

Manitoba Indigenous Reconciliation and Northern Relations

Réconciliation avec les peuples autochtones et Relations avec le Nord Manitoba

Annual Report
Rapport Annuel

21|22

Indigenous Land Acknowledgement

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

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

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

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

Reconnaissance du territoire

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

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

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

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

Indigenous Reconciliation and Northern Relations

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Accessibility Co-ordinator at 204-945-6008

Minister's Letter of Transmittal



**MINISTER
OF INDIGENOUS RECONCILIATION AND NORTHERN RELATIONS**

Room 301
Legislative Building
Winnipeg, Manitoba R3C 0V8
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 of presenting, for the information of Your Honor, the Annual Report of Manitoba Indigenous Reconciliation and Northern Relations, for the fiscal year ending March 31, 2022.

Respectfully submitted,

Original Signed By

Honourable Alan Lagimodiere

Minister of Indigenous Reconciliation and Northern Relations



Lettre d'accompagnement du ministre(French)



**MINISTRE
DE LA RÉCONCILIATION AVEC LES
PEUPLES AUTOCHTONES ET DES
RELATIONS AVEC LE NORD**

Bureau 301
Palais législatif
Winnipeg, Manitoba R3C 0V8
CANADA

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

Madame la lieutenante-gouverneure,

J'ai le privilège de vous présenter, à titre d'information, le rapport annuel du ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord, pour l'exercice qui s'est terminé le 31 mars 2022.

Le tout respectueusement soumis,

Original signé par

Le ministre de la Réconciliation avec les peuples autochtones et des Relations avec le Nord,

Alan Lagimodiere



Deputy Minister's Letter of Transmittal



Indigenous Reconciliation and Northern Relations

Deputy Minister's Office

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The Honourable Alan Lagimodiere

Minister of Indigenous Reconciliation and Northern Relations

Room 301 Legislative Building

Winnipeg, MB R3C 0V8

Dear Minister:

I am pleased to present for your approval the 2021/22 Annual Report of the Department of Indigenous Reconciliation and Northern Relations.

This report includes achievements and key priorities undertaken during the 2021/22 fiscal year that support the department's commitment to foster positive and respectful relationships with Indigenous peoples and northern communities while empowering northern communities to advance sustainable economic growth and prosperity.

I am also pleased to highlight a number of departmental initiatives correspond with government's strategic priorities. During the 2021 fiscal year the department created new initiatives to address the many challenges Indigenous peoples and northern communities faced in light of the COVID-19 virus. The department continued to monitor community outbreaks, ensured essential services were maintained and focused on engaging with stakeholders to deal with emerging issues. The beginning of the 2021 calendar year began with our department's commitment to support Manitoba's COVID-19 vaccine campaign. The department played a key role in the vaccination coordination efforts for First Nation and Northern Affairs Communities as well as urban Indigenous populations. Supporting the operationalization of vaccine clinics, establishing Indigenous vaccine strategies and engaging with key partners to ensure vaccine accessibility and prioritization for Indigenous populations supported some of the key priorities of the provincial Vaccine Task Force. This year the department invested nearly \$6.9M to support and expand the role of urban Indigenous clinics and other outreach efforts intended to increase vaccination rates against COVID-19 among First Nation, Métis and Inuit people.

The department continued to lead 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 2,508 acres of Crown land from Manitoba to Canada to meet our TLE obligations. Our department continued to advance the implementation of hydro impact settlement agreements, working jointly and cooperatively with other parties (Canada and First Nations) to advance land transfers to Canada for reserve creation.

The department continued its efforts to strengthen relationships with communities and re-establish regular meetings with Resource Management Boards (RMBs). Thirty-three meetings were held and more than 20 applications for resource allocations were reviewed by the RMBs. Our department also developed and launched Manitoba's Duty to consult and accommodated a three-day training session and internal intranet site to support consistency in Crown-Indigenous consultations.

The department demonstrated progress responding to the recommendations of The Provincial Oversight of Drinking Water Safety Report of Manitoba's Auditor General including; implementation of a compliance plan for water quality testing, approval of a new Bacterial Testing Facility in Thompson, completion and submission of several five-year water system assessments, development of inventories of water and wastewater deficiencies and work plans to address identified issues, and preliminary work to address community water and wastewater operator certification issues.

Our department continued to deliver capital programming to Northern Affairs Communities and settlements for the provision of municipal infrastructure and equipment. During 2021/22, 34 new capital projects were initiated to improve water and wastewater treatment, improve drainage, increase road safety, expand solid waste management, and upgrade municipal buildings.

The department continued its development of the Cottage Administration Modernization Project (CAMP) to provide ongoing operational support to cottage programs across existing 36 cottage subdivisions within the department's jurisdiction. During 2021/22 fiscal year the department developed the project charter and work plan, with implementation to span over the next two fiscal years.

In keeping with the department's mandate to support the development of healthy, safe and sustainable Northern Affairs Communities, we undertook various measures to improve the administration of the Northern Affairs Fund and the property tax system, including strengthening financial comptrollership, establishing new policies and processes, increasing efficiencies and improving service delivery for the benefit of Indigenous and northern Manitobans.

Government remains committed to advancing reconciliation, which includes meaningful engagement with Indigenous nations and peoples for advancing Indigenous priorities. The department continues to provide various financial resources to community-driven projects through the Indigenous and Northern Initiatives Fund, including the provision of financial support to Circles for Reconciliation, a group that aims to create trusting and meaningful relationships between Indigenous and non-Indigenous peoples. Through the initiative, "circles" are facilitated for public and private sector organizations and groups, on various themes such as the meaning of land for Indigenous people, residential schools, intergenerational trauma, the pass system and the Sixties Scoop. As well, Circles for Reconciliation will facilitate training circles with Manitoba government civil servants that align with Call to Action #57.

Addressing violence against Indigenous women and girls and the tragedy of Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ people continues to be a priority for the Manitoba government and across Canada. The department has led and supported community-based, intergovernmental, and interdepartmental work to inform priority setting to Calls to Justice. This work includes direct engagement with Indigenous leadership, community-based organizations, families and survivors and the provision of \$130,000 to the Ma Mawi Wi Chi Itata Centre to support the co-development of a provincial implementation plan to raise awareness and end violence against Indigenous women, girls and 2SLGBTQIA+ peoples in Manitoba.

Through a combination of new and ongoing initiatives, we continue to address the legacy of residential schools and advance the process of reconciliation in Manitoba. This year the Province committed \$2.5M to begin the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province. The First Nations, Inuit and Red River Métis Council on residential schools was established, to support Indigenous-led searches for burial sites of children who attended residential schools. The council is co-chaired by the province and Southern Chiefs' Organization (SCO), and has representation from Indigenous leadership organizations and governments, including the Assembly of Manitoba Chiefs, Southern Chiefs' Organization, Manitoba Keewatinowi Okimakanak, Manitoba Métis Federation and the Manitoba Inuit Association.

In addition to providing annual core funding to First Nations and Métis leadership organizations, for the first time, the department is partnering with the Manitoba Inuit Association (MIA) and provided \$50,000 to support their core operations. The MIA represents the voice of Inuit residing in Manitoba and supports their culture and language.

As the demand for Indigenous language services continues to grow in Manitoba, the department has partnered with Indigenous Languages of Manitoba to increase the number of qualified translators in Manitoba. The department will be providing funding of \$300,000 for a three-year plan to increase the number of qualified Dakota, Michif, Cree and Ojibwe translators in Manitoba.

The Department of Indigenous Reconciliation and Northern Relations will continue to build upon the achievements of 2021/22. I look forward to continuing our efforts to work collaboratively with our many valued partners as we walk the path towards reconciliation together.

Respectfully submitted,

Original Signed By

Jeremy Akerstream

Deputy Minister of Indigenous Reconciliation and Northern Relations



Lettre d'accompagnement du sous-ministre



Réconciliation avec les peuples autochtones et Relations avec le Nord

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Monsieur Alan Lagimodiere

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

Palais législatif, bureau 301

Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le privilège de vous présenter, aux fins d'approbation, le rapport annuel 2021-2022 du ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord.

Le présent rapport rend compte des réalisations et des principales priorités mises en œuvre au cours de l'exercice 2021-2022 qui soutiennent l'engagement du ministère à promouvoir des relations positives et respectueuses avec les peuples autochtones et les collectivités du Nord et à donner à celles-ci les moyens de favoriser leur croissance et leur prospérité économiques durables.

Je suis également heureux de souligner un certain nombre d'initiatives ministérielles qui correspondent aux priorités stratégiques du gouvernement. Au cours de l'exercice 2021, le ministère a créé des initiatives pour prendre en compte les nombreux défis auxquels les peuples autochtones et les collectivités du Nord ont été confrontés du fait du virus de la COVID-19. Le ministère a continué à surveiller les épidémies dans les collectivités, a veillé au maintien des services essentiels et s'est concentré sur le dialogue avec les intervenants pour gérer les problèmes émergents. Le début de l'année civile 2021 a commencé par l'engagement de notre ministère à soutenir la campagne de vaccination contre la COVID-19 du Manitoba. Le ministère a joué un rôle clé dans les efforts de coordination de la vaccination pour les collectivités des Premières Nations et les collectivités relevant des Affaires du Nord ainsi que pour les populations autochtones urbaines. Le soutien à l'opérationnalisation des cliniques de vaccination, l'établissement de stratégies de vaccination pour les Autochtones et l'engagement avec des partenaires clés afin de veiller à l'accessibilité et la priorisation des vaccins pour les populations autochtones ont appuyé certaines des principales priorités du groupe de travail provincial sur le programme de vaccination. Cette année, le ministère a investi près de 6,9 millions de dollars pour soutenir et élargir le rôle des cliniques autochtones urbaines et d'autres efforts de sensibilisation visant à augmenter les taux de vaccination contre la COVID-19 chez les Premières Nations, les Métis et les Inuits.

Le ministère a continué à assumer les responsabilités provinciales dans la négociation et la mise en œuvre des droits fonciers issus des traités et d'autres accords 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 2 508 acres de terres domaniales du Manitoba au gouvernement fédéral afin de respecter nos obligations liées aux droits fonciers issus de traités. Notre ministère a continué à faire progresser la mise en œuvre des accords de règlement sur les répercussions hydroélectriques, en travaillant conjointement et en coopération avec d'autres parties (le Canada et les Premières Nations) afin de faire avancer les transferts de terres au Canada pour la création de réserves.

Le ministère a poursuivi ses efforts pour renforcer les relations avec les collectivités et rétablir des réunions régulières avec les conseils de gestion des ressources. Trente-trois réunions ont eu lieu et plus de 20 demandes d'attribution de ressources ont été examinées par les conseils de gestion des ressources. Notre ministère a également élaboré et lancé le Cadre de consultation obligatoire du Manitoba et a mis sur pied une séance de formation de trois jours et un site intranet interne afin d'assurer l'uniformité des consultations entre la Couronne et les Autochtones.

Le ministère a réalisé des progrès en ce qui concerne le suivi des recommandations du rapport du vérificateur général du Manitoba intitulé Surveillance provinciale de la salubrité de l'eau potable, notamment la mise en œuvre d'un plan de conformité pour les analyses de la qualité de l'eau, l'approbation d'une nouvelle installation d'analyse bactériologique à Thompson, l'achèvement et la présentation de plusieurs évaluations quinquennales des réseaux d'alimentation en eau, l'élaboration d'inventaires des lacunes en matière d'eau et d'eaux usées et de plans de travail pour régler les problèmes relevés, ainsi que des travaux préliminaires pour résoudre les problèmes d'accréditation des exploitants des réseaux d'alimentation en eau et de gestion des eaux usées des collectivités.

Notre ministère a continué d'offrir des programmes d'immobilisations aux localités et aux collectivités relevant des Affaires du Nord pour la fourniture d'infrastructure et d'équipement municipaux. Au cours de l'exercice 2021-2022, 34 nouveaux projets d'immobilisations ont été lancés pour améliorer le traitement de l'eau et des eaux usées, améliorer le drainage, accroître la sécurité routière, étendre la gestion des déchets solides et moderniser les bâtiments municipaux.

Le ministère a poursuivi l'élaboration du projet de modernisation de l'administration des chalets afin de fournir un soutien opérationnel continu aux programmes des chalets dans les 36 lotissements de chalets existants relevant de la compétence du ministère. Au cours de l'exercice 2021-2022, le ministère a élaboré la charte et le plan de travail du projet, dont la mise en œuvre s'étalera sur les deux prochains exercices.

Conformément au mandat du ministère qui vise à appuyer l'établissement de collectivités du Nord saines, sûres et durables, diverses mesures ont été prises afin d'améliorer l'administration du Fonds des affaires du Nord et du régime d'impôt foncier, notamment en renforçant le contrôle financier, en établissant de nouvelles politiques et de nouveaux processus, en augmentant l'efficacité et en améliorant la prestation des services au profit des Autochtones et des Manitobains du Nord.

Le gouvernement reste déterminé à faire progresser la réconciliation, notamment par un engagement réel auprès des nations et des peuples autochtones pour faire avancer les priorités autochtones. Le ministère continue de fournir diverses ressources financières à des projets communautaires par l'intermédiaire du Fonds des initiatives autochtones et du Nord, notamment un soutien financier à Circles for Reconciliation, un groupe qui vise à instaurer des relations de confiance et significatives entre les personnes autochtones et non autochtones. Dans le cadre de cette initiative, des « cercles » sont organisés pour des organismes et des groupes des secteurs public et privé, sur divers thèmes comme la signification de la terre pour les peuples autochtones, les pensionnats, les traumatismes intergénérationnels, le système de laissez-passer et la rafle des années soixante. De plus, Circles for Reconciliation animera des cercles de formation avec les fonctionnaires du gouvernement du Manitoba qui s'alignent sur l'appel à l'action 57.

La lutte contre la violence faite aux femmes et aux filles autochtones, et la tragédie que représentent la disparition et le meurtre de femmes, de filles et de personnes bispirituelles, lesbiennes, gaies, bisexuelles, transgenres, queer, en questionnement, intersexes et asexuelles (2ELGBTQQIA+) autochtones, demeure une priorité au Manitoba et partout au Canada. Le ministère a dirigé et soutenu les travaux communautaires, intergouvernementaux et interministériels visant à éclairer l'établissement des priorités des Appels à la justice. Il a notamment établi un dialogue direct avec les dirigeants autochtones, les organismes communautaires, les familles et les survivants, et a versé 130 000 \$ au Ma Mawi Wi Chi Itata Centre pour soutenir l'élaboration conjointe d'un plan de mise en œuvre provincial visant la sensibilisation et la lutte contre la violence faite aux femmes, aux filles et aux personnes 2ELGBTQQIA+ autochtones au Manitoba.

Grâce à une combinaison d'initiatives nouvelles et permanentes, nous continuons à nous occuper des séquelles des pensionnats autochtones et à faire progresser le processus de réconciliation au Manitoba. Cette année, la province a engagé 2,5 millions de dollars pour commencer à soutenir l'identification, l'enquête, la protection et la commémoration des lieux de sépulture des pensionnats autochtones dans toute la province. Le Conseil des Premières Nations, des Inuits et des Métis de la rivière Rouge sur les pensionnats autochtones a été créé pour soutenir les recherches dirigées par les Autochtones pour trouver les lieux de sépulture des enfants décédés dans des pensionnats autochtones. Le conseil, qui est coprésidé par la Province et la Southern Chiefs' Organization, réunit des représentants de gouvernements et d'organismes autochtones, dont l'Assembly of

Manitoba Chiefs, la Southern Chiefs' Organization, le Manitoba Keewatinowi Okimakanak, la Manitoba Métis Federation et la Manitoba Inuit Association.

En plus de fournir un financement annuel de base aux organismes des Premières Nations et des Métis, le ministère s'est associé pour la première fois à la Manitoba Inuit Association (MIA) et a fourni 50 000 \$ pour soutenir ses activités de base. La MIA représente la voix des Inuits résidant au Manitoba et soutient leur culture et leur langue.

Comme la demande de services en langues autochtones continue de croître au Manitoba, le ministère s'est associé à Indigenous Languages of Manitoba pour augmenter le nombre de traducteurs qualifiés au Manitoba. Le ministère offrira un financement de 300 000 \$, dans le cadre d'un plan triennal visant à augmenter le nombre de traducteurs qualifiés en dakota, michif, cri et ojibwé au Manitoba.

Le ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord s'appuiera sur les réalisations de 2021-2022. Nous nous réjouissons à l'idée de poursuivre notre collaboration avec nos nombreux précieux partenaires en progressant ensemble sur la voie de la réconciliation.

Le tout respectueusement soumis,

Original signé par

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

Jeremy Akerstream



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Introduction

Overview to the Annual Report

This Annual Report is organized in accordance with department's appropriation structure as at March 31, 2022, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report has been enhanced to include Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As the Balanced Scorecards continue to be developed, reporting is included where available, with continued inclusion of previous Performance Reporting in the appendix to ensure transparency of results.

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

Aperçu du rapport annuel

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2022, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel a été étoffé et comprend maintenant des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Alors que l'établissement des tableaux de bord équilibrés se poursuit, les renseignements sont fournis quand ils sont disponibles et des rapports antérieurs sur le rendement continuent d'être inclus en annexe pour assurer la transparence des résultats.

Par ailleurs, pour la première fois, le rapport annuel contient les résultats financiers sommaires du ministère, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. On continue à fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global du rendement financier du ministère.

Indigenous Reconciliation and Northern Relations At a Glance – 2021/22 Results

Department Name & Description	The Minister of Indigenous Reconciliation and Northern Relations is responsible for the advancement of reconciliation and strengthening of Indigenous relations in Manitoba, fulfillment of Manitoba’s constitutional responsibilities to Indigenous communities, and supporting the provision of municipal programs and services to Northern Affairs Communities.
Minister	Honourable Alan Lagimodiere
Deputy Minister	Jeremy Akerstream

Other Reporting Entities	0	
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Summary Expenditure (\$M)	
39	40
Restated Budget	Actual

Core Expenditure (\$M)		Core Staffing	
39	38	90.00	90.00
Authority	Actual	Authority	Actual

Departmental Responsibilities

The Minister of Indigenous Reconciliation and Northern Relations is responsible for the advancement of reconciliation and strengthening of Indigenous relations in Manitoba, fulfillment of Manitoba's constitutional responsibilities to Indigenous communities, and supporting the provision of municipal programs and services to Northern Affairs Communities.

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

- Provide timely, practical, and effective policy direction and advice on policy related to Indigenous communities and northern Manitoba.
- Co-develop initiatives to continue Manitoba's advancement on the path of reconciliation, in partnership with Indigenous governance and communities in Manitoba.
- Support and facilitate the delivery and implementation of services, infrastructure and programming to communities and settlements designated under the Northern Affairs Act.
- Ensure that constitutional obligations to Indigenous communities are upheld.
- Establish and consistently implement Crown consultation policies to meet Manitoba's consultation obligations when government decisions may affect Indigenous and/or Treaty rights.
- Implement the land, financial, and cooperative elements of signed settlement agreements with Indigenous communities, including Treaty Land Entitlement (TLE), implementation of hydro impact and settlement agreements, Crown-Indigenous consultation and negotiations of settlement agreements.
- Through engagement and partnership, support the provision of municipal programs and services for healthy and safe northern communities, including cottage areas in unorganized territory.
- Support the advancement of growth, independence, and sustainability of local government and incorporation for greater autonomy of Northern Affairs Communities, including the development and delivery of policies, programs, and services to improve social and economic outcomes.
- Promote good governance and an enhanced quality of life for northern and remote communities and settlements designated under the Northern Affairs Act.

Department Shared Services

Finance and Administration Shared Services Branch

The branch is responsible for fiscal management and control, including budgeting and administering accounts payable and accounts receivable. The branch provides shared service to Municipal Relations, Indigenous Reconciliation and Northern Relations and Sport, Culture and Heritage.

Responsabilités du ministère

Le ministre de la Réconciliation avec les Autochtones et des Relations avec le Nord est chargé de faire progresser la réconciliation et de renforcer les relations avec les Autochtones au Manitoba, de s'acquitter des responsabilités constitutionnelles du Manitoba à l'égard des collectivités autochtones et de soutenir la prestation de programmes et de services municipaux aux collectivités relevant des Affaires du Nord.

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

- fournir une orientation stratégique et des conseils opportuns, pratiques et efficaces sur les politiques concernant les collectivités autochtones et le Nord du Manitoba;
- élaborer conjointement des initiatives visant à poursuivre la progression du Manitoba sur la voie de la réconciliation, en partenariat avec la gouvernance et les collectivités autochtones du Manitoba;
- appuyer et faciliter la prestation et la mise en œuvre de services, d'infrastructures et de programmes destinés aux collectivités et aux localités désignées en vertu de la Loi sur les affaires du Nord;
- veiller à ce que les obligations constitutionnelles envers les collectivités autochtones soient respectées;
- établir et mettre en œuvre de façon cohérente les politiques de consultation de la Couronne afin de respecter les obligations du Manitoba en matière de consultation lorsque les décisions du gouvernement peuvent avoir une incidence sur les droits des Autochtones ou les droits issus de traités;
- mettre en œuvre les éléments fonciers, financiers et coopératifs des accords de règlement signés avec les collectivités autochtones, y compris la mise en œuvre des droits fonciers issus des traités ainsi que des accords de règlement sur les répercussions hydroélectriques, et la consultation entre la Couronne et les Autochtones et la négociation des accords de règlement;
- par la mobilisation et le partenariat, soutenir la prestation de programmes et de services municipaux pour des collectivités du Nord saines et sûres, y compris les zones de chalets dans les territoires non organisés;
- soutenir l'avancement de la croissance, de l'indépendance et de la durabilité des gouvernements locaux ainsi que la mise en place d'une plus grande autonomie des collectivités relevant des Affaires du Nord, y compris l'élaboration et la mise en œuvre de politiques, de programmes et de services visant à améliorer les résultats sociaux et économiques;
- promouvoir la bonne gouvernance et l'amélioration de la qualité de vie dans les collectivités et les localités du Nord et éloignées désignées en vertu de la Loi sur les affaires du Nord.

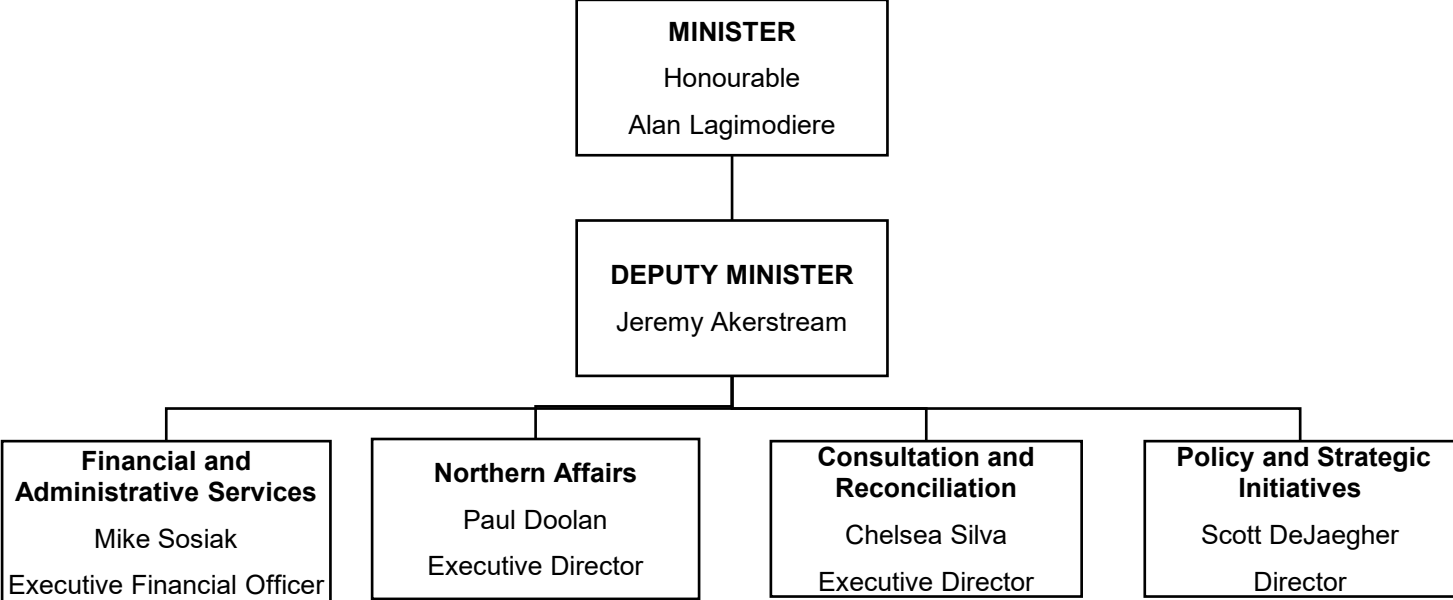
Services partagés du ministère

Services partagés des finances et de l'administration

La direction est responsable de la gestion et du contrôle des finances, notamment de l'établissement du budget et de l'administration des comptes créditeurs et débiteurs. Elle fournit des services partagés au ministère des Relations avec les municipalités, au ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord et au ministère du Sport, de la Culture et du Patrimoine.

Organizational Structure

Department of Indigenous Reconciliation and Northern Relations as at March 31, 2022



2021/22 Key Achievement Highlights

During the fiscal year, the Department of Indigenous Reconciliation and Northern Relations accomplished the following:

- In collaboration with the regional health authorities, the department supported the vaccination prioritization of those living in the north and isolated communities through super-sites, immunization hubs and local pop-up clinics through Focused Immunization Teams.
- Invested nearly \$6.9M to support and expand the role of urban Indigenous clinics and other outreach efforts intended to increase vaccination rates against COVID-19 among First Nation, Métis and Inuit people.
- Partnered with Indigenous governments and organizations, federal and municipal governments and the National Centre for Truth and Reconciliation to establish the First Nations, Inuit and Red River Métis Council whose goal is to develop structures and resources that enhance community-led searches for children who died attending residential schools.
- Provided \$2.5M to Indigenous governments and organizations to co-develop Indigenous-led, distinctions-based approaches to find and memorialize missing children and to promote collective healing and reconciliatory action.
- Undertook actions to address long-term boil water advisories (BWA), reduced frequency of short-term advisories and improved response to short-term boil water advisories as they arose (e.g. operator training initiatives). The department resolved 32 of 33 short-term BWAs issued to Northern Affairs Communities before the end of 2021/22.
- Developed a bacteria testing facility in the department's Thompson office to address concerns with regular water testing. The testing facility is currently accepting water samples from three Northern Affairs Communities.
- Developed the Cottage Administration Modernization Project (CAMP) in an innovative approach with 36 cottage areas currently administered by the Province within the jurisdiction of the department and outside of provincial parks.
- Worked on fulfilling funding commitments through the Operation Return Home project to address the impacts of the 2011 Interlake flood event. Completed all the housing infrastructure projects this year, with all new housing fully assigned in four communities and community members returning home.
- In partnership with the Cross Lake Resource Management Board, provided \$10K to support a land-based learning project.
- Invested \$1.1M toward the Northern Healthy Foods Initiative (NHFI) to support northern food security projects and provided additional one-time funding of \$193K to NHFI regional partners to help alleviate acute food security pressures in northern Manitoba due to the COVID-19 pandemic.
- Invested approximately \$3M toward 11 Indigenous and northern organizations in Manitoba to support key services provided for Indigenous persons and other residents in Northern Manitoba.

Points saillants des principales activités et réalisations de 2021-2022

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

- en collaboration avec les offices régionaux de la santé, le ministère a soutenu la priorisation de la vaccination des personnes vivant dans le Nord et les collectivités isolées en fournissant des supercliniques, des centres d'immunisation et des cliniques de vaccination mobiles par l'intermédiaire d'équipes de vaccination;
- il a investi près de 6,9 millions de dollars pour soutenir et élargir le rôle des cliniques autochtones urbaines et d'autres efforts de sensibilisation visant à augmenter les taux de vaccination contre la COVID-19 chez les Premières Nations, les Métis et les Inuits;
- en partenariat avec les gouvernements et les organismes autochtones, les gouvernements fédéral et municipaux et le Centre national pour la vérité et la réconciliation, le ministère a créé le Conseil des Premières Nations, des Inuits et des Métis de la rivière Rouge, dont l'objectif est de mettre en place des structures et des ressources qui améliorent les recherches dirigées par les collectivités pour trouver les lieux de sépulture des enfants décédés dans des pensionnats autochtones;
- le ministère a fourni 2,5 millions de dollars aux gouvernements et aux organismes autochtones pour qu'ils élaborent conjointement des approches fondées sur les distinctions et dirigées par des Autochtones afin de trouver et de commémorer les enfants disparus et de promouvoir la guérison collective et les mesures de réconciliation;
- le ministère a pris des mesures pour éliminer les avis d'ébullition de l'eau à long terme, réduire la fréquence des avis à court terme et améliorer la réponse aux avis d'ébullition de l'eau à court terme (p. ex., initiatives de formation des exploitants). Il a éliminé 32 des 33 avis d'ébullition de l'eau à court terme dans des collectivités relevant des Affaires du Nord avant la fin de l'exercice 2021-2022;
- le ministère a mis en place une installation d'analyse bactériologique dans le bureau du ministère à Thompson pour répondre aux préoccupations concernant l'analyse régulière de l'eau. L'installation d'analyse accepte actuellement les échantillons d'eau de trois collectivités relevant des Affaires du Nord;
- le ministère a élaboré le projet de modernisation de l'administration des chalets dans le cadre d'une approche novatrice visant 36 zones de chalets actuellement administrées par la Province et relevant de la compétence du ministère, à l'extérieur des parcs provinciaux;
- il a travaillé au respect des engagements de financement dans le cadre de l'Opération retour au foyer afin de remédier aux répercussions de l'inondation d'Interlake en 2011. Il a terminé tous les projets d'infrastructure de logement cette année, car tous les nouveaux logements ont été attribués dans quatre collectivités et les membres de la collectivité sont rentrés chez eux;
- en partenariat avec le Conseil de gestion des ressources de Cross Lake, le ministère a fourni 10 000 \$ pour soutenir un projet d'apprentissage sur le terrain;
- il a investi 1,1 million de dollars dans l'Initiative d'alimentation saine dans le Nord afin de soutenir les projets de sécurité alimentaire dans le Nord et il a fourni un financement additionnel ponctuel de 193 000 \$ aux partenaires régionaux de l'Initiative pour aider à atténuer les pressions aiguës sur la sécurité alimentaire dans le Nord du Manitoba en raison de la pandémie de COVID-19;
- il a versé environ 3 millions de dollars à 11 organismes autochtones et du Nord du Manitoba pour soutenir les principaux services offerts aux Autochtones et aux autres résidents du Nord du Manitoba.

Department Strategy Map

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

Progress on performance measures achieved during the fiscal year are described in further detail following the strategy map.

Vision

Thriving Indigenous and northern Manitoba communities.

Mission

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

Values

Maintain excellence.

Build and maintain strong relationships based on trust and respect.

Appreciate the importance of historical, legal and current relationships and contexts.

Promote positive and constructive representation of Indigenous and northern Manitoba communities.

Respect and honour diversity and inclusion.

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

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

Working Smarter – Delivering Client-Centred Services

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

Public Service – Delivering Client-Service Excellence

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

Value For Money – Protecting Manitoba’s Bottom Line

11. Provide Value for Money

12. Increase our Financial Comptrollership

13. Balance the Budget

Note: the following strategic objectives have changed from the 2021/22 Main Estimates Supplement:

- Foster a Climate Conducive to Private Investment. Previously, this objective was: Improve opportunities for private investment in Indigenous and northern communities.
- Foster Innovations. Previously, this objective was: Encourage innovation to maximize our efficiency, minimize redundancy, and better develop new policy and programs in response to the dynamic needs of the province.
- Involve Manitobans in Decision Making. Previously, this objective was: Improve the department’s ability to engage the public by ensuring all staff are adequately trained.
- Be Transparent. Previously, this objective was: Build trust and improve accountability by proactively disclosing departmental information.
- Build our Capacity to Deliver. Previously, this objective was: Increase our capacity to deliver by ensuring adequate training and continued support for all employees.
- Foster Diversity and Inclusion. Previously, this objective was: Foster diversity and inclusion by ensuring an inclusive environment.

Schéma stratégique ministériel

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

Les progrès relatifs aux mesures du rendement réalisés au cours de l'exercice sont décrits plus en détail en fonction de ce schéma.

Vision

Faire prospérer les collectivités autochtones et du Nord du Manitoba.

Mission

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

Nos valeurs

Maintenir l'excellence.

Établir et maintenir des liens étroits, fondés sur la confiance et le respect.

Prendre la mesure de l'importance des liens et des contextes historiques, légaux et actuels.

Promouvoir une représentation positive et constructive des collectivités autochtones et du Nord du Manitoba.

Respecter et honorer la diversité et l'inclusion.

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie – Améliorer les résultats pour les Manitobains

14. Créer des conditions qui permettent d'améliorer la qualité de vie
15. Faire progresser la réconciliation
16. Instaurer un climat favorable aux investissements privés

Gestion plus ingénieuse – Fournir des services axés sur le client

17. Favoriser l'innovation
18. Réduire la bureaucratie
19. Faire participer les Manitobains à la prise de décisions
20. Favoriser la transparence

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

21. Renforcer notre capacité d'exécution
22. Favoriser la diversité et l'inclusion
23. Renforcer le respect en milieu de travail

Optimisation des ressources – Protéger les résultats financiers du Manitoba

24. Dépenser judicieusement
25. Accroître notre contrôle financier
26. Équilibrer le budget

Remarque : les priorités stratégiques qui suivent ont changé par rapport au budget complémentaire de 2021-2022 :

- Instaurer un climat favorable aux investissements privés. Auparavant, cette priorité était : améliorer les possibilités d'investissements privés dans les collectivités autochtones et du Nord.
- Favoriser l'innovation. Auparavant, cette priorité était : encourager l'innovation afin de maximiser notre efficacité, de minimiser la redondance et d'améliorer l'élaboration de politiques et de programmes en réponse aux besoins changeants de la province.
- Faire participer les Manitobains à la prise de décisions. Auparavant, cette priorité était : améliorer la capacité du ministère à mobiliser le public en veillant à ce que tout le personnel soit adéquatement formé.
- Favoriser la transparence. Auparavant, cette priorité était : instaurer un climat de confiance et améliorer la reddition de comptes en divulguant de manière proactive des renseignements sur le ministère.
- Renforcer notre capacité d'exécution. Auparavant, cette priorité était : améliorer notre capacité d'exécution en veillant à ce que tous les employés bénéficient d'une formation adéquate et d'un soutien continu.
- Favoriser la diversité et l'inclusion. Auparavant, cette priorité était : favoriser la diversité et l'inclusion en offrant un environnement inclusif.

Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Indigenous Reconciliation and Northern Relations for the 2021/22 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

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

Quality of Life – Improving Outcomes for Manitobans

1. Create Conditions to Improve Quality of Life

Key Initiatives

The department undertook a variety of actions to address boil water advisories, including purchasing back-up generators and upgrading water treatment plants. These efforts resulted in the rescinding of 19 boil water advisories, including a long term boil water advisory that had been in place since June 2015.

The Northern Healthy Foods Initiative supported seven special projects totalling \$127,528 to strengthen local and regional projects that contribute to the development of culturally relevant, healthy food systems, while improving health and well-being. Additionally, a one-time grant of \$193K was provided to the five NHFI regional partners to help alleviate acute food security pressures in northern Manitoba due to the COVID-19 pandemic.

Performance Measures

Measure	Baseline	2021/22 Actual
1.a Achieve a target percentage decrease in the number of days per year that Northern Affairs Communities are on boil water advisories.	0%	1.1%

1.a Achieve a target percentage decrease in the number of days per year that Northern Affairs Communities are on boil water advisories: Access to safe drinking water is a fundamental human right and a prerequisite for good personal and public health. This measure will track the per cent decrease in the total number of days per year in which boil water advisories are in effect in Northern Affairs Communities. This measure has changed from the previous reporting period, but data is available for the baseline (2021/22). The baseline for this measure resets every year and a 2.5 per cent reduction target is applied.

2. Advance Reconciliation

Key Initiatives

In response to the Truth and Reconciliation Commission of Canada's Calls to Action 74 to 76 regarding missing children and burial information, Manitoba and IRNR committed \$2.5M to begin the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province.

Established the First Nations, Inuit and Red River Métis Council on residential schools to support Indigenous-led searches for burial sites of children who attended residential schools. The council is co-chaired by the province and Southern Chiefs’ Organization (SCO), and has representation from Indigenous leadership organizations and governments, including the Assembly of Manitoba Chiefs, Southern Chiefs’ Organization, Manitoba Keewatinowi Okimakanak, Manitoba Métis Federation and the Manitoba Inuit Association. The formation, structure and operations of this Council responds to Call to Action 76, which calls for involvement of Indigenous communities, respect for Indigenous protocols around burial sites, and seeks information from residential school Survivors and Knowledge Keepers.

Along with providing annual core funding to First Nations and Métis leadership organizations, for the first time, IRNR partnered with the Manitoba Inuit Association (MIA) and provided \$50K to support their core operations. The MIA represents the voice of Inuit residing in Manitoba and supports their culture and language.

Partnered with Circles for Reconciliation, a group that aims to create trusting and meaningful relationships between Indigenous and non-Indigenous peoples. Through the initiative, the Circles for Reconciliation facilitates ten circles over ten weeks for public and private sector organizations and groups, on various themes such as the meaning of land for Indigenous people, residential schools, intergenerational trauma, the pass system and the Sixties Scoop. Ten civil servants participated in the circles in 2021/22, responding to Call to Action 57.

The department funded a variety of community proposals, including:

- A total of \$294,593 in funds to events to observe the inaugural National Day for Truth and Reconciliation on September 30th, in line with Call to Action 80.
- Working in the spirit of the Call for Justice 1.8 from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG), a total of \$135,756 in funds to events honouring the National Day of Action for MMIWG on October 4th.
- A total of \$197,800 to support initiatives specifically for Indigenous youth such as land-based knowledge activities, responding to Call to Action 12 regarding culturally appropriate education programming for Indigenous youth.
- As required by the Path to Reconciliation Act, and in the spirit of Call to Action 53, IRNR published the annual Path to Reconciliation progress report, which reports on government-wide activities to advance reconciliation, as legislated by the Path to Reconciliation Act. The report includes measures taken to address the Calls to Action issued by the Truth and Reconciliation Commission of Canada, and initiatives to advance reconciliation beyond these Calls to Action.

Performance Measures

Measure	Baseline	2021/22 Actual
2.a Achieve a target percentage Treaty Land Entitlement (TLE) acres transferred	0%	New measure

2.a Achieve a target percentage of Treaty Entitlement (TLE) acres transferred: The annual target of total TLE acres represents a percentage of the total expected number of acres to be transferred from Manitoba to Canada for the purposes of being converted to Reserves under TLE obligations. Tracking the percentage of the total completed target will provide an accurate estimation of our progress on a year to year basis. TLE involves outstanding obligations to First Nations under long-standing Treaty Relationships. Fulfilling our obligations is one means by which the Government of Manitoba can advance reconciliation with Indigenous Nations and Peoples. In 2021/22, 3,459 TLE acres were transferred to Canada for Reserve conversion.

3. Foster a Climate Conducive to Private Investment

Note: in the 2021/22 MES, this objective was listed as: Improve opportunities for private investment in Indigenous and northern communities.

Key Initiatives

Worked collaboratively with other Manitoba departments, industry leaders, stakeholders and Indigenous communities to establish a renewed framework for respectful and productive Crown consultations with Indigenous communities.

Continued to partner with Northern Affairs Communities to support their efforts towards incorporation and self-governance.

IRNR committed \$3.797M in capital grants to support infrastructure needs in 20 communities. These investments enhanced water and wastewater treatment, roads, cemetery improvements, solid waste management and municipal buildings.

Advanced Commercial Fishery Certification to increase market competitiveness for Manitoba's commercial fisheries, providing evidence to markets that Manitoba fisheries are moving to achieve certification to ensure and enhance product competitiveness. Indigenous fishing communities were directly engaged in collaborative stock monitoring programs that provide the fishery data needed to support fishery pre-certification assessments and the subsequent development of fishery improvement projects that advance fisheries towards full certification assessment.

Performance Measures

Measure	Baseline	2021/22 Actual
3.a Achieve a target number of Consultation Protocol Developments that advance through the initiation, negotiation, and signature phases	New Measure	4

3.a Achieve a target number of Consultation Protocol Developments that advance through the initiation, negotiation, and signature phases: The total number of communities with whom Manitoba has initiated discussions, negotiations, drafted protocols, and signed agreements. This measure tracks progress toward the establishment of consultation protocols using a numeric indicator. The establishment of protocols is intended to improve Crown-Indigenous consultation processes and increase certainty for communities and the private sector. The wording of this measure has been altered to more accurately express what is being measured. In 2021/22, two Consultation Protocol Developments were initiated, one was in the negotiation phase, and one was signed.

Other Performance Measures:

The number of Indigenous communities that have started, signed, or are continuing to negotiate development protocols: this measure has been amended to capture the advancement of Consultation Protocol Developments, rather than the number of communities as a more precise method of measuring progress. The updated measure is 3.a Achieve a target number of Consultation Protocol Developments that advance through the initiation, negotiation, and signature phases.

Working Smarter – Delivering Client-Centred Services

4. Foster Innovation

Note: in the 2021-2022 MES, this objective was listed as: Encourage innovation to maximize our efficiency, minimize redundancy, and better develop new policy and programs in response to the dynamic needs of the province.

Key Initiatives

Modernized the administration of all cottage areas currently administered by the Province outside of provincial parks and within the jurisdiction of the department.

Engaged with communities, settlements, and cottage areas in unorganized territory in northern Manitoba through the Northern Affairs Program Modernization Project to improve the programs that serve them.

Performance Measures

Measure	Baseline	2021/22 Actual
4.a Implement and/or test innovative ideas	New Measure	New Measure

4.a Implement and/or test innovative ideas: Applicable ideas must involve the creation, development, and implementation of a new process, service, approach or methodology and be aimed at improving our efficiency, effectiveness, or other aspects of our work. Each idea will be reviewed and recommended to the Deputy Minister's office on an annual basis. This new measure features a cross-departmental framework for soliciting innovative ideas from the staff of each branch on an annual basis and will result in a minimum of one innovative idea being implemented or tested every year. The 2022/23 year will be used to gather data for a baseline and implementation actuals.

Other Performance Measures:

Survey-based measurements of employee perceptions regarding innovation in their own work and if their efforts are adequately supported: Manitoba's Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, the department has replaced this measure with 4.a Implement and/or test innovative ideas.

5. Reduce Red Tape

Key Initiatives

Reviewed programs, policies and legislation and identified options for further reduction to red tape and the department's regulatory count which includes:

- Review of the capital program and continued process streamlining for community capital infrastructure acquisition;
- Review of Northern Affairs Branch processes to optimize and eliminate redundancy; and
- Began a database to modernize reporting and decrease the burden on Northern Healthy Foods Initiative partners.

Continued a review of the Provincial Framework for Consultation and Accommodation with Indigenous Communities and the Proponent's Guide to Engagement with Indigenous Communities and Government's Crown-Indigenous Consultation (together, the Provincial Framework). The Provincial Framework will fulfill the Manitoba government's commitment to establish a duty to consult framework for respectful and productive consultation with Indigenous communities. The Framework provides a strong foundation for meaningful dialogue between parties to consider and mitigate impacts to treaty and Aboriginal rights.

Performance Measures

Measure	Baseline	2021/22 Actual
5.a Reduce red tape	0	0.04%

5.a Reduce red tape: This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5 per cent reduction is applied. In 2021/22, IRNR's regulatory count increased from 7,433 to 7,436. See Regulatory Accountability and Red Tape Reduction in this report for further detail.

6. Involve Manitobans in Decision Making

Note: In the 2021/22 MES, this objective was listed as: Improve the department's ability to engage the public by ensuring all staff are adequately trained.

Key Initiatives

Engaged with Indigenous leadership and over 600 residential and day school survivors and family members to hear opinions and perspectives on provincial recognition for the National Day for Truth and Reconciliation.

Engaged with Indigenous leadership and the Treaty Relations Commission of Manitoba regarding Indigenous representation on the Legislative Building and Grounds to solicit feedback and options for future work to increase Indigenous visibility on the Legislative Building and Grounds.

Continued engagement with Indigenous leadership, communities, survivors and family members to inform the development of the provincial plan to address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ peoples in Manitoba.

Performance Measures

Measure	Baseline	2021/22 Actual
6.a Increase the number of eligible staff with IAP2 certification	2	2

6.a Increase the number of eligible staff with IAP2 Certification: Enhancing the public engagement capabilities of staff will lead to an increase in the quantity and quality of public engagements. IAP2 Certification is a professional designation aimed at providing the skills to advance public participation. This measure will track the number of staff across the department who have formal IAP2 Certification. There are currently two staff in the department who have complete IAP2 training, which is used as our baseline moving forward.

7. Be Transparent

Note: In the 2021/22 MES, this objective was listed as: Build trust and improve accountability by proactively disclosing departmental information.

Key Initiatives

Substantially increased public communication on departmental activities, through proactive and formal communication strategies including news releases and website updates.

Finalized the proactive disclosure checklist that staff will use to identify documents that can and should be proactively disclosed.

Initiated a thorough review, analysis and re-design of IRNR's website to increase the availability and accessibility of public information.

Published the 2021/22 Path to Reconciliation Annual Progress Report, documenting government-wide initiatives, spending and activities to advance reconciliation.

Performance Measures

Measure	Baseline	2021/22 Actual
7.a Achieve the target percentage of in-scope documents proactively disclosed per year	New Measure	New Measure

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

Public Service – Delivering Client-Service Excellence

8. Build our Capacity to Deliver

Note: In the 2021/22 MES, this objective was listed as: Increase our capacity to deliver by ensuring adequate training and continued support for all employees.

Key Initiatives

Began a series of internal bulletins to educate the civil service about important days including National Indigenous Peoples’ Day, the National Day for Truth and Reconciliation, Treaty anniversaries and Louis Riel Day. These bulletins are circulated throughout the calendar year and build the public service’s knowledge and understanding of Indigenous history and culture, better equipping them to serve Indigenous peoples in Manitoba.

Engaged with departments throughout the Manitoba government to strengthen government-wide capacity to address and respond to the needs of Indigenous peoples and advance reconciliation.

Created and filled positions within the department dedicated to addressing substantive and important issues to Indigenous and northern Manitoban communities, such as residential schools and cottage administration.

Began a government-wide workshop series on Indigenous economics in partnership with the Tulo Centre for Indigenous Economics. The series was delivered to staff across the Government of Manitoba in 2022 to increase our capacity to advance economic reconciliation with Indigenous peoples.

Implemented a department Lunch & Learn series on topics related to reconciliation and Indigenous peoples, such as the impacts of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, the Duty to Consult, the Sixties Scoop and more. This series builds staff understanding and capacity to meaningfully address the topics that are discussed.

Performance Measures

Measure	Baseline	2021/22 Actual
8.a Achieve the target percentage of staff with a current learning plan	New Measure	51.5%

8.a Achieve the target percentage of staff engaged in learning plans: This measure will track the number of staff who are actively with a current learning plan. Enhanced staff capacity leads to positive client-centric outcomes. Learning plans are an indicator of staff engagement in professional and capacity development. In 2021/22, 51.5 per cent of staff are engaged in learning plans. This will be used as the baseline for measurement in future years.

Other Performance Measures:

Survey-based measurements of employee perceptions regarding adequate support for learning and development: Manitoba’s Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, the department has replaced this measure with 8.a Achieve the target percentage of staff with a current learning plan.

9. Foster Diversity and Inclusion

Note: In the 2021/22 MES, this objective was listed as: Foster diversity and inclusion by ensuring an inclusive environment.

Key Initiatives

Preference during hiring processes was given to Indigenous candidates and persons with disabilities when hiring positions within the department.

Staff were directed and given time to complete the mandatory diversity and inclusion training.

Performance Measures

Measure	Baseline	2021/22 Actual
9.a. Percentage of department employees who have completed mandatory diversity and inclusion training	New Measure	87%

9.a. Percentage of department employees who have completed mandatory diversity and inclusion training: This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. The measure is the average of the completion rate for the two mandatory diversity and inclusion related courses as of March 31st each year (Inclusion and Diversity in the Workplace and The Accessibility for Manitobans Act). It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. 87 per cent of the department have taken this training. This will be used as a baseline moving forward.

Other Performance Measures:

Survey-based measurements of employee perceptions regarding personal levels of inclusion: Manitoba’s Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, the department has replaced this measure with 9.a. Percentage of department employees who have completed mandatory diversity and inclusion training.

10. Strengthen Respect in our Workplace

Key Initiatives

New staff were provided with materials upon arrival indicating required training modules, including respectful workplace training, to ensure they are aware of, and given the time and resources needed, to take the training.

Management has actively directed staff to complete the mandatory respectful workplace training and ensured they had the time to do so.

Indigenous and non-Indigenous staff participated in the Circles for Reconciliation pilot program. The program provides instruction and learning opportunities on various subjects related to the history of Indigenous and non-Indigenous relations and reconciliation over ten weeks. The conversations and understandings developed throughout this ten week program foster respectful relationships with Indigenous peoples, including Indigenous public servants.

Performance Measures

Measure	Baseline	2021/22 Actual
10.a Percentage of department employees who have completed mandatory respectful workplace training	New Measure	89%

10.a Percentage of Department employees who have completed mandatory respectful workplace training: This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement, and employees have until the end of 2022/23 to complete the updated course, at which time data will be available to assess progress on this measure. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. In 2021/22, 89 per cent of the department completed the mandatory training. This will be used as the baseline moving forward.

Other Performance Measures:

Survey-based measurements of employee perceptions regarding respect in the workplace and the availability of related resources: Manitoba's Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, the department has replaced this measure with 10.a Percentage of department employees who have completed mandatory respectful workplace training.

Value for Money – Protecting Manitoba's Bottom Line

11. Provide Value for Money

Key Initiatives

Hired dedicated staff to modernize administration of all cottage areas located in unorganized territory in northern Manitoba and resolve longstanding issues to ensure value to cottagers and residents for their money.

In cooperation with Northern Affairs Communities and Manitoba Justice, the department began evaluating the community safety officer program, including history and current operations to understand program effectiveness and look for potential improvements.

Performance Measures

Measure	Baseline	2021/22 Actual
11.a Achieve a target number of program evaluations and reviews	New Measure	New Measure
11.b Percentage of paper reduction	0%	61%

11.a Achieve a target number of program evaluations and reviews: The cumulative number of internal program evaluations and reviews combined. Regularly evaluating and reviewing programs and services contributes to the broader Government of Manitoba objective to obtain maximum value for money. This measure will be reflective of the Branch's efforts and results in reviewing and evaluating its programs and funding agreement to ensure value for money in program delivery. This is a new measure, and data from 2022/23 will be used to set the baseline for future years.

11.b Percentage of paper reduction: The reduction in redundancy, waste and inefficiency will contribute to Government’s commitment to provide value for money. The amount of paper used is a lead indicator for unnecessary paper-related operating expenditure. In 2021/22, 4.5 cases of paper was used, representing a 61 per cent decrease.

12. Increase our Financial Comptrollership

Key Initiatives

Select department staff completed the Certificate in Public Sector Management to increase financial literacy.

IRNR’s Comptrollership Plan was reviewed and updated.

All designated staff completed the required comptrollership courses.

Performance Measures

Measure	Baseline	2021/22 Actual
12.a Achieve a target number of financial policies reviewed	New Measure	New Measure

12.a Achieve a target number of financial policies reviewed: Comptrollership is about sound financial management. Specifically, our ability to produce accurate, relevant and timely information on our programs, their results, our financial circumstances and associated financial and operational risks. This measure reflects the Branch’s efforts and results in reviewing its financial policies and processes, which are the key components of strong financial comptrollership.

13. Balance the Budget

Key Initiatives

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

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

Performance Measures

Measure	Baseline	2021/22 Actual
13.a Ensure percentage of annual budget expended does not exceed 100%	\$31M	30M

13.a Ensure percentage of annual budget expended does not exceed 100 per cent: The department’s annual expenditure budget is set by the Manitoba government on an annual basis, and the actual reflects the final, confirmed amount of expenses and revenues over the course of the fiscal year. Dividing the actual expenditure by the total annual Printed budget will reflect how much of the budget was used. Balancing the department’s summary budget contributes to the Government of Manitoba’s broader objective of balancing the provincial budget. This measure reflects a percentage of 98.4 per cent the annual budget spent.

Other Performance Measures:

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

FINANCIAL DETAILS

Consolidated Actual Expenditures

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

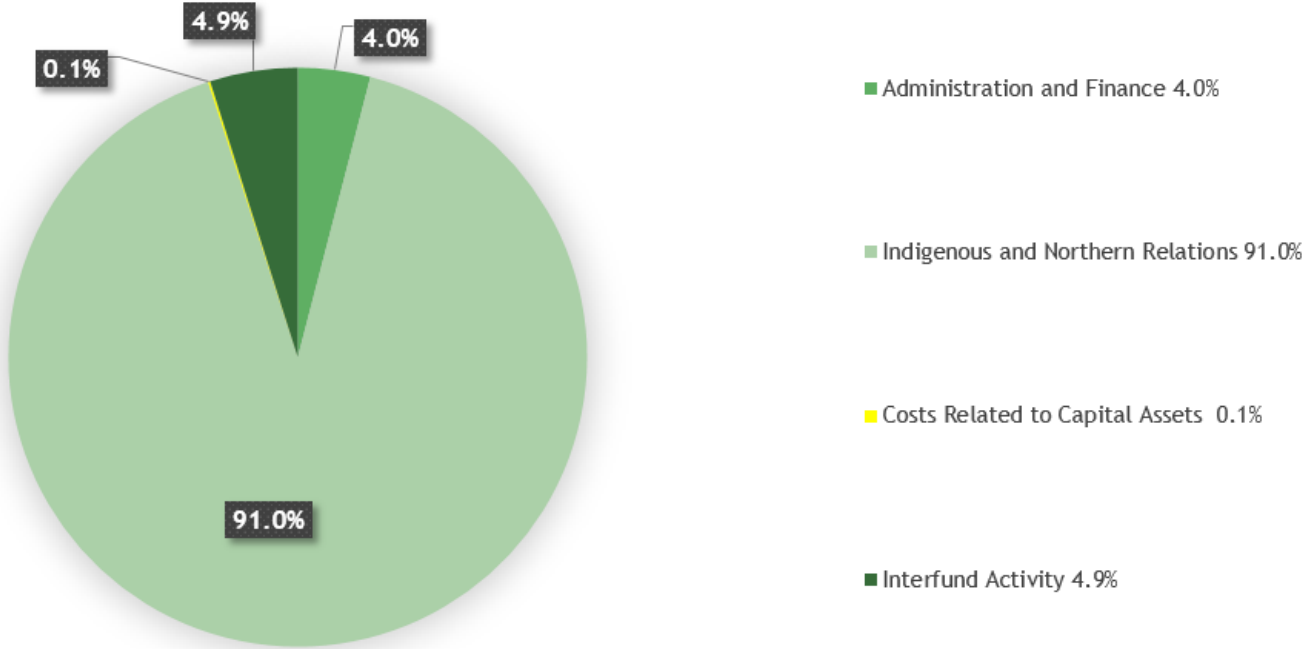
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2021/22 Actual	2020/21 Actual
Administration and Finance	1,586			1,586	1,660
Indigenous and Northern Relations	36,577			36,577	26,472
Costs Related to Capital Assets (NV)	48			48	47
Interfund Activity	-		1,971	1,971	2,579
TOTAL	38,211	-	1,971	40,182	30,758

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2021/22, Actuals



Summary of Authority

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

Detailed Summary of Authority	2021/22 Printed Estimates	In-Year Re-organization	Virement	Enabling Authority	Authority 2021/22	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Administration and Finance	1,716	-	-	-	1,716	-
Indigenous and Northern Relations	28,753	-	-	8,315	37,068	-
Subtotal	30,469	-	-	8,315	38,784	-
Part A – OPERATING (Non-Voted)	46			-	46	
TOTAL PART A - OPERATING	30,515	-	-	8,315	38,830	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – OTHER REPORTING ENTITIES CAPITAL INVESTMENT	-	-	-	-	-	-

Part A - OPERATING	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART A	30,515
Allocation of funds from:	
Internal Services Adjustment (ISA)	8,315
Subtotal	38,830
In-year re-organization from:	
	-
Subtotal	-
2021/22 Authority	38,830

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
	19-1 ADMINISTRATION AND FINANCE				
42	(a) Minister's Salary	50	42	8	
	(b) Executive Support				
935	Salaries and Employee Benefits	842	845	(3)	
80	Other Expenditures	68	42	26	
	(c) Financial and Administrative Services				
260	Salaries and Employee Benefits	238	247	(9)	
65	Other Expenditures	54	53	1	
	(d) Northern Affairs Fund Administration				
307	Salaries and Employee Benefits	290	366	(76)	
27	Other Expenditures	44	65	(21)	
1,716	Subtotal 19-1	1,586	1,660	(74)	
	19-2 INDIGENOUS AND NORTHERN RELATIONS				
	(a) Northern Affairs				
3,282	Salaries and Employee Benefits	3,052	2,875	177	
1,432	Other Expenditures	1,404	1,213	191	
10,303	Grant Assistance	10,252	10,274	(22)	
3,797	Capital Grants	3,794	3,782	12	
	(b) Consultation and Reconciliation				
1,141	Salaries and Employee Benefits	838	936	(98)	
1,059	Other Expenditures	632	852	(220)	
200	Grant Assistance	16	-	16	
	(c) Policy and Strategic Initiatives				
1,204	Salaries and Employee Benefits	1,127	969	158	
285	Other Expenditures	253	84	169	
13,068	Grant Assistance	14,130	4,433	9,697	1
	(d) Northern Healthy Foods Initiative				
1,297	Grant Assistance	1,079	1,054	25	
37,068	Subtotal 19-2	36,577	26,472	10,105	
	19-3 COSTS RELATED TO CAPITAL ASSETS				
	(a) Infrastructure Assets				
46	Amortization Expense	48	47	1	
46	Subtotal 19-3	48	47	1	
38,830	Total Expenditures	38,211	28,179	10,032	

Explanation (1): The year over year variance reflects funding for Urban Indigenous Vaccination Clinic and Indian Residential and Day School Burial Sites Action plan in 2021/22.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Actual 2020/21	Actual 2021/22	Increase (Decrease)	Source	Actual 2021/22	Estimate 2021/22	Variance Over/(Under)	Expl. No.
Other Revenue							
183	149	(34)	^a Sundry	149	180	(31)	
183	149	(34)	Subtotal	149	180	(31)	
Government of Canada							
17	15	(2)	^a Northern Flood Agreement	15	50	(35)	
17	15	(2)	Subtotal	15	50	(35)	
200	164	(36)	Total Revenue	164	230	(66)	

Departmental Program and Financial Operating Information

19.1 Administration and Finance

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

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

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

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Minister's Salary	50	1.00	42
Executive Support	910	12.00	1,015
Financial And Administrative Services	292	4.00	325
Northern Affairs Fund Administration	334	4.00	334
TOTAL	1,586	21.00	1,716

Minister's Salary

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

1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2021/22	Authority 2021/22		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)		
Salaries and Employee Benefits	50	1.00	42	8	1
Total Sub-Appropriation	50	1.00	42	8	

Explanation (1): Over expenditure reflects first-year Minister non-withholding per the Fiscal Responsibility and Taxpayer Protection Act sec 8(7).

Executive Support

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

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

1(b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	842	12.00	935	(93)	
Other Expenditures	68		80	(12)	
Total Sub-Appropriation	910	12.00	1,015	(105)	

Financial and Administrative Services

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

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

Key Results Achieved

Provided advice that resulted in the:

- Allocation of financial resources so that the maximum benefit was obtained; and
- Purchasing of goods and services in an economical, efficient and effective manner.
- Coordinated the preparation of the department's estimates supplement and annual report, ensuring whole-of-government objectives were reflected and presented in a consistent manner.
- Provided financial advice and analytical support of decision making around resource allocation.
- Provided accounting services to the department, monitoring, and reporting departmental financial performance.
- Provided general operating and administrative support services, such as fleet vehicles, physical asset inventories, staff parking and insurance.
- Strengthened the comptrollership function through ongoing review, assessment and implemented changes to departmental financial control procedures.

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

1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual 2021/22	Authority 2021/22		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	238	4.00	260	(22)	
Other Expenditures	54		65	(11)	
Total Sub-Appropriation	292	4.00	325	(33)	

Northern Affairs Fund Administration

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

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

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

Key Results Achieved

- Implemented various measures to accelerate the payment process to ensure payments and other funding are provided in a timely manner.
- Reviewed internal processes and implemented process improvements to increase efficiencies in the taxation receipt process, collection of interest charges, and direct payments to communities. This increased standardization of work, as well as the sustainability and succession planning of the workforce.
- Reviewed and reconciled historical data and information of various accounts in the Northern Affairs Fund and increased ministerial reporting of the Fund.

- Enhanced information on the departmental webpage providing information in response to public inquiries about property tax.
- Processed supplementary tax cancellations and provided supplementary tax bills.
- Expedited annual financial audits of the Northern Affairs Fund.

1(d) Northern Affairs Fund Administration

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	290	4.00	307	(17)	
Other Expenditures	44		27	17	
Total Sub-Appropriation	334	4.00	334	-	

19.2 Indigenous and Northern Relations

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

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Northern Affairs	18,502	36.00	18,814
Consultation and Reconciliation	1,486	15.00	2,400
Policy and Strategic Initiatives	15,510	18.00	14,557
Northern Healthy Foods Initiative	1,079	-	1,297
TOTAL	36,577	69.00	37,068

Northern Affairs

The Northern Affairs Branch supports thriving, healthy and safe Indigenous and northern communities through the provision of municipal programs and services to 48 designated communities and settlements in Manitoba, as designated by the Northern Affairs Act. The Branch provides support, consulting and advisory services related to the planning, administration, and delivery of municipal services and capital projects via offices in Thompson, Dauphin, The Pas and Winnipeg.

Other responsibilities include the coordination of service delivery with other provincial departments and strategic partnerships with other government departments and agencies to facilitate the improvement of social, economic and environmental conditions in northern communities. The Branch also leads cottage area modernization in the unorganized territory.

Key Results Achieved

- Demonstrated steady progress during 2021/22 by responding to the recommendations of the Manitoba's Auditor General's Provincial Oversight of Drinking Water Safety Report including: implementation of a compliance plan for water quality testing; approval of a new Bacterial Testing Facility in Thompson; completion and submission of several five-year water system assessments; development of inventories of water and wastewater deficiencies and work plans to address issues identified; and preliminary work to address community water and wastewater operator certification issues.
- Resolved 32 short-term boil water advisories, as well as two long-term boil water advisories in Easterville and Thicket Portage.
- Delivered capital programming to Northern Affairs Communities and settlements for the provision of municipal infrastructure and equipment, and offered consulting services and support for the development of project planning and delivery capacity at the community level.
- Committed capital funding of \$4M to support 34 capital projects within 26 Northern Affairs Communities which improved water and waste water treatment, roads and drainage, solid waste management, and municipal buildings. Funding included capital grants of \$3.79M and \$203K unconditional grant funding from Manitoba Municipal Relations.
- Progressed development of a more sustainable capital program and explored further opportunities for regionalization, partnerships and other funding sources.
- Coordinated the administrative conduct of five community elections (one mayor and four councillors) in 2021/22 through the appointed principal electoral officer and supported preparation for the next regular election legislated for October 26, 2022.

- Supported eight participants and three community councils through the Building Independence Program through partnership with the departments of Families and Economic, Development, Investment and Trade.
- Coordinated amendments to community governance and administration documents including; the Managing Your Own Affairs Manual which provides guidance to unincorporated communities on the incorporation process, the Election Official's Handbook and the Running for Council Manual to assist community election officials and potential candidates, the Community Development Corporation Manual to reflect the current steps to set up a community development corporation, and the Northern Affairs Manual of Policies and Procedures with updated local government services program funding and capital program process.
- Provided, in partnership with the Northern Association of Community Councils, new digital infrastructure to 30 Northern Affairs Communities and to NACC itself to ensure community connectivity is achieved and greater efficiencies found.
- Coordinated the departmental Business Continuity Program which aims to maintain departmental services and functions, and minimize the impact of interruptions to the department, Northern Affairs Communities, and stakeholders.
- Advanced the Cottage Administration Modernization Project (CAMP) which provides ongoing operational support to cottage programs across existing 36 cottage subdivisions within the department's jurisdiction. 2021/22 saw the development of the project charter and work plan with implementation to span to the next two fiscal years.
- Delivered the Regional Services including; municipal administration, environmental services, technical and public works, workplace safety and health, community and resource development, protective services and recreation and wellness.

2(a) Northern Affairs

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,052	36.00	3,282	(230)	1
Other Expenditures	1,404		1,432	(28)	
Grant Assistance	10,252		10,303	(51)	
Capital Grants	3,794		3,797	(3)	
Total Sub-Appropriation	18,502	36.00	18,814	(312)	

Explanation (1): The variance reflects vacancies in 2021/22.

Consultation and Reconciliation

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

Key Results Achieved

- Transferred 2,508 acres of land from Manitoba to Canada to meet our TLE obligations.
- Continued to advance the implementation of hydro impact settlement agreements, by working jointly and cooperatively with other parties (e.g. Canada and First Nations) to advance land transfers to Canada for reserve creation.
- Continued efforts to strengthen relationships with communities to re-establish regular meetings with Resource Management Boards (RMBs). The Branch administers nine RMBs. The RMBs held 33 meetings and discussed numerous resource management issues within their respective Resource Management Areas (RMAs).
- The Boards reviewed more than 20 applications for resource allocations and provided comments prior to Manitoba making decisions. They also communicated and exchanged information with mining and forestry companies as well as government departments and agencies such as Hydro, Wildlife and Parks.
- The Province and communities worked together to develop and fund projects that support resource management in the RMAs. The Fox Lake RMB completed phase two of its land use plan, and the Moose Lake RMB initiated the pre-planning phase of its land use plan.
- Supported and provided funding for the Cross Lake RMB's Land-Based Learning project, which involved engaging youth in activities that establish their connections to the land and cultural practices.
- Held a year-end discussion session with approximately 40 provincial staff from various departments. The full day session focused on evaluating RMB activities and building awareness of RMB roles, functions, and provincial legal obligations. Participants recognized the achievements made so far, the challenges to overcome, and the opportunities to advance reconciliation and co-management of land and natural resources through RMBs.
- Continued collaborations with other Manitoba departments, industry, stakeholders and Indigenous communities, to work towards a renewed framework for respectful and productive Crown consultations with Indigenous communities.
- Engaged the Assembly of Manitoba Chiefs and 63 Manitoba based First Nations on the final draft of the Provincial Framework for Consultation and Accommodation with Indigenous communities and the Proponent's Guide to Engagement with Indigenous communities and Government's Crown-Indigenous Consultation Process.
- Developed and launched Manitoba's Duty to Consult and accommodate three-day training session and an internal intranet site to support consistency in Crown-Indigenous consultations.
- Maintained a Consultation Practitioners Network to share information and connect staff undertaking consultations across departments.
- Participated on the Federal/Provincial/Territorial Working Group on Consultation and Accommodation to share information, expertise and best practices.
- Advanced interdepartmental working groups to address matters within the draft South of 60 Settlement Agreement including the survey and transfer of fee-simple lands and analysis of potential impacts to tourism in the Churchill region.
- Continued as provincial lead towards finalizing the agreement with Dauphin River First Nation.
- Completed funding obligations for 100 per cent of the housing and infrastructure projects under ORH.

2(b) Consultation and Reconciliation

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	838	15.00	1,141	(303)	1
Other Expenditures	632		1,059	(427)	2
Grant Assistance	16		200	(184)	3
Total Sub-Appropriation	1,486	15.00	2,400	(914)	

Explanation (1): The variance reflects vacancies in 2021/22.

Explanation (2): The variance reflects delays in identifying strategic projects under the Treaty Land Entitlement allocation.

Explanation (3): The variance reflects delayed progress of the Resource Management Board projects.

Policy and Strategic Initiatives

The Policy and Strategic Initiatives branch (PSI) is responsible for the management of Indigenous and northern policy, the provision of timely, practical, and effective advice on a wide variety of Indigenous and northern issues, and the implementation of various strategic initiatives. The branch continues to promote and facilitate positive and respectful relations to advance reconciliation in order to build trust, affirm historical agreements, address healing, and create a more inclusive society. PSI actively supports the development and delivery of policies, programs, and services to improve social and economic outcomes for Indigenous and northern peoples. Central to these efforts is the work to leverage financial and technical resources in support of Indigenous capacity building initiatives. The branch also supports the department in its dealings with the federal government to ensure that constitutional obligations to Indigenous communities are upheld.

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

Key Results Achieved

- Committed \$2.5M to begin the work of supporting the identification, investigation, protection, and commemoration of Indian Residential School burial sites across the province and established the First Nations, Inuit and Red River Métis Council on residential schools to support Indigenous-led searches for burial sites of children who attended residential schools.
- Maintained annual funding commitments, totalling \$2.7M, for core operating grants to 12 Indigenous/northern organizations in Manitoba. These grants support organizational and administrative functions, including non-project related staff, rent, equipment, utilities and communications. These financial resources are intended to provide Indigenous organizations with core capacity to operate so that they may effectively carry out their mandate and advocate for their respective concerns.
- Provided financial support to Circles for Reconciliation, a group that aims to create trusting and meaningful relationships between Indigenous and non-Indigenous peoples. Through the initiative, the group facilitates "circles" for public and private sector organizations and groups, on various themes such as the meaning of land for Indigenous people, residential schools, intergenerational trauma, the pass system and the Sixties Scoop.

- Led and supported community-based, intergovernmental, and interdepartmental work to respond to the National Inquiry into Missing and Murdered Indigenous Women and Girls, including direct engagement with Indigenous leadership, community-based organizations, families and survivors. This included the provision of \$130K to the Ma Mawi Wi Chi Itata Centre to support the co-development of a provincial implementation plan to raise awareness and end violence against Indigenous women, girls and 2SLGBTQIA+ peoples in Manitoba.
- Provided various financial resources to community-driven projects through the Indigenous and Northern Initiatives Fund.
- Continued to track and publically report on government-wide activities undertaken to advance reconciliation in Manitoba, consistent with the requirements of The Path to Reconciliation Act.

2(c) Policy and Strategic Initiatives

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,127	18.00	1,204	(77)	
Other Expenditures	253		285	(32)	
Grant Assistance	14,130		13,068	1,062	1
Total Sub-Appropriation	15,510	18.00	14,557	953	

Explanation (1): The over expenditure reflects funding for Urban Indigenous Vaccination Clinic and Indian Residential and Day School Burial Sites Action plan.

Northern Healthy Foods Initiative

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

Key Results Achieved

- Continued administration of the Northern Healthy Foods Initiative, which supports local and regional projects that contribute to the development of culturally relevant, healthy food systems, while improving health and well-being. The NHFI's goal is to increase access to food by working with communities and coordinating efforts aligned with the program's goals and objectives.

2(d) Northern Healthy Foods Initiative

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grant Assistance	1,079		1,297	(218)	
Total Sub-Appropriation	1,079	-	1,297	(218)	

Costs Related to Capital Assets (Non-Voted)

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

Description	2021/22 Actual	2021/22 Authority	Variance	Expl.
Amortization Expense	48	46	2	
TOTAL	48	46	2	

Other Key Reporting

Departmental Risk

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

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

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

Risk assessment is identified as part of the planning and implementation of all new initiatives.

Risk management and assessment is an on-going activity performed at all levels of the department. Risk is assessed annually as part of the annual process of setting priorities and objectives.

The department's Executive Management Committee (EMC) identifies specific risks and approves policies and processes to mitigate the risks.

Staff are educated on comptrollership and risk responsibilities, such as ensuring annual review of government's Fraud Awareness policy and the departmental comptrollership plan.

Financial and Administrative Services branch undertakes an annual review of the comptrollership plan and presents the revised plan to EMC for review and approval.

Through fiscal year 2021/22, the department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Financial (Grant Administration)	Program areas ensure processes and procedures are reviewed and updated on a regular basis to manage, monitor, and control all grants. Program areas also strengthen staff knowledge and competencies on granting practices through ongoing training and regular reviews to ensure program effectiveness, efficiency and standardization.
Workplace Environmental Hazards	The department maintains a workplace safety and health committee with representatives from Winnipeg and Northern regions, alongside departmental leadership to monitor departmental activities for environmental hazards and risks. Mitigation measures can include staff awareness, personal protective equipment and infection prevention measures such as hand sanitizer, Plexiglas barriers, and social distancing guidelines.
Fraud	Program management ensures applicable staff take fraud awareness and comptrollership training. Financial and Administrative Services communicates responsibilities and procedures of identifying and reporting fraud to program management each year.

Regulatory Accountability and Red Tape Reduction

Manitoba Indigenous Reconciliation 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

Additional information on the changes to the regulatory requirements made by departments and government agencies will be included in the 2021/22 Manitoba Regulatory Accountability Report. 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

	April 1, 2021	March 31, 2022
Total number of regulatory requirements	7,433	7,436
Net change	-	3
Percentage change	-	0.04%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2021/22. There were no transfers in or out during 2021/22.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.

Achievements

Since April 2020, the department's achievements in reducing regulatory requirements and eliminating red tape include:

- Undertaking program reviews in the area of community governance and community management planning to streamline existing processes and eliminate redundancy.
- Continuing to review programs, policies and legislation that will see a further reduction to red tape and the department's regulatory count. This includes:
- Repealing the regulatory instruments for the Northern Youth Empowerment Initiative and the Aboriginal Development Program small grants.
- Continuing to review the capital program and removing the community capital application process and the capital approval board. These revisions will result in the removal of a number of regulatory requirements and further streamline the process for the acquisition of community capital infrastructure.
- Continuing to review program and service delivery to Northern Affairs Communities. This collaborative effort will result in a more efficient program and service delivery model, eliminating red tape and modernizing existing processes.
- Review of the recreation program and removing the annual and semi-annual reporting requirements currently in place for community recreation staff.

- Engaging on and continuing to review the Provincial Framework for Consultation and Accommodation with Indigenous communities and the Proponent’s Guide to Engagement with Indigenous communities and Government’s Crown-Indigenous Consultation (together, the Provincial Framework). The Provincial Framework will fulfill the Manitoba government’s commitment to establish a duty to consult framework for respectful and productive consultation with Indigenous communities. When adopted as policy, the Framework will replace the 2009 Interim Provincial Policy for Crown Consultations with First Nations, Métis communities and other Aboriginal communities. The Framework provides a stronger foundation for meaningful dialogue between parties to consider and mitigate impacts to treaty and Aboriginal rights.

The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Indigenous Reconciliation and Northern Relations for fiscal year 2021/22.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2021/ 2022
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2022
Women	50%	65%
Indigenous Peoples	16%	22%
Visible Minorities	13%	19%
Persons with Disabilities	9%	4%

Appendices

Appendix A - Performance Reporting

The Performance Reporting – Indicators of Progress against Priorities is being phased out with the adoption of Balanced Scorecards. 2021/22 will be the final year for this report as Balanced Scorecards will be fully implemented and performance results fully reported.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/22 (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
<p>Well-being/economic success of Indigenous people in Manitoba.</p> <p>As measured by:</p> <p>(a) the difference between Indigenous and non-Indigenous median incomes for individuals age 15 and over; and</p> <p>(b) the difference between median employment incomes between Indigenous and non-Indigenous individuals aged 15 and over</p>	<p>Income is a key indicator of economic success, potential standard of living and the ability to provide more than the necessities of life.</p>	<p><u>2001</u></p> <p>Median income for:</p> <ul style="list-style-type: none"> - Indigenous individuals age 15 and over: \$13,979 - Non-Indigenous individuals age 15 and over: \$24,270 - Difference: \$10,291 <p>Median Employment Income for:</p> <ul style="list-style-type: none"> - Indigenous individuals age 15 and over: \$25,843 - Non-Indigenous age 15 and over: \$33,553 Difference: \$7,710 	<p><u>2016</u></p> <p>Median income for:</p> <ul style="list-style-type: none"> - Indigenous individuals age 15 and over: \$23,427 - Non-Indigenous individuals age 15 and over: \$36,098 - Difference: \$12,671 <p>Median Employment Income for:</p> <ul style="list-style-type: none"> - Indigenous individuals age 15 and over: \$26,013 - Non-Indigenous age 15 and over: \$34,880 Difference: \$8,867 	<p>Median income increased by 67.6 per cent for Indigenous individuals and 48.7 per cent for non-Indigenous individuals. The difference increased by 23.1 per cent between 2001 and 2016.</p> <p>Median employment income grew by 0.7 per cent and 4.0 per cent respectively, with the difference increased by 15 per cent.</p>	<p>The sample size (25 per cent) of 2016 Census Data was determined to ensure the dissemination of reliable estimates for small areas and small populations. The 2016 Census gathered income information solely from administrative data sources rather than asking respondents directly.</p>
<p>Well-being / economic engagement of Indigenous people in Manitoba.</p> <p>As measured by the difference between Indigenous and non-Indigenous unemployment rates for individuals age 25 to 54</p>	<p>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.</p> <p>The difference in unemployment rates 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><u>2001:</u></p> <p>Indigenous people age 25 to 54 had an unemployment rate of 17 per cent as compared to the non-Indigenous unemployment rate of 3%.</p> <p>This reflects a difference of 14 percentage points.</p>	<p><u>2016:</u></p> <p>Indigenous people age 25 to 54 had an unemployment rate of 13.5 per cent as compared to the non-Indigenous unemployment rate of 4.5 per cent.</p> <p>This reflects a difference of 9 percentage points.</p>	<p>While the unemployment rate decreased for Indigenous individuals between 2001 and 2016, it increased slightly for non-Indigenous people in the same period.</p> <p>The difference of unemployment rate between the two populations decreased from 14 per cent to 9 per cent between 2001 and 2016, representing a smaller gap over time.</p>	<p>The goal is for this gap to decrease over time.</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/22 (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
<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 to 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><u>2006:</u> 59 per cent of Indigenous people age 25 to 64 had a high school graduation certificate or greater as compared to 83 per cent for non-Indigenous people. This reflects a difference of 24 percentage points.</p>	<p><u>2016:</u> 55 per cent of Indigenous people age 25 to 64 had a high school graduation certificate or greater as compared to 79 per cent for non-Indigenous people. This reflects a difference of 24 percentage points.</p>	<p>The rate of individuals with a high school graduation certificate or greater declined for both populations between 2006 and 2016, while the difference between the population stayed unchanged.</p>	<p>The goal is to see this gap decrease over time.</p>
<p>Implementation of Manitoba’s Treaty Land Entitlement (TLE) obligations. As measured by the number of acres of land made available by Manitoba to Canada for Reserve creation.</p>	<p>Acreage transferred to Canada under TLE indicates a fulfillment of Manitoba’s Constitutional obligation to Entitlement First Nations.</p>	<p>Under nine existing TLE agreements, the 29 Entitlement First Nations may select or purchase a total of 1,423,110 acres of land.</p>	<p>As of March 31, 2022, under all TLE agreements in Manitoba, a total of 694, 663 (Crown and residual) acres had been transferred by Manitoba to Canada with 674,736 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. As issues that impact the transfer of land are addressed, transfers of land for Entitlement First Nations will increase.</p>	<p>The goal is to continue to transfer land under the TLE agreements and address issues within Manitoba’s control.</p>
<p>Progress towards fulfilling Manitoba’s Crown-Indigenous consultation obligations</p> <p>As measured by:</p> <ul style="list-style-type: none"> - the number of Crown-Indigenous Consultations that are ongoing or completed. - the scope of community engagement and resources to support communities in their participation in consultation processes. - the progress towards finalizing a new framework for Crown-Indigenous consultations. 	<p>To ensure that the Manitoba Government is meeting its Constitutional Duty to Consult and upholding the Honour of the Crown.</p>	<p>In 2017/18, the department was involved in seven Crown-Indigenous consultations, at various stages of progress.</p> <p>The department also coordinated or supported other departments on several smaller projects requiring consultation.</p> <p>Manitoba’s existing consultation policy is the “Interim Provincial Policy for Crown Consultations with First Nations, Métis communities and Other Aboriginal communities”.</p>	<p>The department supported staff across departments to plan and carry out Crown-Indigenous Consultations.</p> <p>The department undertook additional engagement and continued to adjust the Provincial Framework for consultation and accommodation with Indigenous communities and delivered training to other departments to support consultation and reconciliation across government.</p>	<p>The department continues to support staff across departments to plan and carry out Crown-Indigenous Consultations.</p> <p>The department is currently soliciting additional feedback before finalizing and implementing the Framework across government departments, pending cabinet approval.</p>	<p>The department’s work on the Provincial Framework supports the government’s commitment to establish a Duty to Consult framework for respectful and productive consultation with Indigenous communities.</p>

Appendix D - Statutory Responsibilities

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

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

The Northern Affairs Act

The Planning Act (Part 10)

The Path to Reconciliation Act

The Sioux Valley Dakota Nation Governance Act

The Aboriginal Languages Recognition Act

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

Any statute that is not assigned to a particular Minister are the responsibility of the Minister of Justice.

Glossary

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

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

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

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

Authority – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure as well as any changes as a result of the January 18, 2022 government reorganization, allocations from Enabling Appropriations, or virement transfers between main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information (REESI).

Balanced Scorecard – is an integrated strategic planning and performance measurement tool.

Baseline - The current level of performance for all measures.

Cascading – This is the process of developing aligned balanced scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

Consolidation Impacts – The adjustments needed to bring the revenue and expenditure of the Other Reporting Entity (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (e.g. a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).

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

Government Reporting Entity (GRE) – Core government and the prescribed reporting organizations, such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

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

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

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

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

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

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

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

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

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

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives (the highest category of measures that sub-measures or key performance indicators tie into). The standard four perspectives are (Financial, Client, Internal Process, and Employee Learning and Growth).

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

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

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

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

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

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

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. Effective visions provide a word picture of what the organization intends to ultimately become — which may be 5, 10, or 15 years in the future. This statement should contain as concrete a picture of the desired state as possible, and also provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.