

# **Manitoba Indigenous Economic Development**

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## **Essor économique des peuples autochtones Manitoba**

### **Annual Report Rapport annuel**

**For the year ended March 31, 2024  
Pour l'exercice terminé le 31 mars 2024**

## **LAND ACKNOWLEDGEMENT**

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

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

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

We respect the spirit and intent of Treaties and remain committed to working in partnership with First Nations, Inuit and Métis Peoples as we walk the shared path of truth and reconciliation.

## **RECONNAISSANCE TERRITORIALE**

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

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

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

Nous respectons l'esprit et l'intention des traités. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis alors que nous marchons ensemble vers la vérité et la réconciliation.

**Annual Report**

**2023/24**

**Indigenous Economic  
Development**

**Rapport annuel**

**2023-2024**

**Essor économique des  
peuples autochtones**

**Indigenous Economic Development**

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Accessibility Coordinator 204-805-0748



**Minister of Municipal and Northern Relations  
Minister of Indigenous Economic Development**

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honour, the Annual Report of Manitoba Indigenous Economic Development, for the fiscal year ending March 31, 2024.

Respectfully submitted,

*Original Signed By*

Honourable Ian Bushie  
Minister of Indigenous Economic Development





**Ministre des Relations avec les municipalités et le Nord  
Ministre de l'Essor économique des peuples autochtones**

Palais législatif, Winnipeg, Manitoba R3C 0V8 CANADA

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

Madame la Lieutenant-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère de l'Essor économique des peuples autochtones du Manitoba pour l'exercice qui s'est terminé le 31 mars 2024.

Le tout respectueusement soumis.

*Original signé par*

Ian Bushie  
Ministre de l'Essor économique des peuples autochtones





**Indigenous Economic Development  
Deputy Minister**

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The Honourable Ian Bushie  
Minister of Indigenous Economic Development  
Room 301 Legislative Building  
Winnipeg, MB R3C 0V8

Sir/Madam:

I am pleased to present for your approval the 2023/24 Annual Report of the Department of Indigenous Economic Development.

Respectfully submitted,

*Original Signed By*

Bruce Gray  
Deputy Minister of Indigenous Economic Development





**Essor économique des peuples autochtones**  
**Sous-ministre**

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Ian Bushie

Ministre de l'Essor économique des peuples autochtones

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Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel du ministère de l'Essor économique des peuples autochtones pour l'exercice 2023-2024.

Le tout respectueusement soumis.

*Original signé par*

Bruce Gray

Sous-ministre de l'Essor économique des peuples autochtones



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# Introduction/Introduction (French)

This Annual Report fulfills the department reporting requirements described in the Financial Administration Act. The Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2024, which reflects the authorized appropriations approved by the Legislative Assembly.

The Department of Indigenous Economic Development is a new department established on October 18, 2023 as per Order in Council 351/23. The annual report includes the Manitoba Government Performance Measurement Framework to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. Performance Measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2024, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

Le ministère de l'Essor économique des peuples autochtones est un nouveau ministère qui a été créé le 18 octobre 2023 en vertu du décret 351/23. En cohérence avec le budget complémentaire, le rapport annuel comprend le cadre de mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

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

# Department At a Glance – 2023/24 Results

<b>Department Name &amp; Description</b>	The Department of Indigenous Economic Development was established on October 18, 2023 with a mandate to work collaboratively with First Nations, Inuit, Métis people along with businesses and partner organizations to improve economic participation and opportunities for Indigenous Manitobans and communities.
<b>Minister</b>	Honourable Ian Bushie
<b>Deputy Minister</b>	Bruce Gray

<b>Other Reporting Entities</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Communities Economic Development Fund</li> </ul>
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Summary Expenditure (\$M)	
<b>9.9</b>	<b>8.6</b>
Authority	Actual

Core Expenditure (\$M)		Core Staffing
<b>9.2</b>	<b>7.6</b>	<b>26.00</b>
Authority	Actual	Authority

# Coup d'œil sur le ministère – Résultats en 2023-2024

Nom et description du ministère	Créé en octobre 2023, le ministère de l'Essor économique des peuples autochtones a comme mandat de travailler en collaboration avec les Premières Nations, les Inuits, les Métis ainsi qu'avec les entreprises et les organisations partenaires, afin d'améliorer la participation et les perspectives économiques des Manitobaines et Manitobains autochtones et de leurs communautés.
Ministre	Ian Bushie
Sous-ministre	Bruce Gray

Autres entités comptables	<b>1</b>	<ul style="list-style-type: none"> <li>Fonds de développement économique local</li> </ul>
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Dépenses globales (en millions de dollars)	
<b>9,9</b>	<b>8,6</b>
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
<b>9,2</b>	<b>7,6</b>	<b>26,0</b>
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

# Departmental Responsibilities

The department works collaboratively with First Nations, Inuit, Métis people along with businesses and partner organizations to improve economic participation and opportunities for Indigenous Manitobans and communities.

The overall responsibilities of the Minister and Indigenous Economic Development include:

- Advancing economic reconciliation in partnership with Indigenous organizations, all businesses and communities with a focus on education and job opportunities.
- Developing an economic engagement strategy with the Manitoba Métis Federation, First Nations and the Inuit.
- Supporting the development of a critical mineral strategy that provides good jobs to northern Manitobans in collaboration with the department of Economic Development, Investment, Trade and Natural Resources.
- Implementing 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.
- Improving the relationships with other orders of government to expedite Treaty Land Entitlement.
- Coordinating the operation of nine Resource Management Boards established through settlement agreements with Indigenous communities impacted by the effects of hydroelectric developments in the province.

## The Minister is also responsible for:

- Communities Economic Development Fund

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

## Department Shared Services

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

## Minister's Office and Deputy Minister's Office

These offices provide shared oversight to both the department of Indigenous Economic Development and the department of Municipal and Northern Relations.

## Financial and Administrative Services

The branch is responsible for ensuring appropriate management of, and accountability for the department's resources. The Finance and Administrative Division provides shared services to Indigenous Economic Development, Municipal and Northern Relations as well as Sport, Culture, Heritage and Tourism.

# Responsabilités ministérielles

Le ministère travaille en collaboration avec les Premières Nations, les Inuits, les Métis ainsi qu'avec les entreprises et les organisations partenaires, afin d'améliorer la participation et les perspectives économiques des Manitobaines et Manitobains autochtones et de leurs communautés.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère de l'Essor économique des peuples autochtones comprennent les suivantes :

- Faire progresser la réconciliation économique en partenariat avec les entreprises, les collectivités et des organisations autochtones, en mettant l'accent sur l'éducation et les possibilités d'emploi;
- Élaborer une stratégie de mobilisation économique de concert avec la Fédération métisse du Manitoba, les Premières Nations et les Inuits;
- Soutenir l'élaboration d'une stratégie sur les minéraux critiques qui fournit de bons emplois aux Manitobains dans le Nord, en collaboration avec le ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles;
- Voir à la mise en œuvre des éléments fonciers, financiers et coopératifs des ententes de règlement signées avec les collectivités autochtones, notamment les droits territoriaux issus d'un traité, les ententes relatives aux règlements et aux répercussions des projets hydroélectriques, les consultations Couronne-Autochtones, et les négociations d'ententes de règlement;
- Améliorer les relations avec les autres ordres de gouvernement afin d'accélérer les questions relatives aux droits territoriaux issus d'un traité;
- Coordonner le fonctionnement de neuf conseils de gestion des ressources établis en vertu d'ententes de règlement avec les collectivités autochtones touchées par les effets des aménagements hydroélectriques dans la province.

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

- Fonds de développement économique local

Annexe B – Liste des lois relevant de la compétence de la personne occupant le poste de ministre (responsabilités législatives)

## Services partagés du ministère

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

## **Cabinet du ministre et cabinet du sous-ministre**

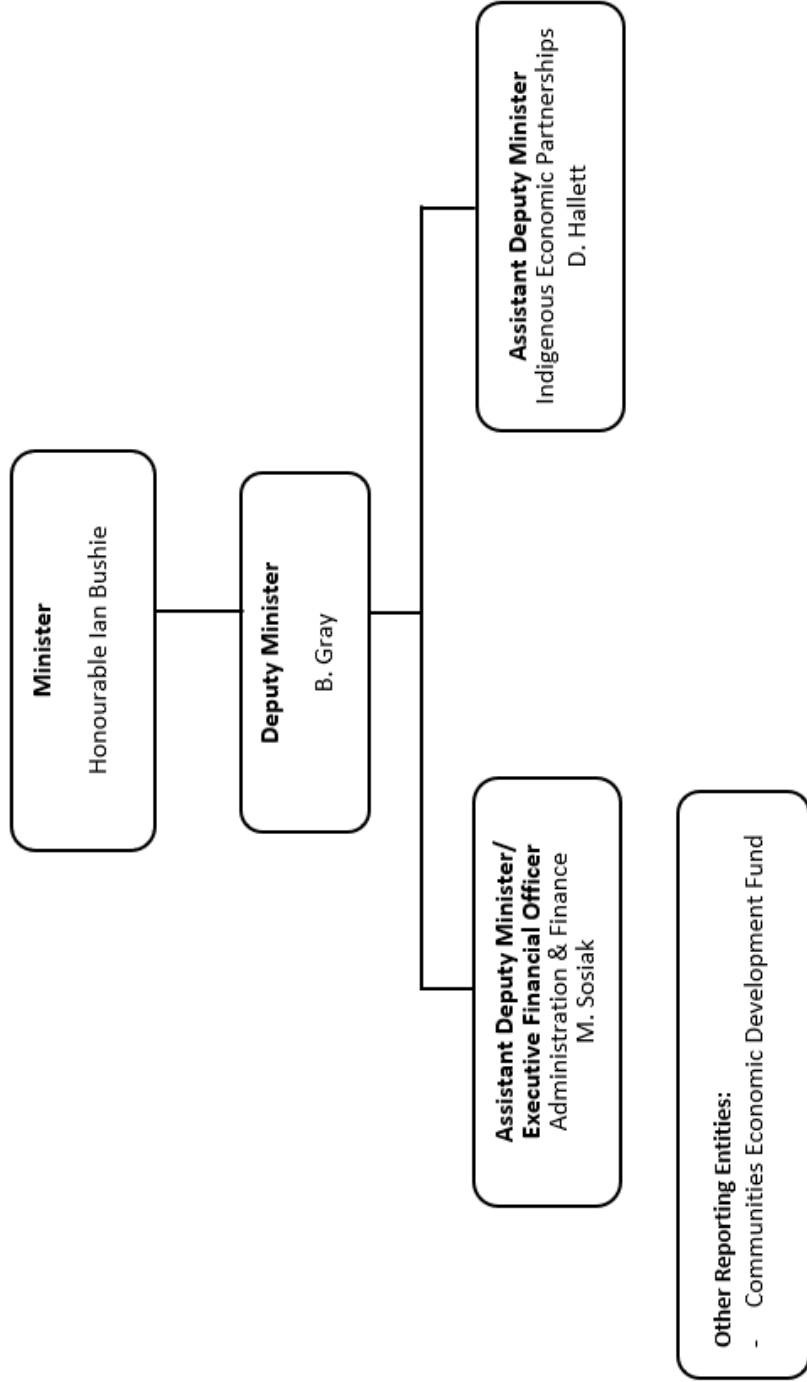
Ces cabinets assurent un contrôle partagé avec le ministère de l'Essor économique des peuples autochtones et le ministère des Relations avec les municipalités et le Nord.

## **Services administratifs et financiers**

La direction est responsable de la gestion appropriée des ressources ministérielles et de l'obligation redditionnelle à cet égard. La division des finances et de l'administration offre des services partagés au ministère de l'Essor économique des peuples autochtones, au ministère des Relations avec les municipalités et le Nord, et au ministère du Sport, de la Culture, du Patrimoine et du Tourisme.

# Organizational Structure

Indigenous Economic Development as of March 31, 2024





# 2023/24 Key Achievement Highlights

During the fiscal year, the Department of Indigenous Economic Development accomplished the following:

- Funded a heritage resource impact assessment on a Treaty Land Entitlement (TLE) selection prior to the removal of a fence and outstanding survey work. The funds were utilized for covering the heritage resource impact assessment and the participation of Wuskwi Sipiik First Nation's assistants and Elders to ensure proper protocol was followed, if any heritage resources were located.
- Funded a survey contract for outstanding survey work required on a TLE selection for Brokenhead Ojibway Nation. The funds were utilized to update the boundary of the selection and prepare an undeveloped government road allowance for closure.
- Hosted a webinar in partnership with the Association of Manitoba Municipalities for Rural Municipalities to enhance knowledge of TLE and urban reserves. An article was also prepared and published in the Association of Manitoba Municipalities' seasonal magazine.
- Since the signing of the first TLE agreements in 1994, Manitoba has transferred 709,933.80 acres of land to Canada to fulfill outstanding Treaty Land Entitlement to the First Nations. Of this amount, 678,945.52 acres have been converted to reserve by Canada.
- Established the Indigenous Business Development branch, with the goal of leading and working with other departments to fully incorporate Indigenous communities and businesses into every aspect of Manitoba's economy, through meaningful collaboration with First Nations, Métis, Inuit, and associated organizations to foster economic expansion.
- Provided \$1.8 million to the Communities Economic Development Fund (CEDF) and \$2.7 million to the First Peoples Economic Growth Fund to support Indigenous business development and economic reconciliation.
- CEDF reopened the business loans program providing repayable loans for high-impact economic development opportunities. They continued to approve commercial fisher loans directly maintaining and supporting additional fisher jobs.
- With targeted funding from the province, CEDF advanced mineral resource development with initiatives supporting the mining sector as a key component of a strong provincial and northern economy going forward. They launched an education and advocacy campaign, worked collaboratively with industry and partners to increase industry awareness and help meet labour market demands, and conducted a jurisdictional scan of the mining industry to help increase competitiveness for Manitoba.
- FPEGF continued to provide interest-free loans for First Nations entrepreneurs and community-owned start-ups, expansions and business acquisitions, and programming focused on business plan development, client aftercare supports and skills development.
- With funding support from Manitoba, and through a Chemawawin Cree Nation, the Cedar Lake Resource Management Board (RMB) completed phase 1 of its land use and resource management planning project. This phase produced a report that outlined trends, gaps, and directions for future planning investigation and policy development, intended to support the next phases of the project. This initial phase involved a planning process design, extensive background research on the Cedar Lake Resource Management Area, GIS mapping, strategic meetings and compilation of a background study report.

- Funded the Fox Lake RMB phase 3 land use and resource management plan. The project involves examining areas of potential conflict or opportunity regarding natural resources and current and future land use and analyzing outputs to develop common management zones. The Fox Lake RMB also secured funding from the National Aboriginal Lands Managers Association to further support the development of the Fox Lake land use plan.
- Funded the initial phase of the Cormorant RMB resource management plan which involves: 1) community engagement meetings to review draft material, gather baseline community information and develop the vision and goals of the plan, 2) conducting a literature review to assemble relevant materials to understand the historic and contemporary use of the lands and resources in the RMA, and 3) the development of the project deliverables.

# Principales réalisations en 2023-2024

Au cours de l'exercice, le ministère de l'Essor économique des peuples autochtones a accompli les réalisations suivantes :

- Il a financé une étude d'impact en matière de richesses du patrimoine d'une sélection de droits territoriaux issus d'un traité avant le retrait d'une clôture et les travaux d'arpentage en suspens. Les fonds ont été utilisés pour couvrir l'étude d'impact en matière de richesses du patrimoine et la participation des assistants et des aînés de la Première nation de Wuskwi Sipiik afin de s'assurer que le protocole approprié était suivi, si des ressources patrimoniales étaient localisées.
- Il a financé un contrat d'arpentage pour des travaux d'arpentage en suspens nécessaires à la sélection d'un droit territorial issu d'un traité pour la Nation ojibway de Brokenhead. Les fonds ont été utilisés pour mettre à jour les limites de la sélection et préparer la fermeture d'une emprise gouvernementale réservée non aménagée.
- Il a organisé un webinaire en partenariat avec l'Association des municipalités du Manitoba pour les municipalités rurales afin d'améliorer les connaissances sur les droits territoriaux issus d'un traité et les réserves urbaines. Un article a également été préparé et publié dans le magazine saisonnier de l'Association des municipalités du Manitoba.
- Depuis la signature en 1994 des premières ententes sur les droits territoriaux issus d'un traité, le Manitoba a transféré 709 933,80 acres au Canada afin de répondre à ses obligations envers les Premières Nations relativement aux droits en question. De tous les acres transférés, 678 945,52 ont été convertis en réserves par le Canada.
- Il a créé la direction du développement des entreprises autochtones, dont l'objectif est de diriger et de collaborer avec d'autres ministères afin d'intégrer pleinement les communautés et les entreprises autochtones dans tous les aspects de l'économie manitobaine, grâce à une collaboration significative avec les Premières Nations, les Métis, les Inuits et les organisations associées, afin de favoriser l'expansion économique.
- Il a fourni 1,8 M\$ au Fonds de développement économique local et 2,7 M\$ au First Peoples Economic Growth Fund pour soutenir le développement des entreprises autochtones et la réconciliation économique.
- Le Fonds de développement économique local a rouvert le programme de prêts aux entreprises, qui propose des prêts remboursables pour des possibilités de développement économique importantes. Il a continué à approuver des prêts commerciaux pour les pêcheurs, ce qui a permis de maintenir et de soutenir directement des emplois supplémentaires dans le secteur de la pêche.
- Grâce à un financement ciblé de la province, le Fonds de développement économique local a fait progresser le développement des ressources minérales par l'entremise d'initiatives soutenant le secteur minier en tant qu'élément clé d'une économie provinciale et nordique qui sera de plus en plus forte. Il a lancé une campagne d'éducation et de sensibilisation, a travaillé en collaboration avec l'industrie et les partenaires pour sensibiliser l'industrie et l'aider à répondre aux demandes du marché du travail, et a mené une analyse juridictionnelle de l'industrie minière pour aider à accroître la compétitivité du Manitoba.

- Le First Peoples Economic Growth Fund a continué d'accorder des prêts sans intérêt aux entrepreneurs des Premières Nations et aux entreprises communautaires en phase de démarrage, d'expansion et d'acquisition, et de proposer des programmes axés sur l'élaboration de plans d'affaires, le suivi des clients et le développement des compétences.
- Grâce au soutien financier du Manitoba et par l'intermédiaire de la Nation crie de Chemawawin, le Conseil de gestion des ressources de Cedar Lake a achevé la phase 1 de son projet de planification de l'utilisation des terres et de la gestion des ressources. Cette phase a donné lieu à un rapport décrivant les tendances, les lacunes et les orientations des futures recherches en matière de planification et d'élaboration de politiques, destiné à soutenir les prochaines phases du projet. Cette phase initiale a comporté la conception d'un processus de planification, des recherches approfondies sur la région de gestion des ressources de Cedar Lake, une cartographie du SIG, des réunions stratégiques et la compilation d'un rapport d'étude de base.
- Il a financé la phase 3 du plan d'utilisation des terres et de gestion des ressources du Conseil de gestion des ressources de Fox Lake. Le projet consiste à examiner les zones de conflit potentiel ou de possibilités concernant les ressources naturelles et l'utilisation actuelle et future des terres, et à analyser les résultats pour développer des zones de gestion communes. Le Conseil de gestion des ressources de Fox Lake a également obtenu un financement de l'Association nationale des gestionnaires des terres autochtones pour continuer à soutenir l'élaboration du plan d'utilisation des terres de Fox Lake.
- Il a financé la phase initiale du plan de gestion des ressources du Conseil de gestion des ressources de Cormorant qui comprend : 1) des réunions d'engagement communautaire pour examiner les projets de documents, recueillir des renseignements de base sur la communauté et développer la vision et les objectifs du plan, 2) une analyse documentaire pour rassembler les documents pertinents afin de comprendre l'utilisation historique et contemporaine des terres et des ressources de la région de gestion des ressources, et 3) l'élaboration des produits livrables du projet.

# Department Performance Measurement

The Department of Indigenous Economic Development (IED) was officially formed on October 18, 2023. Performance measurement results included in this report are reflective of the department's mandate and strategic priorities effective at its establishment during the remainder of the fiscal year 2023/24.

The department did produce strategic content for the 2024-25 Supplement to the Estimates of Expenditure. The results of these measures will be reported in the 2024-25 Annual Report published in September 2025.”

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. Departments align their current work along with newly received mandate items, in their supplement. The re-introduction of mandate letters represents a renewed approach designed to align departmental efforts more closely with elected government direction. Objectives, key initiatives, and performance measures are described in more detail in the following section. The department Strategic Objectives are:

## Vision

All Manitobans continually benefit from the contributions of Indigenous Manitobans and others towards economic reconciliation and related development.

## Mission

To lead the full inclusion of Indigenous communities and businesses in all aspects of Manitoba's economy for the benefit of all Manitobans in the spirit of truth and reconciliation.

## Values

- Committed to the calls to action of the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous People (UNDRIP) principles.
- Honouring the relationship between Indigenous peoples, industry and provincial and federal governments.
- Listening to Indigenous voices, engaging and acting upon them in discussions and measures to develop the economy and labour force.
- Ensuring Indigenous people receive fairer financial value within the resource sector as it relates to lands, traditional territories, ways of life and treaties.
- Positively sharing success stories on Indigenous economic development as an increasingly important part of the foundation of the overall economy.
- Including Indigenous economic interests and equity measures in programs designed to mitigate or remove systemic barriers and achieve shared economic success

# Provincial Themes and Department Objectives

## Growing Our Economy

1. Advance economic reconciliation
2. Increase economic participation and opportunities for Indigenous Manitobans and Indigenous communities
3. Expedite Treaty Land Entitlement

## A Government that Works for You

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

# Mesure de la performance du ministère

Le ministère de l'Essor économique des peuples autochtones a été officiellement créé le 18 octobre 2023. Les résultats de la mesure de la performance inclus dans ce rapport reflètent le mandat et les priorités stratégiques du Ministère à compter de sa création pendant le reste de l'exercice financier 2023-2024.

Le Ministère a produit un contenu stratégique pour le budget complémentaire 2024-2025. Les résultats de ces mesures seront présentés dans le rapport annuel 2024-2025 publié en septembre 2025.

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Les ministères alignent leurs travaux en cours sur les nouveaux mandats reçus dans leur supplément. La réintroduction des lettres de mandat représente une nouvelle approche visant à aligner plus étroitement les efforts des ministères sur les orientations du gouvernement élu. Les objectifs, les initiatives clés et les mesures de rendement sont décrits plus en détail dans la section suivante. Les objectifs stratégiques ministériels sont les suivants :

## Vision

Tous les Manitobains bénéficient en permanence des contributions des Manitobains autochtones et d'autres groupes à l'égard de la réconciliation économique et du développement connexe.

## Mission

Dans un esprit de vérité et de réconciliation, mener à bien l'initiative d'inclusion complète des collectivités et des entreprises autochtones dans tous les aspects de l'économie du Manitoba au profit de tous les Manitobains.

## Valeurs

- Être engagé à l'égard des appels à l'action de la Commission de vérité et de réconciliation et des principes de la Déclaration des Nations Unies sur les droits des peuples autochtones.
- Rendre hommage à la relation entre les peuples autochtones, l'industrie et les gouvernements provincial et fédéral.
- Être à l'écoute des voix autochtones, se mobiliser et y donner suite en tenant des discussions et en prenant des mesures visant à développer l'économie et la main-d'œuvre.
- S'assurer que les peuples autochtones reçoivent une valeur financière plus équitable dans le secteur des ressources en ce qui a trait aux terres, aux territoires traditionnels, aux modes de vie et aux traités.
- Échanger des histoires de réussite qui témoignent du rôle de plus en plus important qu'occupe le développement économique autochtone dans la base de l'économie générale.
- Inclure les intérêts économiques autochtones et des mesures d'équité dans les programmes ayant pour objet d'atténuer ou d'éliminer les barrières systémiques et d'atteindre une prospérité économique partagée.

## **Thèmes provinciaux et objectifs ministériels**

### **Faire croître notre économie**

5. Faire progresser la réconciliation économique.
6. Améliorer les possibilités économiques pour les Manitobains et les collectivités autochtones, et accroître leur participation à l'économie.
7. Accélérer les négociations sur les droits territoriaux issus d'un traité.

### **Un gouvernement qui travaille pour vous**

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



# Department Performance Measurement - Details

The following section provides information on key performance measures for Indigenous Economic Development for the 2023/24 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

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

## Growing Our Economy

### 1. Advance Economic Reconciliation

#### Key Initiatives

- **Worked with Indigenous groups in jointly developing consultation protocols:** This initiative provides certainty internally and externally on where First Nations expect to be consulted or engaged. Protocols are intended to improve Crown-Indigenous consultation processes and increase certainty for Indigenous communities, Manitoba, and the private sector. Manitoba is on track to invest \$132,938 into the development of these protocols in 2024/25. Once finalized in 2025, the protocols will apply to all Manitoba government departments, decisions, and actions.
- Using a whole-of-government approach, worked in collaboration with Economic Development, Investment, Trade and Natural Resources to conduct a jurisdictional scan on the economic reconciliation in Northern Manitoba for the Northern Development Ministers Forum.
- Established an inventory of existing policies and programs across government that complement Indigenous Economic Development’s mission of working meaningfully with First Nations, Métis, Inuit and partner Indigenous organizations and departments to grow Manitoba’s economy and increase economic participation opportunities for Indigenous Manitobans and Indigenous communities.
- Collaborated across departments to advance economic development commitments outlined in the 1989 Tripartite Agreement between Manitoba, Shoal Lake 40 First Nation and the City of Winnipeg.

#### Performance Measures

Measure	Baseline	2022/23 Actual	2023/24 Target	2023/24 Actual
3.a Achieve a target number of Consultation Protocol that advance through the initiation and implementation phases.	-	4	2	3

**3.a Achieve a target number of Consultation Protocols that advance through the initiation and implementation phases:** This measure tracks progress toward the establishment of consultation protocols using a numeric indicator by measuring the total number of Indigenous communities with whom discussions have been initiated regarding consultation protocols and implemented protocol developments each year. The establishment of protocols is intended to advance economic reconciliation, improve Crown-Indigenous consultation processes, and increase certainty for Indigenous communities and the private sector. Data for this measure is populated by adding together the total number of protocols initiated and implemented in a certain year. In 2023/24, IED received proposals from and finalized funding agreements with Fisher River Cree Nation (FRCN), Black River First Nation (BRFN), and Hollow Water First Nation (HWFN) to re-negotiate, in the case of FRCN, or develop, in the case of BRFN and HWFN, the joint consultation protocol. This is the final year for this performance measure, however the department will continue to internally track this data.

## 2. Increase economic participation and opportunities for Indigenous Manitobans and Indigenous Communities

### Key Initiatives

- **Economic Reconciliation:** Advancing economic reconciliation in partnership with Indigenous leaders, nations and organizations is a priority for Manitoba. Economic reconciliation is about addressing barriers to the participation of Indigenous Peoples in the economy in pursuit of equality of economic opportunity. The goal of economic reconciliation is to close socioeconomic gaps relative to non-Indigenous peoples to the benefit of all peoples in Manitoba. In collaboration with multiple departments, Indigenous Nations and organizations, IED continues to develop frameworks and strategies to address economic opportunities including urban reserves, fiscal agreements, taxation models and procurement strategies.
- **Streamline and tailor consultation assessment forms.** This initiative is focused on creating templates, called initial assessments, that are used to determine whether the duty to consult is triggered and, if so with whom. IED tailored an initial assessment template for Environmental Approvals branch in the department of Environment and Climate Change and updated the general initial assessment template used across departments.
- **Training for the duty to consult and accommodate:** Civil servants engaging or consulting with Indigenous communities need training and guidance to ensure consistency across different projects and initiatives. IED has developed a three-day training program in partnership with a contractor. IED has delivered this training two times over the last fiscal year and adapted the training and developed options to accommodate the needs of different audiences. Upon approval of the renewed framework policy for consultation and accommodation with Indigenous communities, IED will offer training as part of our communications and implementation plans.
- **Shared management of resources with Indigenous communities:** Through Resource Management Boards (RMB), Manitoba and Indigenous communities oversee the sustainable management and protection of land and natural resources within geographically defined Resource Management Areas (RMAs), covering approximately 20 per cent of the province, mostly in Northern Manitoba. The boards are comprised of equal appointees from provincial staff and the respective Indigenous communities, and their role involves developing and recommending land use and resource management plans, reviewing requests for resource allocations and other dispositions prior to Manitoba making decisions. IED has enhanced the effectiveness of the RMBs by providing and ensuring consistent communication, planning and coordination of activities to cultivate and strengthen meaningful

partnerships with First Nation Governments and Northern Affairs Communities. In 2023/24, IED has coordinated 19 board meetings and maintained the operation of the boards between meetings through several project-specific meetings and coordination activities. IED has been working collaboratively with Indigenous communities and government partners through the boards to develop and fund various community-driven land use and resource management planning projects that incorporate Indigenous values and protocols such as cultural responsibility and stewardship of land and natural resources within RMAs. These projects include:

- Cedar Lake RMA Land Use and Resource Management Plan – Phase 1
- Cormorant RMA Resource Management Plan – Phase 1
- Fox Lake RMA Land Use and Resource Management Plan – Phase 3b
- IED will continue to work with Indigenous communities involved to enhance shared management of land and resources through the boards.

### 3. Expedite Treaty Land Entitlement

#### Key Initiatives

- **Improving the relationship with other orders of government to remove and resolve the barriers and obstacles in transferring Treaty Land Entitlement (TLE) land to Canada.** IED continues to work cooperatively with Entitlement First Nations, the Treaty Land Entitlement Committee and the Government of Canada to oversee the implementation of TLE Agreements, as well as reduce barriers and resolve interests in order to transfer lands to Canada. In 2023/24, IED partnered with the Association of Manitoba Municipalities to support Rural Municipalities in better understanding the TLE process and the benefits of urban reserves through a presentation and magazine article.
- **Reviewing strategic options and projects to address issues and advance TLE lands, including funding opportunities to resolve specific issues.** IED has allocated \$500,000 to advance TLE in Manitoba through strategic initiatives and projects. IED continues to review strategic options and projects to address issues and advance land to Canada to be set apart as reserve. In 2023/24, IED utilized funds for a contract to conduct outstanding survey requirements on a TLE selection, as well as a heritage resource impact assessment on a TLE selection. IED will continue to identify opportunities and specific projects where the TLE funding allocation could be utilized to resolve specific issues.
- **Undertaking a review of TLE processes to identify opportunities, barriers, and potential changes to expedite TLE.** IED has undertaken a policy review to group and categorize the issues that commonly affect the advancement of TLE and identified opportunities to expedite TLE. IED continues to work directly with specific stakeholders such as municipalities, mineral interest holders, and Manitoba Hydro, to resolve matters that affect the TLE process. IED continues to work with other provincial departments to examine existing departmental processes and policies that impact TLE implementation, as well as new opportunities to improve and expedite TLE.

## Performance Measures

Measure	Baseline	2022/23 Actual	2023/24 Target	2023/24 Actual
2.b Achieve a target of Treaty Land Entitlement (TLE) acres transferred.	-	10,443	15,000	4,372

**2.b Achieve a target percentage of Treaty Land Entitlement (TLE) acres transferred:** TLE involves outstanding obligations to First Nations under long-standing Treaty relationships. Performance is measured based on the total number of acres of land transferred from Manitoba to Canada, when requested by Canada, to be converted to Reserve under TLE. In this fiscal year, 4,372 acres were transferred from Manitoba to Canada for Reserve creation. A lower than anticipated number of requests for provincial land, under TLE, explains the shortfall from the 2023/24 target. This is the final year for this performance measure. The measure has been adjusted to track the number of TLE acres ready to be transferred to Canada within a fiscal year.

## A Government that Works for You

### 4. Maintain and enhance efficiency and productivity to improve service delivery

#### Key Initiatives

- **Delegated Financial Signing Authority review:** The department reviewed its Delegated Financial Signing Authorities to ensure delegations continued to comply with acts, regulations, and departmental and central government policies. The Delegated Financial Signing Authority process ensures there is a system in place for the control of activities affecting the Consolidated Fund and support the department's comptrollership framework.

## Performance Measures

Measure	Baseline	2022/23 Actual	2023/24 Target	2023/24 Actual
12.a Number of financial policies reviewed.	-	1	2	1

**12.a Number 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 department's efforts and results in reviewing its financial policies and processes, which are the key components of strong financial comptrollership.

## Other Measures

These measures were established under the former department of Indigenous Reconciliation and Northern Relations and reflected in the department's 2023/24 Supplement to the Estimates of Expenditure. Due to the departmental re-organization that occurred on October 18, 2023, data collection was discontinued and these measures are retired.

- 4.a Implement and/or test innovative ideas
- 6.a The number of eligible staff within IAP2 training
- 7.a Percentage of in-scope documents proactively disclosed per year
- 13.a Achieve department annual expenditure actual to budget ratio, noting extraordinary events (e.g. COVID-19)

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

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

Indigenous Economic Development includes the following OREs:

- Communities Economic Development Fund

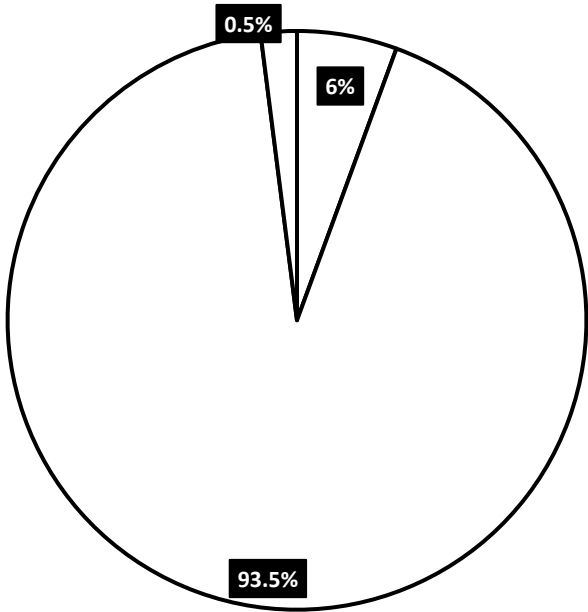
### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2023/24 Actual	2022/23 Actual
Administration and Finance	527		-	527	498
Indigenous Economic Partnerships	7,032	2,785	(1,814)	8,003	9,218
Costs Related to Capital Assets (NV)		28	-	28	31
Interfund Activity				-	100
<b>TOTAL</b>	7,559	2,813	(1,814)	8,558	9,847

NV – Non-Voted

**Percentage Distribution of Consolidated Actual Expenditures  
by Operating Appropriation,  
2023/24, Actuals**



93.5% Indigenous Economic Partnerships

6% Administration and Finance

0.5% Costs Related to Capital Assets (NV)

# Summary of Authority

Part A - Operating	2023/24 Authority \$(000s)
<b>2023/24 MAIN ESTIMATES - PART A</b>	
<b>Allocation of funds from:</b>	
<b>Subtotal</b>	-
<b>In-year re-organization from:</b>	
Indigenous Reconciliation and Northern Relations	3,726
Economic Development Investment and Trade	5,371
Natural Resources and Northern Development	104
<b>Subtotal</b>	<b>9,201</b>
<b>2023/24 Authority</b>	<b>9,201</b>



**2023/24 Authority  
\$(000s)**

**Part C – Loans and Guarantees**

<b>2023/24 MAIN ESTIMATES – PART C</b>	
<b>In-year re-organization from:</b>	
Economic Development, Investment and Trade	15,000
<b>Subtotal</b>	<b>15,000</b>
<b>2023/24 Authority</b>	<b>15,000</b>

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

Detailed Summary of Authority	Printed Estimates 2023/24	In-Year Re-organization	Virement	Enabling Authority	Authority 2023/24	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
Administration and Finance		633			633	
Indigenous Economic Partnerships		8,568			8,568	
					-	
					-	
<b>Subtotal</b>	-	9,201	-	-	9,201	-
<b>Part A – OPERATING (NV)</b>						
<b>TOTAL PART A - OPERATING</b>	-	9,201	-	-	9,201	-
<b>Part C – LOANS AND GUARANTEES</b>	-	15,000			15,000	

NV – Non-Voted

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Authority 2023/24	Appropriation	Actual 2023/24	Actual 2022/23	Increase (Decrease)	Expl. No.
<b>20.1 Administration and Finance</b>					
42	(a) Minister's Salaries				
	Salaries and Employee Benefits	25	48	(23)	1
591	(b) Financial and Administrative Services				
	Salaries and Employee Benefits	421	362	59	
	Other Expenditures	81	88	(7)	
633	Subtotal 20.1 Administration and Finance	527	498	29	
<b>20.2 Indigenous Economic Partnerships</b>					
3,093	(a) Consultations and Agreements				
	Salaries and Employee Benefits	1,272	922	350	2
	Other Expenditures	697	648	49	
	Grant Assistance	167	114	53	3
5,475	(b) Indigenous Business Development				
	Salaries and Employee Benefits	371	125	246	4
	Other Expenditures	11	1,934	(1,923)	5
	Grant Assistance	4,514	4,164	350	
8,568	Subtotal 20.2 Indigenous Economic Partnerships	7,032	7,907	(875)	
<b>9,201</b>	<b>Total Expenditures</b>	<b>7,559</b>	<b>8,405</b>	<b>(846)</b>	

#### Explanation(s):

1. Reflects shared Ministerial responsibilities in 2023/24 with Municipal and Northern Relations. Also note that the Deputy Minister's Office provides administrative oversight of both departments.
2. Reflects three new positions provided through the 2023/24 Estimates.
3. Reflects new land use plan project initiated under the Cormorant Resource Management Board in 2023/24.
4. Due to costs for severance payments and reclassification of one position to a senior management level in 2023/24.
5. Reflects a one-time adjustment in 2022/23 for CEDF's provision for Allowance for Doubtful Accounts.

# Overview of Capital Investments, Loans and Guarantees

	2023/24 Actual \$(000s)	2023/24 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
<b>Part C – Loans and Guarantees</b>				
Communities Economic Development Fund	3,900	15,000	(11,100)	1

Explanation(s):

1. Due to the Communities Economic Development Fund disbursing fewer business loans than anticipated.

## Revenue Summary by Source

### Departmental Actual Revenue

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Actual 2022/23	Actual 2023/24	Increase (Decrease)	Source	Actual 2023/24	Estimate 2023/24	Variance Over/(Under)	Expl. No.
<b>Other Revenue</b>							
16	16	-	Northern Flood Agreement	16	50	(34)	1
16	16	-	Subtotal	16	50	(34)	
<b>Government of Canada</b>							
17	64	47	Sundry	64	50	14	
17	64	47	Subtotal	64	50	14	
33	80	47	<b>Total Revenue</b>	80	100	(20)	

#### Explanation(s):

1. Reflects lower than anticipated Arbitrator expenses related to the Northern Flood Agreement (NFA). The NFA is a cost shared agreement with Indigenous Services Canada (ISC) and Manitoba Hydro in which the department pays Arbitrator expenses then recovers a third of the cost from ISC and another third of cost from Hydro.

# Departmental Program and Financial Operating Information

## Administration and Finance (Res. No. 20.1)

### Main Appropriation Description

Provides executive planning, management, and directs departmental policies and programs while overseeing their implementation. Delivers the comptrollership function and central management services, including financial and administrative services and budget oversight.

Sub-Appropriations	2023/24 Actual \$(000s)	2023/24 Authority	
		FTEs	\$(000s)
Minister's Salary	25	1.00	42
Financial and Administrative Services	502	6.00	591
<b>TOTAL</b>	<b>527</b>	<b>7.00</b>	<b>633</b>

### 20.1(a) Minister's Salary

#### Sub-Appropriation Description

Accommodates administrative support for the Minister and Deputy Minister that is currently shared with the department of Municipal and Northern Relations. Provides executive management direction and monitoring to the department.

### 20.1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2023/24 \$(000s)	Authority 2023/24		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	25	1.00	42	(17)	1
<b>Total Sub-Appropriation</b>	<b>25</b>	<b>1.00</b>	<b>42</b>	<b>(17)</b>	

Explanation(s):

1. Reflects shared Ministerial responsibilities in 2023/24 with Municipal and Northern Relations.

## 20.1(b) Financial and Administrative Services

### Sub-Appropriation Description

Oversees comptrollership and administrative services functions to ensure that financial and administrative policies, procedures and reporting systems are developed, maintained and administered and meet accountability requirements. The Executive Financial Officer also acts as the Designated Officer for The Freedom of Information and Protection of Privacy Act and the Public Interest Disclosure (Whistleblower Protection) Act.

### Key Results Achieved

- Developed the departmental revenue and expenditure budgets.
- Monitored the department's core and summary budget expenditure requirements to ensure efficient and effective use of the department's financial resources in line with the approved annual budget.
- Provided relevant, timely reporting to support the department's operational and strategic decisions.
- Developed departmental internal control procedures including the design of the department's comptrollership plan to ensure financial and administrative operations are in compliance with core policy, central directives, orders, and regulations.
- Developed the department's comptrollership plan to ensure reliable, relevant, and timely information is available for informed management decisions related to the delivery of departmental programs.
- Coordinated development of the department budget and monitored systems for financial management to ensure financial resources were allocated to achieve departmental priorities and that total expenditures are within the authorized budget.

## 20.1(b) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual	Authority 2023/24		Variance	Expl. No.
	2023/24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	421	6.00	516	(95)	
Other Expenditures	81		75	6	
<b>Total Sub-Appropriation</b>	<b>502</b>	<b>6.00</b>	<b>591</b>	<b>(89)</b>	

## Indigenous Economic Partnerships (Res. No. 20.2)

### Main Appropriation Description

Supports the full inclusion of Indigenous communities and businesses in all aspects of Manitoba's economy by working meaningfully with First Nations, Métis, Inuit and partner organizations and negotiates and implements various settlement agreements (e.g. Treaty Land Entitlement, adverse effects, self-government) and maintains and implements Manitoba's Crown Consultation policies.

Sub-Appropriations	2023/24	2023/24 Authority	
	Actual \$(000s)	FTEs	\$(000s)
Consultation and Agreements	2,136	17.00	3,093
Indigenous Business Development	4,896	2.00	5,475
<b>TOTAL</b>	<b>7,032</b>	<b>19.00</b>	<b>8,568</b>

### 20.2(a) Consultation and Agreements

#### Sub-Appropriation Description

The Consultation and Agreements branch 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 hydroelectric impact and settlement agreements, Crown-Indigenous consultation and negotiations of settlement agreements. The branch also implements other land and self-government agreements. Where new settlements are proposed, the branch takes a lead role in supporting and directing negotiations. The branch is responsible for the establishment and consistent implementation of Crown consultation policies to meet Manitoba's consultation obligations when Government decisions may affect Indigenous and/or Treaty rights.

#### Key Results Achieved

- In 2023/24, the branch continued to advance Treaty Land Entitlement. 4,371 acres were transferred to Canada for reserve creation. The department continues to review specific projects and initiatives, with funding support, for the strategic advancement of TLE.
- In 2023/24, the branch continued to advance the implementation of hydro impact settlement agreements, other land transfer and self-government agreements, by working jointly and cooperatively with other parties, Canada and First Nations.
- The branch advanced relationships and agreements including productive work with:
  - Norway House Community Council and Manitoba Hydro
  - O-Pipon-Na-Piwin Cree Nation's Land Transfer Agreement
  - Sioux Valley Dakota Nation's governance agreement
  - York Factory First Nation and Cross Lake First Nation land transfer working groups



- The branch successfully coordinated all the required annual meetings for the eight actively operating resource management boards, established under individual settlement agreements with Indigenous communities. The branch also successfully supported the boards' review of multiple dispositions, allocations and other resource management policies. Key work advanced land use and resource management projects with
  - Cormorant Resource Management Board
  - Cedar Lake Resource Management Board
  - Moose Lake Resource Management Board
  - Fox Lake Resource Management Board.
- The branch continued to provide guidance, expertise and ongoing training on the duty to consult and accommodate to Manitoba government departments to support the implementation of Manitoba's consultation policies. The branch developed a 3-day in-person staff training on Consultation and Engagement with Indigenous Groups. This training was delivered across departments.
- The branch continued to lead a Consultation Practitioners Network across government departments to share information and connect staff undertaking consultations across departments.
- The branch continued to participate on the Federal/Provincial/Territorial Working Group on Consultation and Accommodation to share information, expertise and best practices with other Canadian jurisdictions.

## 20.2(a) Consultations and Agreements

Expenditures by Sub-Appropriation	Actual	Authority 2023/24		Variance	Expl. No.
	2023/24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	1,272	19.00	1,504	(232)	
Other Expenditures	697		1,389	(692)	1
Grant Assistance	167		200	(33)	
<b>Total Sub-Appropriation</b>	<b>2,136</b>	<b>19.00</b>	<b>3,093</b>	<b>(957)</b>	

### Explanation(s):

1. Reflects savings due to project delays in the Treaty Land Entitlement projects and Northern Flood Agreement implementation work. Project progress is dependent on the readiness of the various parties to action on the work required.

## 20.2(b) Indigenous Business Development

### Sub-Appropriation Description

Supports the full inclusion of Indigenous communities and businesses in all aspects of Manitoba's economy by working meaningfully with First Nations, Métis, Inuit people along with all businesses and partner organizations to grow the economy through the development of economic participation and education initiatives; and is responsible for the Communities Economic Development Fund (CEDF) and the First People's Economic Growth Fund (FPEGF).

### Key Results Achieved

- Provided \$1.8 million to the Communities Economic Development Fund (CEDF) and \$2.7 million to the First Peoples Economic Growth Fund to support Indigenous business development and economic reconciliation.
- CEDF reopened the business loans program providing repayable loans for high-impact economic development opportunities. They continued to approve commercial fisher loans directly maintaining and supporting additional fisher jobs.
- With targeted funding from the province, CEDF advanced mineral resource development with initiatives supporting the mining sector as a key component of a strong provincial and northern economy going forward. They launched an education and advocacy campaign, worked collaboratively with industry and partners to increase industry awareness and help met labour market demands, and conducted a jurisdictional scan of the mining industry to help increase competitiveness for Manitoba.
- FPEGF continued to provide interest-free loans for First Nations entrepreneurs and community-owned start-ups, expansions and business acquisitions, and programming focused on business plan development, client aftercare supports and skills development.

## 20.2(b) Indigenous Business Development

Expenditures by Sub-Appropriation	Actual	Authority 2023/24		Variance	Expl. No.
	2023/24 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	371	2.00	205	166	1
Other Expenditures	11		756	(745)	2
Grant Assistance	4,514		4,514	-	
<b>Total Sub-Appropriation</b>	<b>4,896</b>	<b>2.00</b>	<b>5,475</b>	<b>(579)</b>	

### Explanation(s):

1. Reflects severance payments and reclassification of one position to a senior management level.
2. Reflects a one-time adjustment in 2022/23 for CEDF's provision for Allowance for Doubtful Accounts.

# Other Key Reporting

## Departmental Risk

Indigenous Economic Development provides leadership in risk analysis 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 regard 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 applied in the planning and implementation of all new initiatives.
- Risk management is discussed on a regular basis both at a senior management level and between senior management and operational staff.
- Business Continuity Plans are in place and regularly reviewed and updated as needed.
- Department employees are educated on comptrollership and risk responsibilities, such as ensuring annual review of government's Fraud Awareness policy and the departmental comptrollership plan.
- Department's Government Reporting Entities (GRE) are made aware of the requirements for reporting fraud to the Office of the Provincial Comptroller.
- Department's comptrollership plan is reviewed and revised to ensure it remains relevant to department's goals and priorities and continues managing emerging risks.

Through fiscal year 2023/24, the department undertook the following specific activities toward managing its risks.

<b>Risk 1 Human Resources</b>	<b>Activities taken to reduce / remove risk</b>
Potential Consequence	Resignation, retirement, disability, absenteeism requiring coverage or death of an employee that will deprive the department of the individual's special skill or knowledge that cannot readily be replaced.
Likelihood	Moderate
Impact	Moderate
Treatment Plan	Build a sustainable workforce by enhancing recruitment and retention through departmental succession planning and the Equity, Diversity and Inclusion strategy.
Treatment Plan Due Date	On-going
Risk Status	In progress

<b>Risk 2 Financial (Grant Administration)</b>	<b>Activities taken to reduce / remove risk</b>
Potential Consequence	Failure to identify significant risk factors resulting in no safeguard in place to prevent from ineffective use of public funds.
Likelihood	Moderate
Impact	Severe
Treatment Plan	Strengthen staff knowledge and competencies on granting practices and comptrollership in order to recognize risks, determine and implement mitigation strategy.
Treatment Plan Due Date	Ongoing
Risk Status	Mitigated and ongoing monitoring

<b>Risk 3 Workplace Environmental Hazards</b>	<b>Activities taken to reduce / remove risk</b>
Potential Consequence	Exposure to environmental hazards resulting in staff/client injury, property loss, operations disruption beyond the control of the entity. Potential for injury, property loss/damage, resulting from staff working in regionally remote/isolated areas while travelling away from their work headquarters.
Likelihood	Low
Impact	Severe
Treatment Plan	Maintain a workplace safety and health committee with representation from Winnipeg and all regional offices, which, alongside departmental leadership, monitor departmental activities for environmental and other hazards and risks.
Treatment Plan Due Date	Ongoing
Risk Status	Low, ongoing monitoring

**Risk 4 – Operational****Activities taken to reduce / remove risk**


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

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


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Potential Consequence	Fraud undermines the integrity and accountability of government, which can lead to loss of public trust or potential exposure to financial, legal or regulatory risk.
Likelihood	Low
Impact	Severe
Treatment Plan	The department follows the central government Fraud Policy as outlined in the Financial Administration Manual (FAM). The departmental comptrollership plan outlines processes for monitoring, assessing and preventing fraud. The comptrollership plan is reviewed and updated annually and distributed across the department. Program management ensures applicable staff take fraud awareness and comptrollership training. Financial and Administrative Services communicate responsibilities and procedures of identifying and reporting fraud to program management each year.
Treatment Plan Due Date	Ongoing
Risk Status	Mitigated, ongoing monitoring

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# Regulatory Accountability and Red Tape Reduction

## Regulatory requirements

	April 1, 2023	March 31, 2024
Total number of regulatory requirements	46,352	46,352
Net change		N/A

- The 2023/24 figures do not reflect the changes made by the department in the fiscal year or as a result of government reorganization, as counting of regulatory requirements was discontinued in the fiscal year. The associated performance measure was concurrently discontinued. The obligation to report on regulatory requirements for the fiscal year is repealed upon the enactment of Bill 16, The Regulatory Accountability Reporting Act and Amendments to The Statutes and Regulations Act, as introduced in the First Session of the 43rd Legislature.

# The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Indigenous Economic Development for fiscal year 2023/24.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2023/24
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.

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as at March 31, 2024</b>
Women	50%	72%
Indigenous Peoples	16%	17%
Visible Minorities	13%	44%
Persons with Disabilities	9%	0%



# Appendices

## Appendix A – Other Reporting Entities

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

The following Other Reporting Entities (OREs) form part of the department's consolidated results:

### **Communities Economic Development Fund**

Established under The Communities Economic Development Fund Act to encourage economic development in northern Manitoba, for indigenous people outside Winnipeg and in the fishing industry.

For more information please visit: <http://cedf.mb.ca/>

## Appendix B - Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Justice Minister, as are any amendments to acts. The department of Indigenous Economic Development operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

- The Communities Economic Development Fund Act
- The Community Development Bonds Act
- The Sioux Valley Dakota Nation Governance Act

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

# Glossary

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

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

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

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

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

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

**Baseline** – The starting data point for the performance measure.

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

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

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

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

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

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

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

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

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, foster, reduce and improve.

**Other Reporting Entity (ORE)** – 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.

**Performance 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.

**Special Operating Agencies (SOAs)** – 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 pursuit of its mission. All performance objectives and measures should align with the organization’s mandate and strategy.

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

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

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

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