and provided financial management/comptrollership of the Northern Affairs Fund.

Achievements:

- All support services were provided within established service standards.
- Advice provided resulted in:
 - the allocation of financial resources so that the maximum benefit was obtained,
 - the purchasing of goods and services in an economical, efficient and effective manner.
- Policies and procedures were reviewed and amended on a priority basis.
- All financial matters that pertain to the Northern Affairs Fund were monitored within the government and departmental policies.
- Departmental Estimates were prepared in compliance with Treasury Board guidelines.

19.1(c) Financial and Administrative Services

Expenditures by Sub-appropriation	Actual 2017/18 \$	FTE	Estimate 2017/18 \$	Variance Over/(Under)	Expl. No.
Total Salaries	197	4.00	330	(133)	1
Total Other Expenditures	67	0.00	69	(2)	
TOTAL	264	4.00	399	(135)	

Explanation Number:

1. The variance is primarily due to vacancies.

Indigenous and Northern Relations

Local Government Development

Programs/Operational Support

The Local Government Development Branch (LGD) advised the Minister and Deputy Minister on matters related to the following:

- policy and program development;
- the implementation and the delivery of municipal services and infrastructure in the unorganized territory of northern Manitoba;
- programs and operational support;
- inter-departmental partnerships that support community and economic development in northern Manitoba;
- the growth of local government and incorporation as a means for communities to realize greater autonomy;
- the activities of three operational units - the Northern Region, the North Central Region and the Program Planning and Development Services, collectively referred to as the Local Government Development Branch.

The LGD supported and facilitated the provision of municipal services and infrastructure in 48 designated communities and cottage areas in the unorganized territory of northern Manitoba as defined by *the Northern Affairs Act*. The Division is committed to the advancement of independent, sustainable local government through a process of partnership and consultation working towards the overall Vision and Mission Statement:

“A future where Indigenous and Northern Manitoba communities thrive”

“Empower Northern Communities to advance sustainable economic growth, prosperity and a bright future for the region”

Program and Service Review

The LGD conducted a review of programs and services currently delivered to support the 48 Northern Affairs communities and cottage subdivisions in the unorganized territory of Manitoba with the goal of an efficient and sustainable model that meets provincial priorities of fiscal sustainability, reduction of red tape and duplication of services.

- One component was a consultation session with community representatives at the Northern Association of Community Councils (NACC) 47th annual general meeting. This session included small group discussion and information on the *Northern Affairs Act*, incorporation and roles of the stakeholders.

Facilitate and work with inter-departmental partnerships:

Local Government Development Branch and Sustainable Development (SD) (Office of Drinking Water, Environmental Approval and Compliance/Enforcement Branch) have formed an Inter-Departmental Working Committee and, as sub-committees to deal with various issues with drinking water, wastewater and waste disposal facilities.

Inter-departmental Water/Wastewater Management Issues Working Group – SD/Indigenous and Northern Relations with the mandate:

- To share information, discuss potential issues, develop and evaluate options and identify solutions to drinking water and wastewater challenges in Indigenous Relations communities. To meet quarterly.

Members:

Sustainable Development (SD):

ODW Director, Manager Field Operations

Environmental Approvals (EA) – Manager Municipal & Industrial Section

Environmental Compliance & Enforcement – Director

Indigenous & Northern Relations (INR) - Executive Director; Northern & North Central Regional Directors, Manager Technical and Environmental Services, and Policy Analyst

Sub-committees:

Bacteria Remote Testing Project Sub-Committee: To examine options for a bacteria remote testing facility.

Certification Sub-Committee:

To investigate partnering with Frontier School Division to provide tailored water and wastewater course for students and establish an apprentice program.

Operator in Charge (OIC) – Defining Requirements Sub-Committee:

To clearly define the requirements of OIC and Indigenous Relations staff becoming OIC for communities (short and long term)

Indigenous Engagement Strategy – Provincial/Federal Committee

Federal & Provincial Departmental Members:

SD: Director, Office of Drinking Water (ODW),

Indigenous and Northern Relations – Executive Director & Directors

Commitment to the advancement of independent, sustainable local government through a process of partnership and consultation:

- Consultative meetings with Indigenous Services Canada (ISC) and other First Nations and municipalities to discuss opportunities for joint venture on capital projects.
- Meeting and providing support as requested with First Nations in their initiatives that will impact neighboring Northern Affairs Communities.
- Discussions with Manitoba Water Services Board (MWSB) regarding the capital delivery of all water and wastewater projects for Indigenous and Northern Relations. Some projects have been piloted and are being delivered by MWSB, which include the wastewater facility in Seymourville and God's Lake Narrows.
- Working with the Indigenous and Northern Relations Consultation and Reconciliation Branch on the negotiations of settlements regarding Treaty Land Entitlement (TLE), Northern Flood Agreement (NFA), and Land Claims that deal with Northern Affairs communities.

Lean Initiative:

Local Government Development continues to implement Lean processes based on four LEAN principles:

1. To improve program and service delivery to our clients
 2. Eliminate waste
 3. Engage (involve and empower) employees
 4. Continuously seek improvement
- The Branch continues to manage Lean Projects activities. The Branch began an electronic filing system using the Lean principals.
 - Lean training sessions for continuous improvement to improve program and service delivery was open to all staff.

Paperless and E-file System:

The Branch improved efficiencies and reduced cost by:

- E-file and/or paperless meetings: Meeting documents were uploaded to a shared drive to access and the Branch implemented an Electronic Filing System.
- Timesheets were routed electronically.
- Finance documents: Streamlined by developing summaries which are linked to supporting information and routed electronically.

Northern Healthy Foods Initiative (NHFI)

The NHFI vision is that people define their own food systems to access healthy foods in northern Manitoba. The long-term impact is healthy food systems that are culturally relevant and improved health and well-being. Our role is to increase access to food by working with communities and coordinating efforts.

NHFI goals are to:

- increase food security efforts at the community level
- strengthen community led development

Strategic priorities are to:

- Strengthen 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.
- Enhance support for local efforts, including strengthening community-led approaches that reflect cultural values.

The total 2017/2018 program grant funding available was \$1.2M which included regular program funding (\$584.8K) and an annual northern food security financial contribution from Manitoba Health, Seniors and Active Living (\$50.0K). NHFI supported 15 regular program projects in 2017/2018.

Due to reporting cycles, results were not available on food production activities at the time of reporting, however funded activities included (but are not limited to) gardening and greenhouses for vegetables and fruit; capacity building events; beekeeping and poultry production; and traditional funding fishing and gathering.

Northern Youth Empowerment Initiative (NYEI)

The NYEI provides financial assistance and program support to youth-focused programs or projects in northern Manitoba with a preference for those that are:

- community-based, wholly or partially youth-led and/or youth-driven
- derived from or based upon well-established evidence-based models known to produce positive outcomes for youth
- designed to impact/affect large numbers of youth

The NYEI was paused for the 2017/2018 fiscal year to allow an internal review of the initiative to ensure positive stakeholder engagement and alignment with the priorities of government. The initiative will be reintroduced in the 2018/2019 fiscal year.

The Northern Healthy Foods Initiative and Northern Youth Empowerment is administered by the Planning, Program and Development Services Branch.

Capital Grants Program

The Capital Grants Program provides financial support to communities for municipal infrastructure and equipment, and offers consulting services and support for the development of project planning and delivery capacity at the community level. Enhancing infrastructure in northern communities has a direct impact on the quality of life and opportunities for community economic development.

The Branch undertook a review of capital projects and paused the intake of new applications. The department is working on creating a more sustainable capital program exploring regionalization, partnerships and other funding sources.

Total value of capital projects completed in 2017/18 (\$000's): **\$3,804.0**

• Norway House	Garage	240.0
• Ticket Portage	Water Treatment Plant	1,700.0
• Wabowden Lagoon	o/s deficiencies and hold back	1,792.0

Continuing/Committed Capital Projects for 2017/18 totaling **\$1,343.0:**

• God's Lake Narrows	Sewage Treatment Plant Design:	59.0
• Sherridon	Water Treatment Plant	480.0
• Thicket Portage	Water Treatment Plant – contractor/sub	300.0
• Thicket Portage	Lagoon	182.0
• Waterhen	Waste Disposal Site	322.0

Northern and North Central Regions

The Local Government Development Branch (LGD) serves 48 designated communities through regional offices located in Thompson and Dauphin with sub-offices in The Pas and Winnipeg. LGD is responsible for the provision of consulting and advisory services related to the planning, administration and delivery of municipal services and capital projects. Other responsibilities include the coordination of service delivery by other provincial government departments and strategic partnerships with other government departments and agencies to improve the social, economic and environmental conditions in northern communities.

Staff in regional offices and sub-offices delivered the following programs throughout the 2017/18 fiscal year:

- Municipal Administration
- Environmental
- Public Works
- Community & Resource Development
- Protective Services
- Recreation

Municipal Administration Program

The municipal administration program goal is to develop effective community management and administrative capacity by providing on-going support to elected councils, community contacts, cottage areas and community administrative staff in areas of accounting and administration, planning, financial management and reporting.

Achievements in this program include Regional staff provided:

- ongoing individual community based training, mentoring and guidance to new and inexperienced community staff
- ongoing training, mentoring and monitoring of community councils and elected officials
- administrative and liaison services to settlements and cottage areas to ensure municipal requirements are met within existing resources
- a framework to increase leadership capacity in communities

Financial Reporting:

- Of the 36 financial audits received by communities, 31 were unqualified, three received a qualified audit opinion, one an audit denial and one was unreported.
- Ten communities have recorded deficits in the prior fiscal year.
- Communities were required to generate revenue (Locally Generated Revenue) of 20% to offset the expense in operation and maintenance cost. Eighteen of the communities have met or exceeded this target.
- Aged receivables have increased by 33% during this reporting period.

Challenges:

- The collection of taxes in Northern Communities. Tax sales have not taken place which makes it difficult for communities to collect on large outstanding tax bills. There is no repercussion in place if the community residents do not pay.
- Isolation or remoteness for some of the northern communities. High freight and shipping costs to bring in the necessities and supplies to maintain assets as required by legislation. Rail service is unreliable.
- There is generally a limited pool of qualified people in the local areas in all program areas when a community needs to recruit a new community employee.

Environmental Services Program

The goal of this program area is infrastructure and services that conform to environmental regulations and meet or exceed standards. Staff coordinate and support community leadership and their employees (operators) in the operation and maintenance of community water, wastewater treatment facilities and waste disposal grounds in accordance with the facility's respective operating permit.

Environment Services:

- ensured all infrastructure has a current operating license, and ensured these licenses were posted at the community as per the legislation and direction from the operating license issuing agent
- ensured that all water use licenses are current for all water systems and coordinates with community to post as per direction from the license issuing agent
- coordinated with the Public Works Program in the planning and delivery of all water and wastewater infrastructure projects
- planned and coordinated the delivery of operator certification courses with certification providers
- planned and coordinated with community leaderships and their respective operators to obtain the required certification level for the community operators and back-up operators
- worked with communities to address boil water issues (BWA), by working with the community operator to have the boil-water advisories (BWA) rescinded and ensuring community residents are notified and informed of the requirements when there is a BWA issued

Achievements in this program area include:

- inter-departmental working group with Sustainable Development continued to meet quarterly to address boil water issues and other compliance related issues for water, wastewater and solid waste facilities.
- Local Government Development (LGD) is on Federal/Provincial committee that meets bi-annually to discuss common issues, challenges and discuss solutions in the operation of water supply systems. The dialogue included Indigenous and Northern Relations (INR) communities and adjacent First Nations communities that are dealing with similar geographic and logistics challenges to meet legislation. Discussions of planned major capital infrastructure to determine if the project can be coordinated to reduce liability and duplication of service.
- Regional staff worked with 21 communities to address boil water advisories (BWA); there were 14 new boil water advisories issued and rescinded; however, 10 communities remained on a long term boil water advisory.
- Twenty-eight of the 34 water plants have been evaluated and staff developed compliance plans.
- Regional staff continued to be a part of the working group on the Regional Solid Waste and Regional Recycling Facility (RSWARF) meetings for the past year for the Pas region. The working group was consist of the following stakeholders: Opaskwayak Cree Nation, Swampy Cree Tribal Council, City of the Pas, RM of Kelsey, MB Sustainable Development, Northern Affairs Communities, and Indigenous Services

Canada. Pending the completion of the regional RSWARF project five solid waste facilities will be converted to transfer stations reducing the liability to the province and cost to the province to construct new WDS as all these facilities are nearing their useful life. The engineering and design for the RSWARF project is scheduled to be publicly tendered by May 2018.

Phosphorus Reduction Compliance

- In 2017/2018, four extended aeration (EA) sewage treatment plants (STP) that were retrofitted with aluminum sulphate (Alum) injection equipment are now well within the phosphorus limits, < 1.0 mg/L. Department staff continued to work with the operators to optimize the treatment systems to reduce chemical use and operational costs.
- Three other mechanical STPs are due for replacement; and are currently in the engineering and design phase.
- Lagoons: Eighteen lagoons were tested, three were sprayed with aluminum sulphate prior to the spring and fall discharge. Staff continued to improve procedures and calculations for alum application to increase success rates, and to work with the communities to train employees to assume responsibility in the future.

Comply with Water and Waste Water Licensing Requirements:

The status of water, wastewater and solid waste facilities at year end are as follows:

- Of 33 water treatment plants being upgraded or replaced; 18 were completed, four were underway, seven were planned, four requires maintenance only and an additional four were removed to share services with the neighboring community.
- Of the 26 community operated wastewater treatment plants; 17 were completed, two were underway, seven were planned and have six purchased shared service from a neighboring community.
- Six water treatment plant engineer assessment were reviewed and finalized. Environmental staff prepared and provided all information required by the consulting firm, attended field inspections, and reviewed reports for content and accuracy.

Certified Operators in all Water and Waste Water Treatment Plants:

- LGD continued to work with each community and their operators to identify and implement individual operator training requirements for both the primary and back-up operators. Community water and waste water operators attended five formal water and wastewater course working towards certification compliance.

Water

- 39% (12 of 31) primary water treatment plant operators have full certification this is an increase of 9% over last fiscal.
- 19% (6 of 31) of back up water treatment plant operators have full certification this is an increase of 14% over last fiscal.

Wastewater

- One of six or 17% of the primary operators have achieved full certification
- The Department's primary focus continues to be water due to public safety and assessed risk

Waste Disposal Sites – Operator Certification:

- In anticipation of the July 1, 2019 new certification requirements under the *Environment Act*, the Department is coordinating with 19 Indigenous and Northern Relations (INR) waste disposal facilities operators to register for upcoming Landfill Operations Basic (LOB) course and exam that will take place early in spring and summer of 2018.

Public Works Program

The Technical and Public Works Program works with community councils and public works employees (PWE) to develop community self-sufficiency in the public works area and to facilitate optimum maintenance and life span of community infrastructure.

Technical staff:

- coordinated and led the planning and delivery of all capital projects; this includes all community Infrastructure such as water treatment and distribution, Wastewater collection and treatment, solid waste disposal, buildings, vehicles and equipment. Infrastructure that is reaching its useful life and experiencing increased operation and maintenance costs were identified for upgrade or replacement in the community and department capital plans.
- offered small groups or one on one mentoring and training to community public works employees (PWE) to assist community operators with the understanding of the operation and maintenance of all infrastructure as well as safe work and operation practices.
- assisted communities with the coordination and sourcing of supplies, trades and technical expertise to resolve community infrastructure maintenance issues that may arise service required to complete. Within this process, the Technical staff coordinated and assisted Councils with public tendering practices related to the provision of goods and services as required.
- conducted assessment, infrastructure audits, road inspection and safety inspections to assist councils with stewardship of its community assets in an effective, efficient and safe manner. These inspections and audits were used to identify infrastructure deficits, department liability and justification for infrastructure upgrades and replacement. These audits and inspection reports assisted the community with prioritizing annual budget planning, creation of maintenance plans and capital planning.

- led the delivery of all department initiated capital projects and studies, and were in the process, involved with the planning, tendering, evaluation selection, delivery and project closure. In the planning process they were responsible for conducting needs assessments and development of the Department capital plan.
- Workplace Safety and Health (WSH) technical staff performed inspections to audit all public buildings in accordance with WSH regulation and follow-up with respective community councils to develop plans to resolve WSH issues within these inspections.
- WSH Technical staff worked with councils and community employees to create an understanding of their obligations as employers, to their employees and in regards to operation and maintenance of community infrastructure and equipment.
- WSH technical staff assisted councils and employees with dealing with safety issues and concerns. Staff reviewed the safety plans and provided feedback, and worked to ensure capital projects were delivered in accordance with WSH legislation.

Achievements in this program area include:

- The region conducted 20 community road inspections and reviewed the road reports with 10 councils.
- Sixteen Municipal Road Improvement program applications were received/reviewed; nine of 16 applications were deemed eligible and recommended for funding approval, collectively valued at \$200K. Three applications were processed from the three Incorporated Northern Affairs communities, collectively valued at \$150K.
- Technical assistance was provided to six communities to address road repairs and deficiencies. Department staff also provided assistance on maintenance and repairs to two resource roads in unincorporated territory.
- Technical assistance was provided to three communities with ozone systems in water treatment plants, to troubleshoot errors, source parts and specialty trade service providers, and provide trainings.
- Technical assistance was provided 28 times to 13 communities to address major water and wastewater issues. Assistance was provided in sourcing parts from vendors, and securing contractor services.
- Training in operation and maintenance of slow sand water treatment systems, and backwash procedures was provided to eight operators in three communities.
- Six communities with conventional water treatment plants were provided with technical assistance on repairs to their SCADA computer system.

Trained Community Leaders and Applicable Staff:

- Departmental staff continued to work with community staff on an on-going basis with the provision of mentorship and the facilitation of skill-based advice.
- Staff provided additional hands on training on extended aeration wastewater treatment to six new employees from three communities with these plants.

Maintain Infrastructure to Last Design Life:

- Twenty-eight annual Infrastructure audits were completed; of those completed, 21 of 28 or 75% of the communities had an audit grades of B or better.
- Four communities had a drop in grade level and three had an improvement over last year.
- Provided seven communities with infrastructure deficit plans to address issues to bring their grade up.

Workplace Safety and Health

- Standard First Aid training was provided to 107 individuals in 12 communities.
- Sixteen Workplace Safety and Health orientation were provided to council and new employees.
- Seventeen Workplace Safety and Health incidents were investigated and rectified.
- Twenty-five WSH improvement orders were issued to two communities; 23 of the improvement order were complied with, two remain outstanding and are currently being addressed.
- Safety inspections were conducted and reports provided to councils. These reports will be used by the Department to determine and mitigate any safety liability and by the community to develop their safety plans that adhere to WSH legislation.
- Thirty-one unplanned Workplace Safety and Health audits were conducted; 13 communities attained an audit grade of B or better.
- Thirty-five planned Workplace Safety and Health audits were conducted; 17 communities attained an audit grade of B or better.

Community and Resource Development Program

The goal of this program area is sustainable communities through the establishment of land use documents; developing plans and zoning by-laws, promote community readiness for housing and community economic development, and provide administration for all areas and settlements within unorganized territory.

Promote Community Readiness for Community Economic Development:

- There are nine Community Development Corporations (CDC) in place (seven of which received board training). One of the Communities with a non-active CDC was provided an informational session on the process to start up CDC and the benefits to the community.
- Staff attended networking events including the Thompson Urban Indigenous Strategy, the Tamarack Institute; Take the Leap Economic conference in Dauphin and the consultations for Look North! Initiative.
- Staff provided administration to 30 cottage subdivisions within departmental jurisdiction.

Promote Community Readiness for Housing Development/Establish Land Use Documents:

- Staff continued to develop an inventory for all vacant lots in the Northern Affairs communities. Currently, there are 18 community inventories completed.
- There are nine land use documents in place and two in progress
- Staff represented the Department on four regional Block Planning Committee (BPC) review boards that meets quarterly.

Achievements in this program area include:

- Regional staff addressed and responded to ongoing requests from cottage subdivision areas related to lot development, basic services and permitting.
- Regional staff provided support and guidance to communities related to land use and economic development.
- Two development agreements were completed for the planning, construction and completion of two new cottage sub-divisions developments (one within a community boundary and one within the unorganized territory).
- Two existing cottage sub-divisions have experienced significant progress with numerous new vacant lots being sold and developed. Regional staff regulated the development activity in these areas.
- Regional staff have reviewed and provided departmental response to over 300 Crown land dispositions.

Protective Services Program

The goal of this program is to facilitate community capacity of responding to all public safety concerns including fire, personal safety and emergency preparedness/response. This program also works to ensure that applicable communities have the same access to a centralized emergency number as the rest of Manitoba and works to ensure the *Manitoba Fire Code* is implemented in Indigenous and Northern Relations (INR) communities to reduce risk of injury or death from fire. This goal is achieved through the provisions of resources to communities to develop and deliver fire prevention, inspection and protection, a Community Safety Officer (CSO) program, enacting 911 and an active emergency preparedness / response plan which includes training.

Community Safety Officer Program

The Community Safety Officer (CSO) program is designed for delivering the communities crime prevention program; connecting people in need with appropriate social services; maintaining a public presence in the community; working with the Royal Canadian Mounted Police (RCMP) to enhance public safety; and allowing the RCMP to focus their resources on their mandate.

Achievements in this program area include:

- The Community Safety Officer (CSO) contracts were fully signed and CSOs are operating in full capacity in their communities providing security and safety education.

- All CSOs reports were submitted as required each month to track performance and measure success.
- Each CSO has successfully completed the required training program in Brandon.
- CSOs have not been required to use any restricted weapons in the course of their duties since the implementation of the program.
- In the past year, Northern Region CSOs have performed a combined total of 11 safety presentations (bullying, gangs, drugs and suicide awareness), 136 calls for service, and 32 times assisting the RCMP.
- Regional staff continued to assist Councils in the recruitment and hiring of CSO employees when a position is vacant.
- Regional staff provided support to Council Supervisors who are providing orientation and training to the new CSOs.
- The North Central CSO's have performed a combined total of eight presentations, 16 RCMP assists and 53 calls for service.

Prepare Communities for Inclusion in the Provincial 911 System:

- In the Northern Region (NR), six communities were unable to get 911 services and out of the remaining communities, two communities and two cottage areas have successfully come online with 911.
- In the North Central (NC), three communities were unable to get 911 services. There are currently three communities online with 911 and five more communities which are ready to implement the system.
- Protective Services Consultants (PSC) continued to monitor the provincial move to the P25 radio system and have planned for capital dollars to purchase or upgrade equipment.
- NR communities which are able to join 911 have been advised to finish the project or risk being excluded from capital upgrades when P25 replaces Fleetnet.
- PSCs have been working with Communities who are unable to receive 911 due to geographic difficulty to set up a local emergency response system.

Fire Program:

- Regional staff supported training in communities with active fire departments and committed volunteer fire fighters with training plans.
- The Branch partnered with Indigenous Service Canada (ISC) to support a joint fire program with a Northern Affairs community and a neighboring First Nation community. This joint model with First Nation communities is being considered by other communities.
- PSCs continued to work with Councils to develop and maintain their community fire departments and members.
- All community fire programs included public education with respect to fire safety and fire prevention.
- The Northern Region (NR) coordinated two volunteer fire departments for formal training on the Community Structural Fire Fighting (CSFF) program.

- There were five injuries and three deaths related to fire in the NR. The NC had zero deaths and no reported injuries.

Fire Inspections:

- Indigenous and Northern Relations (INR) has entered into an agreement with the Office of the Fire Commissioner (OFC) to perform fire inspections in communities over the next three years.
- The NR has created an \$7.5K savings for the Department by creating a list of inspections which aligns with legislation.
- Protective Services Consultants (PSC) worked with the Inspectors and communities to correct noted deficiencies.

Emergency Preparedness / Response:

- The NR assisted eight flood events which resulted in no loss of life, no loss to community infrastructure and no evacuations. (Thicket Portage, Pikwitonei, Goose Creek, Ilford, Rocky Lake East, Sherridon, Cormorant and Dawson Bay).
- One NR community experienced the loss of their only grocery store. INR worked with the Red Cross to arrange for emergency supplies to be flown in. INR assisted with converting the community hall to accommodate a temporary grocery store (Brochet).
- The NC experienced one flood event and one forest fire which resulted in no loss of life and no loss to community infrastructure. One evacuation occurred due to the fire.
- Regional staff provided guidance and advice to volunteer emergency coordinators.
- Regional staff provided training to volunteer emergency coordinators.
- PSCs are creating a plan to respond to the changes under the *Emergency Measures Act*.
- The NR developed a new WTP emergency plan which was provided to Councils and implemented in 13 out of 17 communities.
- NR achieved emergency plan update compliance in 15 out of 17 communities.
- NCR achieved emergency plan update compliance in 15 out of 31 communities.

Recreation and Wellness Program

The goal of this program is to promote healthy communities. The goal is achieved by working in partnership with community recreation staff and elected representatives, other departments, agencies and stakeholders to promote and support recreation and wellness programming with a focus on expanding the range of recreational programming in communities, increased funding from outside sources to support recreation programming and increased capacity of community recreation and wellness leaders.

Achievements in this program area include Regional Staff:

- assisted Council with the recruitment, hiring and training of new recreation staff in two communities.

- provided ongoing support and guidance to Council and community staff related to recreation programming and facilities. Regional staff worked in partnership with staff from the Recreation & Regional Services Branch of Municipal Relations on community based support.
- assisted in a new Physical Literacy Program initiative involving after schooling programming in three Northern Affairs communities and two First Nation communities. The Healthy Together Now (HTN) program through the Prairie Mountain Regional Health Authority funded this initiative.
- Ten communities applied for various recreation related grants. The communities were successful in receiving a total of \$116K for programs such as summer student positions, minor recreation facility upgrades and recreation programming.
- There are 135 recreation and wellness programs being delivered by the various communities. These programs include, but not limited to: walking clubs, fitness classes, swimming, soccer, music, fundraising and gardening.

Increased Capacity of Recreation and Wellness Leaders:

- Regional staff and four community leaders participated in a regional Fit Kids training workshop which involved an introduction, knowledge and understanding of multiple sports through opportunity, exposure, games and fun for children to have the ability to use sport as a part of active play every day.
- Regional staff assisted in spring and fall gardening workshops in seven communities.
- Manitoba Fitness Council delivered an Active Living Facilitator training session to community leaders from two Northern Affairs communities and one First Nation which involved leading others in physical activities and to guide active living activities in the following areas: Indoor and outdoor walking, basic stretching and range of motion, activities of daily living and basic body weight strengthening
- Water and Ice Safety workshops in four communities.
- Fitness Leadership training in one community.
- Several community recreation leaders attended the annual Recreation Connections Conference in Winnipeg in February 2018.

19.2(a) (1) Programs/Operational Support

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	218	3.00	271	(53)	1
Other Expenditures	65	0.00	70	(5)	
Community Operations	10,029	0.00	10,487	(458)	1
Regional Services	507	0.00	949	(442)	1
Grants	324	0.00	323	1	
Northern Healthy Foods Initiative	581	0.00	1,247	(666)	1
Capital Grants	94	0.00	230	(136)	1
Community Capital Support	1,394	0.00	1,393	1	
Total Expenditures	13,212	3.00	14,970	(1,758)	

Explanation Number:

1. The under-expenditure is due to a review of grants and programs resulting in fewer payments.

19.2(a) (2) Northern Region

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	839	15.00	1,116	(277)	1
Other Expenditures	159	0.00	251	(92)	
TOTAL	998	15.00	1,367	(369)	

Explanation Number:

1. The variance is primarily due to vacant positions.

19.2(a) (3) North Central Region

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	1,173	15.00	1,147	26	
Other Expenditures	190	0.00	225	(35)	
TOTAL	1,363	15.00	1,372	(9)	

Northern Affairs Fund

The Minister of Indigenous and Northern Relations has the authority under Section 11 of *The Northern Affairs Act* to open and maintain bank accounts for the operation of the Northern Affairs Fund. The fund maintains two bank accounts. One account is the Specific Purpose Funds Account. This account is used to account for all monies advanced to the Minister for any specific purpose. The main purpose is to administer funds on behalf of designated communities within the jurisdiction of Indigenous and Northern Relations in compliance with *The Northern Affairs Act*. Other specific activities include the Municipal Employees Benefit Plan (for community employees), cottage sub-division levies and various northern programs/projects administered by Indigenous and Northern Relations for other government departments and other agencies.

The second account is the Taxation Account. This account is used to account for all monies received by virtue of the Minister's municipal taxation powers (per Section 5 of *The Northern Affairs Act*). *The Assessment Act* and *The Municipal Affairs Act* apply to the municipal tax collection system.

Branch staff administer the activities of the Northern Affairs Fund within applicable statutes and regulations in a manner consistent with departmental policies for the development of local government autonomy. Branch staff monitor individual Indigenous and Northern Affairs communities' financial and operational results by requiring that community auditors provide an opinion on their financial statements, report on adherence to various Acts, Regulations and Agreements, and provide a management letter commenting on the community's management control procedures. Branch staff review these reports and advise appropriate management of significant deficiencies and make recommendations for corrective action.

The Objectives of the Northern Affairs Fund are:

- To administer funds on behalf of designated communities within the jurisdiction of Indigenous and Northern Relations in compliance with *The Northern Affairs Act*.
- To provide accounting and trust services in support of the delivery of various government programs.
- To administer the property tax system within the jurisdiction of Indigenous and Northern Relations in a manner consistent with accepted municipal practices.
- To administer the Municipal Employee Benefits Program for northern communities.
- To administer the Community Audit Program including analysis of the audited financial statements, audit reports and management letters and report analysis results to management.
- To provide accounting and trust services to cottage subdivisions within Indigenous and Northern Relations' municipal jurisdiction.

- To prepare the Northern Affairs Fund financial statements.

Achievements:

- During the fiscal year, the major sources of revenue were:
 - \$2.4M in tax related revenue;
 - \$2.6M in General Grant Assistance funds distributed to northern communities and First Nations in Manitoba;
 - \$571K collected in Service Levy fees from 22 cottage subdivisions in northern Manitoba.

Administered the Municipal Employees Benefit Plan (MEBP) for the benefit of employees in 26 northern communities.

19.2(a) (4) Northern Affairs Funds

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	249	4.00	304	(55)	1
Other Expenditures	28	0.00	27	1	
TOTAL	277	4.00	331	(54)	

Explanation Number:

1. The variance is primarily due to a vacant position.

Program Planning and Development Services

As part of its 2017/2018 strategic planning efforts, the Department undertook a review to better align the Department's programs to government priorities which will be reflected in the coming year.

The Branch will be re-focused to be the Community Engagement Branch to support the development and implementation of meaningful and mutually beneficial engagement practices between Indigenous communities, government and non-Indigenous stakeholders through the provision of strategic policies, programs and initiatives

The Branch is formed by two diverse, but linked units; Municipal Support Services and Community Engagement. Collectively, the units operate under four distinct service provision areas:

- municipal support
- community engagement
- community relations and issue management
- policy development, research and analysis

Consistent with the Department's overall mandate, the Branch also works toward three common goals:

- advance reconciliation
- foster meaningful and mutually beneficial communication
- engage with Indigenous communities to build and strengthen relationships

In order to achieve the goals of the Branch, the following activities were undertaken during the fiscal year 2017/2018:

Northern Water Smart/ Winter Smart Programs

The Northern Water Smart and Winter Smart Programs were introduced with the goal of facilitating the reduction of water related injuries and drownings in northern Manitoba. The program has visited over 107 communities since inception and continues to deliver programming in communities across northern and remote Manitoba year-round, with the following objectives:

- ensure an increased awareness of drowning risk and prevention in northern Manitoba
- improve northern and remote community's capacity to address water safety needs

Achievements during the 2017/2018 fiscal year include:

- There were 39 northern communities received Northern Water Smart programming
- 3,188 northern community members attended essential life saving programming

- 1,516 of the participants were young children and youth who received Swim to Survive lessons

Regulatory Accountability and Legislative Review

The *Northern Affairs Act* was reviewed internally with the following objectives:

- streamline *The Northern Affairs Act* for modernization
- reduce red tape
- encourage community and regional sustainability

The Department will work to both consult and engage with Northern Affairs communities and affected stakeholders over the 2018/2019 fiscal year with proposed changes intended to modernize the act.

Emergency Preparedness

The Branch is responsible for overseeing and coordinating aspects of emergency preparedness; managing, directing and coordinating the response of stakeholders in a major emergency for Northern Affairs (NA) communities. The program also includes internal emergency preparedness in the form of a business continuity program for Manitoba Indigenous and Northern Relations (INR) which is comprised of emergency planning that is intended to minimize the impacts of internal disruption to business activities. The guiding objectives include:

- develop emergency preparedness plans for each NA community
- increase NA community's confidence, knowledge and leadership skills during the response to an emergency
- develop meaningful partnerships across government to aid in the response of an emergency

Key activities during the 2017/2018 fiscal year include:

- coordinated 14 emergency responses
- nine stakeholders were engaged in NA community emergency responses

Building Independence Program (BIP)

The Branch supports the BIP which is a partnership between three departments – Manitoba INR, Manitoba Families and Manitoba Education and Training. The program:

- supports employment opportunities for persons on provincial employment and income assistance (EIA) benefits living in NA communities
- enables participants to maintain or develop skills that will enhance their success in finding long-term employment

Achievements during the 2017/18 fiscal year were:

- five community councils participated in the program
- ten participants in total
- majority of projects were in the public works area with remainder in recreation
- two participants were no longer in receipt of EIA benefits

The partnering departments will continue to support the program in 2018/19.

Community Elections

The Branch coordinates the administrative conduct of community elections through the appointed principal electoral officer (PEO). Annually the PEO provides a report to the Minister on election activities. There was no regular election legislated for 2017, however seven communities held a by-election due to vacancies. The next regular election is scheduled for October 24, 2018. Each community council must appoint both a senior election official and an assistant senior election official to conduct their community elections in accordance with *The Northern Affairs Act* and the Community Councils Election regulation.

Community Engagement

Services included a dual role to support provincial strategies both in an advisory capacity as well as a coordinating agent for various engagement processes. The primary focus targets Indigenous engagement strategies, but are designed to extend to a broad public engagement scope. The Branch also provided liaison services through activities, seeking to work with communities and coordinate discussions on long-standing matters.

To date, the introduction of these services supported the development and/or implementation of Manitoba's Legalization of Retail Cannabis on reserve (or in First Nations), Manitoba Reconciliation Strategy, Mineral Protocol Development, First Nation Infrastructure Signage Policy and the Provincial Climate Change Strategy.

19.2(a) (5) Program Planning & Development Services

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	724	8.00	741	(17)	
Other Expenditures	81	0.00	86	(5)	
Total Expenditures	805	8.00	827	(22)	

Indigenous Relations

The Indigenous Relations' Division was responsible for the efficient management of Indigenous policy and program issues and the provision of timely, practical and effective advice on all aspects of Indigenous issues as they relate to the Manitoba Government. The responsibilities are of a province-wide nature and relate to current or emerging issues which are frequently highly political and sensitive, with complex dimensions, and which include complex relationships involving and impacting federal, provincial, municipal and Indigenous governments.

Indigenous Relations management are frequently called upon to take the lead or participate in the development of innovative policy and program options to address Indigenous issues which impact the province, and for ensuring the fulfillment of Manitoba's constitutional and other agreement obligations.

Indigenous Relations ensured that Manitoba meets its legal and constitutional responsibilities to consult with First Nations and Indigenous communities before making decisions that might affect the exercise of Treaty or Indigenous rights.

Indigenous Relations provided the Minister with policy and planning support, and meeting the mandate for Indigenous policy and program development and coordination. The division also provides research and analysis of existing and planned policy and program initiatives.

A major objective of Indigenous Relations was to manage the relationship between the provincial government, federal government and the Indigenous community. Public policy benefits accruing from the Indigenous Relations activities encompass fiscal management with respect to responsible public spending and at the same time efficient, accountable government. The Division also promoted the reduction of fragmentation, overlap, and duplication of provincial services for Indigenous peoples, and to ensure services are delivered efficiently, effectively, and proactively.

Objectives:

- To influence development and delivery of policies, programs and services that result in safe, healthy and secure environments.
- To conclude agreements related to the adverse effects of hydroelectric development, Treaty Land Entitlement (TLE) and other land-related matters.
- To fulfill provincial obligations and meet responsibilities resulting from agreements and other initiatives.
- To ensure consultations on government decisions that might affect the exercise of Treaty or Indigenous rights are conducted in a meaningful way.
- Indigenous self-government and Indigenous policy development and coordination.
- To increase community confidence, knowledge and leadership skills.

- To develop meaningful partnerships between Indigenous and northern Manitobans and all levels of government.
- To build a workforce representative of Indigenous and northern Manitobans.
- To promote a more sustainable entrepreneurial and community economic development environment.
- To provide administrative management services, technical research and special project support for the division.

The program specific activities are provided under separate headings.

Support Services

- Provided the Department with coordination and monitoring of information technology activities.
- Provided Indigenous Relations with quality administrative management services, including financial administration, human resource services, management reporting, information technology management, and administrative support services.
- Provided Indigenous Relations with technical research and special project support.

Achievements:

- Coordinated and monitored departmental information technology activities for adherence to standard government policies and practices.
- Financial resources allocated for the maximum benefit.
- Efficient and effective use of human resources in reaching program objectives.
- Support services were provided within established service standards.

19.2(b) (1) Support Services

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	307	5.00	283	24	
Other Expenditures	31	0.00	45	(14)	
Total Expenditures	338	5.00	328	10	

Agreements Management and Crown Consultations

The Agreements Management and Aboriginal Consultations Branch's (AMAC) (see footnote 4 below) work largely contributes to provincial Constitutional obligations and to reconciling Treaty and Indigenous rights. Through strategic planning undertaken, the Branch name in 2018/19 will be better reflective of the government's role towards advancing reconciliatory efforts with Indigenous communities in Manitoba.

A significant portion of the Branch's work is undertaken in areas of Manitoba where substantive natural resource developments have occurred and where future provincial priority developments are anticipated.

The work of the Branch focuses on the following areas:

- Serving as provincial lead in the negotiation and implementation of provincial settlement agreements relating to the adverse effects of hydroelectric development, treaty land entitlement (TLE) and other natural resource-related issues; and
- Serving as Manitoba's primary coordinating body for Crown-Aboriginal consultations relating to major or complex projects across the province. This involves coordination with other departments to determine potential impacts to Treaty and Indigenous rights resulting from Provincial licensing decisions.

AMAC works in close partnership with the Department of Sustainable Development in coordinating provincial obligations that are specific to land transfer activities for Indigenous communities in Manitoba.

The following is a summary of key areas of work that AMAC undertook in 2017/18:

Negotiation and implementation of provincial settlement agreements and other natural resource-related issues:

- Continued implementation of nine TLE Agreements involving 29 First Nations and 1.4 million acres of Crown land. As of March 31, 2018, under all TLE agreements in Manitoba, a total of 651,059 (Crown and residual) acres have been transferred by Manitoba to Canada with 630,753 acres set apart as reserve.
- Continued implementation of 14 hydroelectric impact and other settlement agreements including 395,678 Crown acres.
- Ongoing coordination of nine existing Resource Management Boards (RMB) located throughout northern Manitoba covering approximately 21% or 39.8 million acres of the provincial Crown land base. The Boards provide for the cooperative management of natural resources through the joint review of provincial dispositions and various resource-related activities.

4 See footnote 1 regarding the "Agreements Management and Crown Consultations" Branch.

- Negotiation and completion of other settlement agreements including the Sayisi Dene Relocation Claim Lands Agreement.
- On August 30, 2013 Canada, Manitoba and Sioux Valley Dakota Nation (SVDN) signed the Sioux Valley Dakota Nation Governance Agreement and Tripartite Governance Agreement. Since then, Manitoba, along with Canada, continue to assist SVDN in the implementation of this agreement including the provision for child and family services, policing, lands and education. This may serve as a model for future First Nation self-government agreements in Manitoba.

Crown-Aboriginal consultation facilitation for large scale or complex activities:

- Manitoba/Minnesota Transmission Line Project.
- Lake Winnipeg Regulation Water Power Final License and Jenpeg Generating Station Final License.
- Churchill River Diversion Final Licensing
- East Side Initiative: Projects P4 and P7a.
- Shoal Lake First Nation All Season Access Road Project (Freedom Road).
- Lake Manitoba/Lake St. Martin Emergency Outlet Channel and Permanent Outlet Channel 2015.

The demand for AMAC advisory or facilitation services on smaller-scale projects is also ongoing with a number of provincial initiatives or developments receiving Branch support.

AMAC is leading the development of the renewed provincial Duty to Consult Framework for respectful and productive consultations with Indigenous communities. Focused stakeholder engagement occurred during 2017/18 with Indigenous representative organizations. Comments and feedback received to date are being considered as we work towards finalizing the policy and guidelines.

AMAC is leading the provincial role in the Operation Return Home program to address the negative impacts of the 2011 Interlake flood event. The Branch works with other departments and Canada to fund cost-shared housing and infrastructure projects enabling the return of evacuated First Nation members.

AMAC is the lead in negotiating comprehensive settlement agreements with Canada and each of the four Interlake First Nations.

19.2(b) (2) Agreements Management and Crown Consultations

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	897	10.00	886	11	
Other Expenditures	646	0.00	230	416	1
Agreements Implementation	0	0.00	679	(679)	2
Total Expenditures	1,543	10.00	1,795	(252)	

Explanation Number:

- 1. The over-expenditure is due to legal and professional costs incurred for Treaty Lands and Crown Consultations. These expenditures are dependent of other parties such as the Federal Government or First Nations.*
- 2. The under-expenditure is due to a review of grants and programs resulting in fewer payments.*

Policy and Strategic Initiatives

The Policy and Strategic Initiatives Branch is responsible for the management of Indigenous and northern policy issues, the provision of timely, practical and effective advice on a wide variety of Indigenous and northern issues as they relate to the Manitoba Government and the implementation of various strategic initiatives related to the Indigenous and Northern Relations' portfolio.

The Branch is structured into two distinct but complementary work units consistent with the above objectives, including a Policy and Issues Management Unit responsible for supporting government on policy and program matters and for managing Indigenous and northern-related issues as they arise; and, a Strategic Initiatives Unit, responsible for implementing Indigenous and northern-related strategic initiatives on behalf of government.

In addition to the above functions, the Branch also manages the Department's Support Services function which provides administrative and corporate support to the Department.

Activities:

The Branch continues to promote and facilitate positive and respectful relationships and partnerships between the Manitoba Government, Indigenous peoples, northern communities and all levels of government. This includes leading Manitoba's commitment to advance reconciliation, in order to build trust, affirm historical agreements, address healing and create a more equitable and inclusive society.

The Branch has actively supported the development and delivery of policies, programs and services that are intended to improve social and economic outcomes for Indigenous and northern peoples. Central to these efforts has been work to leverage financial and technical resources in support of Indigenous capacity building initiatives.

Major Achievements:

- The Branch has led the development of *The Path to Reconciliation Act*, the first Reconciliation legislation of its kind in Canada. The *Act* received Royal Assent on March 15, 2016. The Branch has continued to track government-wide progress on reconciliatory activities and is preparing to begin a public engagement process in collaboration with Indigenous communities and all Manitobans, to develop a comprehensive Reconciliation Framework and Action Plan for advancing Indigenous priorities. This has included the preparation of the *2017/18 Path to Reconciliation Act Annual Progress Report* which describes the measures taken by government to advance reconciliation, including the measures taken to engage Indigenous nations and peoples in reconciliation processes.
- On December 8, 2015, the federal government announced a National Inquiry into Missing and Murdered Indigenous Women and Girls. Since this time, the Branch has continued to lead Manitoba's participation as related to the Inquiry, in partnership with Manitoba Justice.

- The Branch has continued to support the Department of Growth, Enterprise and Trade through the provision of advice and assistance as related to Manitoba's Look North Strategy. This has included work on a variety of aligned projects designed to promote economic development in Manitoba's north.
- The Branch has continued to provide operational funding to a variety of Indigenous organizations in Manitoba. The Branch has also continued to administer program-related funding agreements with various community-based organizations, such as the Assembly of Manitoba Chiefs Eagle Urban Transition Centre and the Oyate Tipi Cumini Yape program.
- Manitoba continues to be involved in community-based, intergovernmental and interdepartmental work to help address issues related to Missing and Murdered Indigenous Women and Girls. In addition to work on the National Inquiry into Missing and Murdered Indigenous Women and Girls, the Branch has also coordinated initiatives such as the 'Manitoba Coordinating Committee' which is intended to enhance information sharing related to the National Inquiry. This committee consists of the Manitoba Government, the Assembly of Manitoba Chiefs, Manitoba Keewatinowi Okimakanak, the Southern Chiefs Organization and regional representation from the Assembly of First Nations.
- On October 4, 2017, the Branch partnered with community representatives to coordinate a gathering for over 100 family members of Missing and Murdered Indigenous Women and Girls, in recognition of Missing and Murdered Indigenous Women and Girls Honouring and Awareness Day.
- The Branch continues to be involved in federal, provincial and territorial discussions related to Indigenous issues. Since 2015, the Federal government has focused on reconciliation initiatives that includes the development of a new Recognition and Implementation of Indigenous Rights Framework. The Branch continues to provide policy support on its implications in Manitoba. The Branch also continued to lead Manitoba's participation on cross-jurisdictional tables that include the Federal-Provincial-Territorial-Indigenous Forum (FPTIF) and the Northern Development Ministers' Forum (NDMF).
- The Branch has continued to support the Manitoba Government's commitment to establish a renewed Duty to Consult Framework. In addition to providing policy support on its development, the Branch has assisted with ongoing engagement with Indigenous communities as related to the Framework.
- The Manitoba Government has made commitments to establish a mining protocol with Indigenous communities to enhance economic opportunities in the north. The Branch continues to support the Department of Growth, Enterprise and Trade through the provision of advice, financial resources and assistance in the development of this protocol.

- The Branch partnered with Manitoba Education and Training to update the Indigenous Organizations in the Manitoba directory. The directory was designed as a useful reference and resource book to help people connect with various organizations, programs and services.
- In an effort to decrease Departmental expenditures and increase the Department's ability to respond to provincial priorities, the Branch has co-led efforts that have resulted in the consolidation of operations within a single Winnipeg location (formerly two locations). This has included a re-organization of human, financial and physical resources.

19.2(b) (3) Policy & Strategic Initiatives

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
Salaries & Employee Benefits	973	12.00	1,060	(87)	1
Other Expenditures	165	0.00	299	(134)	2
Indigenous Development Programs	2,516	0.00	2,782	(266)	2
Indigenous Economic and Resources Development Fund	315	0.00	900	(585)	2
First People's Economic Growth Fund	3,146	0.00	4,200	(1,054)	2
Total Expenditures	7,115	12.00	9,241	(2,126)	

Explanation Number:

1. The variance is primarily due to vacant positions.
2. The under-expenditure is due to a pause to undertake review of grants and programs resulting in fewer payments.

Amortization of Capital Assets

This represents the amortization of the four assets that the Department owns two bridges, and two dikes related to flood protection.

19.3 Amortization of Capital Assets

Expenditures by Sub-appropriation	Actual 2017/18	Estimate 2017/18		Variance Over/(Under)	Expl. No.
	\$	FTE	\$		
(a) Infrastructure Assets					
(1) Amortization Expense	57	0.00	75	(18)	
(2) Interest Expense	68	0.00	50	18	
Total Expenditures	125	0.00	125	0	

Sustainable Development

The following is a summary of progress made towards integrating the principles and guidelines of sustainable development into the programs and activities of the Department of Indigenous and Northern Relations. The summary is organized on the basis of the Principles and Guidelines of Sustainable Development as outlined in Schedules A and B of *The Sustainable Development Act*.

Integration of Environmental and Economic Decisions

- Indigenous and Northern Relations (INR) contributed 30% towards the Municipal Road Improvement Funded grants to INR communities. This resulted in safer community streets/roads by reducing risk to human health from dust. Business ventures are more likely to start in communities that have safe roads.

Stewardship

- In 2017/18, Indigenous and Northern Relations (INR) provided funding and project management for ongoing capital infrastructure projects in eight communities with Loan Act capital. This ensured community infrastructure meets legislative requirements for water treatment, wastewater treatment and solid waste disposal sites (WDS) with the capacity to provide for the current and future population.
- INR has implemented regionalized services or purchasing services from neighboring community to reduce the number of WDS. This includes conversion to transfer stations in three communities. This will help the environment by reducing older sites that have the potential to harm the environment through ground water and air borne pollution.
- INR met with a private regional waste and recycling provider to plan recycling options for the Waterhen regional area and also for Duck Bay and Camperville. Recycling reduces the solid waste mass put into the waste disposal sites, extending their life span.
- INR were involved (liaison between MI, engineers and community) with the construction of the Duck Bay flood protection dyke. Dykes protect valuable, provincially owned infrastructure and resident's homes.

Shared Responsibility and Understanding

- INR has 45 unincorporated communities. Being unincorporated, INR is legally the owner of all community assets, but the communities are the stewards. INR continued to support Northern Affairs communities to achieve compliance with certified operators in all water and wastewater treatment facilities. INR provided funding for the required training sessions and exams.
- INR also worked with Workplace Education Manitoba (WEM) to conduct assessments for community operators on math and science comprehension to pass operator

certification exams. These initiatives assisted the communities with the development of certified operators which ensures safe drinking water in the communities.

- The community councils' responsibility is to ensure their operators attend the training when they become available. They must ensure their staff participate in the extra training that will assist them in their course.
- INR facilitated Landfill Operations Basic (LOB) and Manager of Landfill Operations (MOLO) training for community WDS operators. LOB is a requirement for every waste disposal site attendant and the MOLO is a requirement for councillors with the Public Works portfolio and also for INR technical staff.
- INR's Workplace Safety and Health (WSH) staff provided Workplace Safety and Health orientation to council and new employees in 16 locations, assisted with 17 incidents in the community, with investigation and rectifying issues/ incidents.
- Technical staff addressed safety plans and legislated requirements for capital projects and changes in WSH regulation with new program standards, WHMIS, First Aid, et.al.

Prevention

- Community Resource Development Consultants reviewed four development and subdivision plans for flood prone zones.

Conservation and Enhancement

- Local Government Development has installed components to its waste water treatment plants and sprayed aluminum sulphate into the lagoons prior to the spring and fall discharge. This will ensure that the facilities are within the requirement of 1.0 mg/L for phosphorus nutrients in the systems.

Rehabilitation and Reclamation

- INR continued to monitor closed WDSs through ground water monitoring to ensure no hydro carbons are leaching into the groundwater.
- INR has responsibility to remediate closed contaminated sites that have been identified and funded. INR has five Environmental Liability projects that were not processed for review and approval. Two were for fuel storage, two waste disposal sites and one wastewater treatment facility area.

Global Responsibility

- Local Government Development participated in the Manitoba Federal Provincial First Nations Drinking Water Committee. The goal of this committee is to facilitate the efficient delivery of safe drinking water in northern and remote Manitoba communities and First Nations reserves through enhanced collaboration.

Efficient Uses of Resources

- Local Government Development will continue to explore ways to foster efficient use of resources through such mechanisms as pricing and incentives.

Public Participation

- INR held a two-day consultation engagement with Northern Affairs communities to identify:
 - 1) what services INR can do or not do to foster public participation in planning, program delivery and
 - 2) what changes should the Department consider removing or changing in *The Northern Affairs Act* that will not block progress or local autonomy
 - 3) Incorporation – what works and what doesn't work for communities
Infrastructure – how can communities be more compliant with its infrastructure taking into consideration the fiscal restraints

Access To Information

- The Department provided access to information through a number of avenues, including a web site, news releases, and an annual report. The web site provides information on departmental programs.
- By administering *The Freedom of Information and Personal Privacy Act* on behalf of the Department, the Finance and Administrative Services Branch facilitated the opportunity for access to departmental information by all Manitobans.

Integrated Decision-Making and Planning

- Local Government Development partnered with Sustainable Development (Office of Drinking Water & Environmental Approvals & Enforcement) to discuss and implement short, medium and long term strategies to deal with non compliance issues.
- Local Government Development worked with Manitoba Water Services Board (MWSB) in the delivery of water and wastewater projects. The department is exploring the possibility for MWSB to deliver all water and wastewater projects for INR.
- Local Government Development met regularly with Indigenous Services Canada to discuss joint ventures for capital projects where Northern Affairs communities are in close proximity with First Nations.

Waste Minimization and Substitution

- Reduce, re-use and re-cycle and recover the products the Department uses in its daily operations. Northern Affairs Branch reduced the usage of photocopying or copying on both sides thus reducing paper. All meetings were paperless and timesheets were not printed off, but approved by email. Recycling was being introduced to Northern Affairs communities. Travel was reduced as approximately 90% of the meetings were done by SKYPE.

Research and Innovation - Nil report

Education, Training and Awareness- Nil report

Pollution Prevention and Human Health- Nil report

Reduction of Fossil Fuel Emissions

- More usage of telephone and SKYPE facilities to reduce travel, thus reducing purchase of fuel and staff were planning community visits by sharing rides to communities.

Community Economic Development

- Aboriginal Procurement Initiative, which is now called IPI (Indigenous Procurement Initiative) is not required for construction but we tender using either Desired Indigenous Business Participation or Indigenous Business Standard on our construction tenders.

Financial Information Section

Reconciliation Statement

Details	2017/18 Estimates \$(000's)
2017/2018 MAIN ESTIMATES	31,108
Allocation of funds from:	-
▪ Enabling Appropriations	
▪ Internal Service Adjustments	29
Estimates of Expenditure 2017/2018 (Adjusted)	31,137

DEPARTMENT OF INDIGENOUS AND NORTHERN RELATIONS

EXPENDITURE SUMMARY

For the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year.

ESTIMATE 2017/18	APPROPRIATION	ACTUAL 2017/18	ACTUAL 2016/17	INCREASE (DECREASE)	EXPLANATION NUMBER
	1. Administration and Finance				
42	(a) Minister's Salary	41	0	41	1
	(b) Executive Support				
260	(1) Salaries and Employee Benefits	391	360	31	2
80	(2) Other Expenditures	76	65	11	2
340		467	425	42	
	(c) Financial and Administrative Services				
330	(1) Salaries and Employee Benefits	197	284	(87)	3
69	(2) Other Expenditures	67	57	10	
399		264	341	(77)	
781	19-1	772	766	6	

ESTIMATE 2017/18	APPROPRIATION	ACTUAL 2017/18	ACTUAL 2015/16	INCREASE (DECREASE)	EXPLANATION NUMBER
	2. Indigenous and Northern Relations				
	(a) Local Government Development				
	(1) Programs/Operational Support				
271	(a) Salaries and Employee Benefits	218	217	1	
70	(b) Other Expenditures	65	60	5	
10,487	(c) Community Operations	10,029	10,277	(248)	4
949	(d) Regional Services	507	688	(181)	4
323	(e) Grants	324	324	0	
1,247	(f) Northern Healthy Foods Initiative	581	623	(42)	
230	(g) Capital Grants	94	115	(21)	
1,393	(h) Community Capital Support	1,394	1,393	1	
14,970		13,212	13,697	(485)	
	(2) Northern Region				
1,116	(a) Salaries and Employee Benefits	839	1,136	(297)	5
251	(b) Other Expenditures	159	205	(46)	
1,367		998	1,341	(343)	
	(3) North Central Region				
1,147	(a) Salaries and Employee Benefits	1,173	1,155	18	
225	(b) Other Expenditures	190	212	(22)	
1,372		1,363	1,367	(4)	
	(4) Northern Affairs Fund				
304	(a) Salaries and Employee Benefits	249	226	23	
27	(b) Other Expenditures	28	22	6	
331		277	248	29	
	(5) Program Planning and Development Services				
741	(a) Salaries and Employee Benefits	724	719	5	
86	(b) Other Expenditures	81	70	11	
827		805	789	16	
18,867		16,655	17,442	(787)	

ESTIMATE	APPROPRIATION	ACTUAL	ACTUAL	INCREASE	EXPLANATION
2017/18		2017/18	2015/16	(DECREASE)	NUMBER
	(b) Indigenous Relations				
	(1) Support Services				
283	(a) Salaries and Employee Benefits	307	407	(100)	5
45	(b) Other Expenditures	31	41	(10)	
328		338	448	(110)	
	(2) Agreements Management and Crown Consultations				
886	(a) Salaries and Employee Benefits	897	751	146	6
230	(b) Other Expenditures	646	375	271	7
679	(c) Agreements Implementation	0	350	(350)	
1,795		1,543	1,476	67	
	(3) Policy and Strategic Initiatives				
1060	(a) Salaries and Employee Benefits	973	987	(14)	
299	(b) Other Expenditures	165	101	64	
2,782	(c) Indigenous Development Programs	2,516	2,649	(133)	4
900	(d) Indigenous Economic and Resource Development Fund	315	364	(49)	
4,200	(f) Economic Growth Funds	3,146	4,200	(1,054)	4
9,241		7,115	8,301	(1,186)	
11,364		8,996	10,225	(1,229)	
30,231	19-2	25,651	27,667	(2,016)	
	3. Costs Related to Capital Assets				
	(a) Infrastructure Assets				
75	(1) Amortization Expense	57	45	12	
50	(2) Interest Expense	68	38	30	
125	19-3	125	83	42	
0	Reconciliation (Reorg)	0	0	0	
31,137	DEPARTMENT TOTAL	26,548	28,516	(1,968)	

EXPLANATION NOTES

1. *This is due to the Department having re-organized into Municipal Relations (MR) and Indigenous Relations (INR), the Minister's Salary is a new position created in the current fiscal year.*
2. *Prior to the August 2017 reorganization of Municipal Relations (MR) and Indigenous and Northern Relations (INR), the Department had a shared Minister. The over-expenditure is due to a restated budget and reposting of actuals.*
3. *The year over year variance is mainly due the Finance Manager FI5 position being eliminated, as well as a re-classification of a position.*
4. *The year over year variance is mainly due to the fewer grant payments in the current fiscal year due to a program review.*
5. *The year over year variance is mainly due to vacancies in the current fiscal year.*
6. *The variance is due to vacancies.*
7. *The over-expenditure is due to high legal and professional fee costs incurred for Treaty Lands and Crown consultations. These expenditures are dependent on actions of other parties such as the Federal Government or First Nations.*

DEPARTMENT OF INDIGENOUS AND NORTHERN RELATIONS

REVENUE SUMMARY BY SOURCE

For the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year.

Actual 2016/17	Actual 2017/18	Increase (Decrease)	Source	Actual 2017/18	Estimate 2017/18	Variance	Expl. No.
			Current Operation Programs – Other Revenue				1
101	39	(62)	(a) Sundry	39	100	(61)	
			Government of Canada				
126	121	(5)	(a) Northern Flood Agreement	121	130	(9)	
227	160	(67)	TOTAL REVENUE	160	230	(70)	

Explanation

1. The variance is due to the timing of recording of the revenue received.

DEPARTMENT OF INDIGENOUS AND NORTHERN RELATIONS

FIVE-YEAR EXPENDITURE AND STAFFING SUMMARY BY APPROPRIATION
 For years ending March 31, 2014 – March 31, 2018

ACTUAL/ADJUSTED*EXPENDITURES (\$000)

		2013/14		2014/2015		2015/16		2016/17		2017/18	
		FTE	\$								
19-1	ADMINISTRATION AND FINANCE ¹	17.00	1,511	15.00	1,482	15.00	1,519	8.00	767	12.00	781
19-2	INDIGENOUS AND NORTHERN RELATIONS ¹	76.00	31,100	76.00	32,118	76.00	32,150	75.00	27,867	72.00	30,231
19-3	COST RELATED TO CAPITAL ASSETS ¹	0.00	96	0.00	94	0.00	91	0.00	83	0.00	125
TOTAL	INDIGENOUS AND NORTHERN RELATIONS	93.00	32,707	91.00	33,694	91.00	33,760	83.00	28,717	84.00	31,137

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EXPLANATION NOTE

1. In 2017/18, the former department of Indigenous and Municipal Relations was reorganized into two separate departments, Indigenous and Northern Relations and Municipal Relations. The actuals for 2013/14, 2014/15, 2015/16 and 2016/17 have been restated.

Performance Reporting – Indicators of Progress Against Priorities

English Introduction

The following section provides information on key performance measures for the Department for the 2017/18 reporting year. All Government of Manitoba departments include performance measures in their Annual Reports to complement the financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit www.manitoba.ca/performance.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

French Introduction

La section ci-dessous fournit de l'information sur certaines mesures clés de performance relativement aux activités du ministère pendant l'année 2017/18. L'ensemble des ministères du gouvernement du Manitoba font état de mesures de performance dans leurs rapports annuels pour ajouter aux données sur les résultats financiers et mettre à la disposition des Manitobains et Manitobaines des renseignements valables et utiles sur les activités du gouvernement et leurs retombées pour la province et sa population.

Pour de plus amples informations quant aux rapports sur la performance et au gouvernement du Manitoba, veuillez consulter le site : www.gov.mb.ca/finance/performance.fr.html.

Nous apprécions beaucoup vos commentaires sur les mesures de performance. N'hésitez pas à nous transmettre vos observations ou questions à l'adresse : mbperformance@gov.mb.ca.

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
Well-being /economic success of Indigenous people in Manitoba.	As measured by: (a) the difference between Indigenous and non-Indigenous median incomes for individuals age 15 and over; and (b) the difference between median employment incomes between Indigenous and non-Indigenous individuals aged 15 and over.	Income is a key indicator of economic success, potential standard of living and the ability to provide more than the basic necessities of life. The difference in median income levels is an indication of the relative well-being of Indigenous and non-Indigenous people. The difference in median employment incomes focuses on the gap in employment incomes.	<u>Median income for:</u> Indigenous individuals age 15 and over: \$13,979 Non-Indigenous individuals age 15 and over: \$24,270 Difference: \$10,291 <u>Median Employment Income for:</u> Indigenous individuals age 15 and over: \$25,843 Non-Indigenous age 15 and over: \$33,553 Difference: \$7,710 Source: Census 2001	<u>Median income for:</u> Indigenous individuals age 15 and over: \$23,427 Non-Indigenous individuals age 15 and over: \$36,098 Difference: \$12,671 <u>Median Employment Income for:</u> Indigenous individuals age 15 and over: \$26,013 Non-Indigenous age 15 and over: \$34,880 Difference: \$8,867 Source: Census 2016	2016 Census Data represents 25% sample data (1 in 4 households received the long-form census). For the census long-form, a random sample of 1 in 4 private dwellings in Canada is selected systematically. The sample size was determined to ensure the dissemination of reliable estimates for small areas and small populations. To reduce response burden and to increase the quality and quantity of income statistics data available, the 2016 Census of Population Program gathered income information solely from administrative data sources rather than asking respondents directly.
Well-being / economic engagement of Indigenous people in Manitoba.	As measured by the difference between Indigenous and non-Indigenous unemployment rates for individuals age 25 - 54.	Engaging Indigenous people in the economy is critical to the future success of Manitoba's economy and contributes to the well-being of Indigenous people in Manitoba. The difference in unemployment rates	According to the 2001 Census, Indigenous people age 25 - 54 had an unemployment rate of 17% as compared to the non-Indigenous unemployment rate of 3%. This reflects a difference of 14 percentage points.	According to the 2016 Census, Indigenous people age 25 - 54 had an unemployment rate of 13.5% as compared to the non-Indigenous unemployment rate of 4.5%. This reflects a difference of 9 percentage points.	2016 Census Data represents 25% sample data (1 in 4 households received the long-form census). For the census long-form, a random sample of 1 in 4 private dwellings in Canada is selected systematically. The sample size was determined to ensure the dissemination of

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		<p>provides one indicator of their relative participation in the labour market and economy and is a strong indicator of standard of living and well-being.</p> <p>The goal is for this gap to decrease over time.</p>			<p>reliable estimates for small areas and small populations.</p>
<p>Well-being / educational attainment of Indigenous people in Manitoba.</p>	<p>As measured by the difference between the proportion of Indigenous and non-Indigenous people age 25 - 64 with a high school graduation certificate or greater.</p>	<p>Educational attainment affects the standard of living and general level of well-being of individuals and families.</p> <p>The difference in educational attainment with a focus on high school completion provides one indicator or the relative well-being of Indigenous people in Manitoba.</p> <p>The goal is to see this gap decrease over time.</p>	<p>According to the 2006 Census, 59% of Indigenous people age 25 - 64 had a high school graduation certificate or greater as compared to 83% for non-Indigenous people.</p> <p>This reflects a difference of 24 percentage points.</p>	<p>According to the 2016 Census, 55% of Indigenous people age 25 - 64 had a high school graduation certificate or greater as compared to 79% for non-Indigenous people.</p> <p>This reflects a difference of 24 percentage points.</p>	<p>2016 Census Data represents 25% sample data (1 in 4 households received the long-form census). For the census long-form, a random sample of 1 in 4 private dwellings in Canada is selected systematically. The sample size was determined to ensure the dissemination of reliable estimates for small areas and small populations.</p>
<p>Progress of Treaty Land Entitlement (TLE) Agreements (9) for Entitlement First Nations (29).</p>	<p>As measured by the number of acres of land made available by Manitoba to Canada for Reserve creation.</p>	<p>Acres transferred by Canada under TLE indicates a fulfillment of Manitoba's Constitutional obligation to Entitlement First Nations and may lead to increased economic and social opportunities for them as their land base is</p>	<p>Under existing TLE agreements (nine), Entitlement First Nations (29) may select or purchase a total of 1,423,110 acres of land.</p>	<p>As of March 31, 2018, a total of 651,059 (Crown and residual) acres have been transferred by Manitoba to Canada with 630,753 acres set apart as Reserve.</p>	<p>The number of acres made available will decrease as Entitlement First Nations complete their selections/acquisitions and as Canada accepts provincial land.</p> <p>As issues that impact the transfer of land are</p>

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		increased.			addressed, transfers of land for Entitlement First Nations will increase. Crown-Aboriginal Consultation by Canada may result in a slower transfer process of TLE lands.
The progress of hydroelectric development settlement agreements.	As measured in part, by the number of acres/parcels transferred by Manitoba to Canada and converted to Reserve or survey and transfer of "fee-simple" lands to the Band-based Land Corporation.	To ensure Manitoba's obligations are met under each Agreement (14).	Fourteen hydroelectric settlement agreements were signed between 1977 and 2010 with a total of approximately 395,678 acres of land to be converted to Reserve status or transferred to a band-based land corporation.	As of March 31, 2018, Manitoba has transferred 82,454 acres of land for Reserve creation or transferred to a band-based corporation. In 2003/04, Manitoba and Manitoba Hydro implemented a 15-month Action Plan with Cross Lake Band of Indians. On-going annual Action Plans have been implemented at a cost of approximately \$5.6 million annually to meet obligations within the Northern Flood Agreement and Orders of the NFA Arbitrator. In 2017/18 Manitoba Hydro and Cross Lake Band of Indians entered into a Grant Funding process. Manitoba Hydro provided the Band with \$7.5 million to implement specific programming and	Similar to the TLE process, the amount of land transferred under each settlement agreement is dependent on numerous factors, some of which are beyond Manitoba's control. Manitoba's contribution to the 2017/18 Action Plan programs is approximately \$650,000 pending final review of actual numbers. Programs include Commercial Trapping, Domestic Fishing, Hot Lunch Program, Land Exchange, Community Information Centre, Alternative Foods and Gardening and Nelson River Sturgeon Board. Manitoba will continue to meet its obligation under the NFA through funding of these programs.

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				put a halt to all arbitration claims. Manitoba and Manitoba Hydro continue to implement NFA programs at Cross Lake.	
Fulfill Constitutional and other agreement obligations to Indigenous and northern communities.	Progress of the Resource Management Boards (RMBs) is measured. Payment streams are coordinated.	Measured in part by the number of meetings held each year and progress of land use planning and projects undertaken.	Resource Management Boards are responsible for the natural resource co-management of approximately 21% or 39.8 million acres of the Provincial Crown land base. Possible increase by two more RMBs resulting in approx. 35% or 65 million acres of the provincial Crown land base.	Nine of the settlement agreements have Resource Management Boards, each with a required minimum of four meetings per year.	Generally the RMBs are meeting fewer than four times per year.
Progress of negotiations.	As measured by number of agreements finalized and implemented.	Fulfillment of Manitoba's obligations under various commitments, (e.g. sign-off on the outstanding hydroelectric adverse effects settlement agreement will meet the requirement of the legal claim filed by Norway House Community Council).	Seven agreements are currently in various stages of negotiations.	<p>AMAC is undertaking Crown-Aboriginal Consultation on the proposed Norway House Community Council Settlement Agreement.</p> <p>AMAC is currently negotiating and/or participating in other agreement processes: Skownan Land Exchange and Treaty 3 First Nations' negotiations with Ontario and Canada.</p> <p>AMAC is the Provincial lead in negotiations with Canada and the four 2011 flood-affected</p>	<p>The negotiations are at different stages in the process and final agreements are subject to Cabinet approval.</p> <p>There is Increasing pressure from Indigenous Communities to conclude negotiations and finalize agreements.</p> <p>The bilateral Sayisi Dene Relocation Claim lands agreement was signed on September 20, 2017.</p>

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				interlake First Nations. Formal draft agreements have been developed and are under review by the parties.	
Progress on Crown-Aboriginal Consultations	As measured by the number of Crown-Aboriginal Consultations that are ongoing or completed. Additional measures include scope of community engagement and resources to support communities in their participation in Crown-Aboriginal Consultation processes.	To ensure that the Agreements Management and Aboriginal Consultations Branch (AMAC) ⁵ assists Manitoba in meeting its Constitutional Duty to Consult and upholding the Honour of the Crown.	AMAC continues work with other departments in facilitating Crown-Aboriginal consultations on behalf of the province.	AMAC has seven Crown-Aboriginal Consultations that are currently in progress at various scales and stages. AMAC continues to coordinate or support projects requiring Crown-Aboriginal Consultation, including the proposed Lake Manitoba/Lake St. Martin Permanent Outlet Channels.	Requests to INR to facilitate more Crown-Aboriginal consultations on behalf of the province continues to increase.

⁵ See footnote 1 regarding the “Agreements Management and Crown Consultations” Branch.

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<p>Progress on informing and educating First Nations, Métis communities and other Indigenous communities.</p>	<p>As measured by the number of Crown-Aboriginal Consultations that are ongoing or completed. Additional measures include scope of community engagement and resources to support communities in their participation in Crown-Aboriginal Consultation processes.</p>	<p>First Nations, Métis communities, and other Indigenous communities have varying levels of experience with Manitoba's approach to Crown-Aboriginal Consultations.</p>	<p>A standard community presentation on Crown-Aboriginal Consultations has been developed.</p>	<p>AMAC continues to deliver presentations to communities and organizations and will continue to seek out opportunities to meet with communities and organizations to provide information on Manitoba's Duty to Consult.</p>	<p>Increased awareness has contributed to improved community engagement and more focused consultations.</p>

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<p>Outcome: Self-sustaining autonomous communities</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Financial Audit reports status, unqualified, qualified, denial • % of Locally Generated Revenue (LGR) collected • Outstanding taxes • Accumulated year-end balances • Aged Accounts Receivable 90 days \$ amount 	<p>To ensure communities and the Branch is working towards the overall Vision and Mission <i>“A future where Indigenous and Northern Manitoba communities thrive.”</i> <i>“Empower Northern Communities to advance sustainable economic growth, prosperity and a bright future for the region.”</i></p>	<ul style="list-style-type: none"> • Financial Audits – all communities to have an unqualified audit. • LGR – all communities to generate 20% or more Locally Generated Revenues for the operation and maintenance of the community’s; infrastructure, programs and municipal services. • Outstanding taxes is tracked on a year to year basis • Accumulated Year-end Balances is tracked annually from completed community audits <p>Accounts receivable in 2011 were recorded at \$2,318.5</p>	<ul style="list-style-type: none"> • Financial Audits completed to March 31, 2017, 97% of the Audits completed are unqualified, 3% qualified and 0% denial, one incomplete. • Sixteen of 33 (48%) of Northern Affairs communities are meeting the 20% LGR requirement and six communities in the 15%-19% range, nearly achieving. • Outstanding taxes current balance is \$2,734.3 a change of 15.5% over the prior Year. • \$2,423.5 Accumulated Year-end Balances for the year ending march 31, 2017. • Accounts receivable as of March 31, 2017 was \$1,344.0 	<ul style="list-style-type: none"> • Financial Audits, on average since 1985. 69% unqualified, 19% qualified and 10% denial • There is a general increase in the number of communities meeting the 20% LGR requirement. • Outstanding taxes continue to increase on average by 11% per year over the last 8 years. • Accumulated year-end balances are generally increasing • Accounts receivable for 90 day aged is decreasing on average by \$73.0 or 10% per year. 	<p>Working on tax sales process and collection of outstanding taxes.</p>

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<p>Outcome: Communities self-sufficient through well maintained infrastructure in public works</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Infrastructure Audit, status grade, # of community achieving and overall grade of "C" or better, • Workplace Safety and health (WSH) – # of improvement order issued and # complied with in a given year • WSH training – number of people trained in Standard First Aid • WSH near misses and injuries due to work related incidents. 	<p>Compliant community infrastructure and human resources for a safe environment.</p> <ul style="list-style-type: none"> • To meet legislation • Reduced liability and create a safe work environment for community public works employees. 	<ul style="list-style-type: none"> • All 48 communities to achieve an overall grade of "C+" or better. In 2006/7 40% of the communities we able to achieve higher than C+ • The base line is to achieve zero WSH improvement order and the ability to comply within a given year. • The base line is to have zero near misses and zero work related incidents. 	<ul style="list-style-type: none"> • The Branch completed 28 community infrastructure audits and of those 27 of 28 or 96% of the communities had a C+ or higher. On Average 380 pieces of infrastructure are assessed yearly to complete the Audits • There were 25 WSH orders issued in three of 48 communities; 23 of the 25 orders were complied with. Two remain outstanding at March 31, 2017. • 113 volunteer firefighters and public works employees were trained in Standard First Aid. • There were zero WSH near misses reported; but there were 18 work related injuries. 	<ul style="list-style-type: none"> • The overall infrastructure grade has increased from 49% to 80% for those communities with a Grade of C+ and Higher. • The planned WSH are conducted after the unplanned. • There were 25 more WSH orders issued over last year. • Increased participation in Standard First Aid due to requirements for Volunteer Firefighters. 	<ul style="list-style-type: none"> • The Branch continues to work with councils and their public works employees to develop Infrastructure Deficit recovery plans • INR will evaluate type and cause of injuries to work with communities on prevention.

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<p>Outcome: Compliant community infrastructure, protecting the environment;</p> <ul style="list-style-type: none"> • Safe drinking water • Wastewater and solid waste management 	<p>The goal of the program is to ensure infrastructure and services conform to environmental regulations that meet or exceed standards.</p>	<p>Twenty-five Boil water advisories (BWA)</p> <ul style="list-style-type: none"> • Thirty-three Water treatment plants (WTP) that are compliant with all regulations • Twenty-six wastewater treatment facilities that are compliant with all regulations • Certified operators in all water and wastewater treatment facilities. • Phosphorous reduction compliance in 26 wastewater treatment facilities. • Nineteen Communities with waste disposal sites will require certified operators as per new requirements under the <i>Environment Act</i> in July 1, 2019. 	<p>Ten remain on long term boil water advisory. INR plans are to replace, repair/upgrade or dismantle the systems.</p> <ul style="list-style-type: none"> • Eighteen of the 33 are complete; 4 are underway and seven are planned. 4 are shared services from a neighboring community. • Seventeen are replaced; two are underway, seven are planned. Six are not counted as the service is purchased from a neighboring community. • 39% of 12 of 31 primary water treatment plant operators have full certification • 19% or 6 of back up WTP operators have full certification. • Three of 17 wastewater treatment plant operators have full certification. • There is no certified back up operators. • Four Extended Aeration (AE) sewage treatment plants retrofitted with aluminum sulphate injection equipment 	<p>BWAs are issued every time there is a water main break, power outage, missed samples and bacteria presence.</p> <ul style="list-style-type: none"> • New regulations require new components to be added to the plants to be compliant. • New regulations require new components or methods and chemicals to be compliant. • Math and Science are challenges for operators; thereby passing exams for certification is very low. 9% increase of last fiscal. • Increase of 9% over last fiscal year. • Increase of 14% over last fiscal year. • There is no improvement over last year. Focus is on safe drinking water as the 	<p>BWAs are addressed as they occur. Power outages initiate a BWA. This can be addressed with a back up generator on each plant. (\$200.0 or more)</p> <ul style="list-style-type: none"> • Manitoba Water Services Board will be taking over the delivery of capital for all water and wastewater facilities. • Water treatment plant assessments are conducted every 5 years. • Environmental Consultants review reports for content and accuracy, attend field inspections and review any Environmental Orders with the Council to determine action plan. • Consultants work with communities to identify and implement individual operator training requirements for the primary and back up operators.

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			<p>meet requirements.</p> <ul style="list-style-type: none"> • Three of 18 lagoons are sprayed with alum prior to spring and fall discharge. Others meet the 1.0 mg/L. • Education to 19 communities with INR sharing information and preparing for site improvements and training. 	<p>same person is managing both facilities.</p> <ul style="list-style-type: none"> • Staff continue to improve procedures and calculations for alum application. • All 19 communities are aware of upcoming new regulation. 	<ul style="list-style-type: none"> • INR worked with colleges to offer courses for water treatment plant operator certification. • No wastewater treatment plant operator certification was offered in this fiscal year. • On hands training with community staff to assume responsibility in the future. • Three WWTP have yet to be replaced. • 1 WWTP will no longer be the responsibility of the province with land transfer through TLE to First Nation. • Site preparations are being planned and training will be implemented next fiscal year

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<p>Outcome: Healthy communities.</p> <ul style="list-style-type: none"> Number of new grants applied and approved for new programming. Amount of additional grants leveraged for new programming 	<ul style="list-style-type: none"> Expanding the range of recreational programming and increased capacity of community recreation and wellness leaders by mentoring them and guiding them to appropriate resources 	<p>In 2016/17 there were 168 new programs through resourcing.</p> <ul style="list-style-type: none"> Twenty-three grants were applied for and 21 approved. No monetary value reported 	<p>113 new programs available</p> <ul style="list-style-type: none"> Forty-two grants applied with 32 successful in the previous year with additional grants of \$116,748 in funding. 	<ul style="list-style-type: none"> Decline in outside resourcing as one Recreation and Wellness consultant position is removed from the NAB. Declining population means less volunteers, less participants, thus less requirement for additional resources. Less resources acquired in the NA communities with the reduction in assistance from the Department. 	<p>Rec & Wellness consultant will continue to work with all communities with information sharing on resources</p>
<p>Outcome: Sustainable communities.</p> <ul style="list-style-type: none"> Number of community land use plans and zoning by-laws. Number of community development corporations with trained board members 	<ul style="list-style-type: none"> CDCs provide the means for communities to participate in economic development ventures. To ensure communities have available lots for future housing development. To ensure that cottage 	<p>Nine communities with land use documents last year and 2 in progress</p> <ul style="list-style-type: none"> Twelve CDCs with six of the boards with training. Eighteen communities have lot inventories. Service will remain same to 30 cottage subdivisions unless there are new ones added. 	<p>Ten communities have land use documents and 1 in progress</p> <ul style="list-style-type: none"> Nine CDCs with four trained Eighteen communities had lot inventories N/A 	<ul style="list-style-type: none"> Very little movement in this area. Require community participation/interest in this initiative to move this along. One CDC dissolved. No change Same level of service 	<ul style="list-style-type: none"> Staff will review the purpose and benefits of land use planning with all communities and facilitate sessions with Municipal Relations. Very limited activity in the economic development area due to local capacity. Staff will ensure all communities have lot inventories and prepare five year plan for studies and

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<ul style="list-style-type: none"> • Inventory of housing lots in completed in communities • Provide administration to 30 cottage subdivisions within unorganized territory. 	<p>subdivisions acquire and be able to pay for essential services.</p>				<p>development where required.</p>

Regulatory Accountability and Red Tape Reduction

Manitoba Indigenous and Northern Relations is committed to implementing the principles of regulatory accountability as set out in The Regulatory Accountability Act. The Department works to achieve balance with regulatory requirements, identify the best options for them, assess their impact and incorporate them in department activities, programs and in the development of all regulatory instruments.

A regulatory requirement is a requirement in a regulatory instrument for a person to take an action in order to:

- access a program or service offered by the government or a government agency
- carry on business
- participate in a regulated activity

Regulatory accountability provides a framework to create a transparent, efficient and effective regulatory system. Red tape reduction aims to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

Regulatory Requirements

	Baseline (April 1, 2016)	2016/17 (March 31, 2017)	2017/18 (March 31, 2018)
Total number of regulatory requirements	7,700	7,700	7,668

	2016/17 from baseline	2017/18 from baseline
Net change in total number of regulatory requirements	0	-32
% change	0%	-0.415%

Achievements:

Since April of 2016, the Department's achievements in reducing regulatory requirements and eliminating red tape included:

- Removing the requirement for community election officials to complete and submit to the Department a statutory declaration respecting the destruction of election materials following each election. This reduced an additional step no longer deemed required.

The Department is continuing to review programs, policies and legislation in 2018/2019 that will see a further reduction to red tape and the Department's regulatory count. This includes: *The Northern Affairs Act*, Community Councils Election regulation, Status and Boundaries – Unincorporated Communities and Settlements regulation, Conflict of Interest regulation, the Indigenous Economic and Resource Development Fund, Capital program and policies related to community funding and protective services.

The Public Interest Disclosure (Whistleblower Protection) Act

The *Public Interest Disclosure (Whistleblower Protection) Act* came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters builds on protections already in place under other statutes, as well 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 counselling 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 18 of the *Act*.

The Department of Indigenous and Northern Relations is pleased to report that during the 2017/18 fiscal year there were no issues/matters pertaining to any section of this *Act*.

<p style="text-align: center;">Information Required Annually (per Section 18 of The Act)</p>	<p style="text-align: center;">Fiscal Year 2017/2018</p>
<p>The number of disclosures received, and the number acted on and not acted on. Subsection 18(2)(a)</p>	<p style="text-align: center;">NIL</p>
<p>In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective action taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 18(2)(c)</p>	<p style="text-align: center;">NIL</p>