

**2024/25**



**SUPPLEMENT TO THE  
ESTIMATES OF EXPENDITURE  
BUDGET COMPLÉMENTAIRE**

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**BUDGET 2024**

**Manitoba Indigenous Economic Development**

**Essor économique des peuples autochtones Manitoba**

**Manitoba** 

# Indigenous Land Acknowledgement

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

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

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

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

# Reconnaissance du territoire

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

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

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

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

## **Indigenous Economic Development**

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**Supplement  
to the Estimates  
of Expenditure  
2024/25**

**Budget  
complémentaire  
2024-2025**

**Indigenous Economic  
Development**

**Essor économique des  
peuples autochtones**



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

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

I am honoured to present the 2024/25 Indigenous Economic Development Supplement to the Estimates of Expenditure. As Minister of Indigenous Economic Development, I am responsible for the formulation of this Supplement and for the realization of the objectives outlined herein.

It is a privilege to serve as Minister, supported by a dedicated team of experts committed to integrity, professionalism, fiscal responsibility and fostering a promising future for all Manitobans. The results of the plans outlined in this document will be detailed in the department’s forthcoming Annual Report for this year, underscoring our commitment to accountability.

For the first time in the Province’s history, we have a department that is dedicated to advancing economic reconciliation so that all Manitobans can benefit from the contributions of Indigenous Manitobans. This approach requires strategic partnerships with key departments and external organizations to enhance economic, social, and environmental outcomes for Indigenous Manitobans and communities.

As we embark on this new journey, we recognize the importance of collaboration, respect, and meaningful engagement with Indigenous Manitobans. Budget 2024 provides over \$4 million in new funding to advance Indigenous economic development initiatives, including the co-development of an Indigenous economic engagement strategy with First Nations, the Inuit, and the Red River Métis.

The economic engagement strategy will serve as a guide for future programs and investments that broadly support Indigenous business owners, entrepreneurs, and organizations to promote economic development and employment for Indigenous Manitobans.

Full Indigenous participation in environmental stewardship and economic development will underpin economic growth and job opportunities for all Manitobans. My department looks forward to carrying out this important work in 2024 and beyond and in collaborating with the department of Economic Development, Investment, Trade and Natural Resources in the development of the critical mineral strategy.

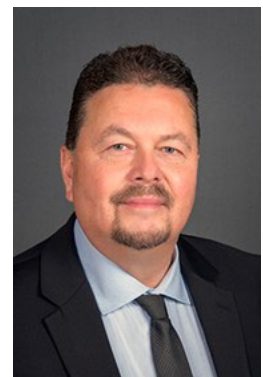
Together, we will work tirelessly to unlock full potential of our many advantages, driving positive change and prosperity for all Manitobans.

I trust that this document will provide a meaningful information supplement that will meet the needs of the members of the Legislature in their review of the Printed Estimates of Expenditure.

Thank you,

*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

C'est avec un sentiment d'honneur que je présente le budget complémentaire 2024-2025 du ministère de l'Essor économique des peuples autochtones. En tant que ministre de l'Essor économique des peuples autochtones, j'assume une responsabilité quant à la formulation du budget complémentaire et à l'atteinte des objectifs énumérés dans ce document.

C'est un privilège de servir en tant que ministre, avec le soutien d'une équipe dévouée d'experts qui accorde la plus haute importance à l'intégrité, au professionnalisme, à la responsabilité financière et à la poursuite d'un avenir prometteur au profit de l'ensemble de la population manitobaine. Soucieux de respecter notre engagement en matière d'obligation redditionnelle, nous décrivons plus amplement les résultats des plans dont fait état le présent document dans le rapport annuel que nous déposerons pour cet exercice.

Pour la première fois dans l'histoire de notre province, nous avons un ministère entièrement consacré à l'avancement de la réconciliation économique afin que tous les Manitobains puissent bénéficier des contributions des Manitobains autochtones. Cette approche nécessite des partenariats stratégiques avec les ministères et les organismes externes concernés afin d'améliorer les résultats économiques, sociaux et environnementaux pour les Manitobains et les collectivités autochtones.

Alors que nous nous engageons dans la nouvelle voie qui s'ouvre devant nous, nous reconnaissons l'importance de collaborer avec les Manitobains autochtones, de les respecter et de les mobiliser de façon constructive. Le Budget de 2024 prévoit un nouveau financement de quatre millions de dollars pour faire progresser les initiatives de développement économique autochtone, notamment l'élaboration conjointe d'une stratégie de mobilisation économique des Autochtones avec les Premières Nations, les Inuits et les Métis de la Rivière-Rouge.

La stratégie de mobilisation économique servira à orienter les futurs programmes et investissements visant à largement soutenir les propriétaires d'entreprise, les entrepreneurs et les organisations autochtones dans la promotion du développement économique et de l'emploi pour les Manitobains autochtones.

La pleine participation des Autochtones à la gérance de l'environnement et à l'essor de l'économie soutiendra la croissance économique et la création d'emplois au profit de tous les Manitobains. Mon ministère se réjouit à l'idée d'exécuter cet important travail en 2024 et dans les années suivantes, ainsi qu'à la perspective de collaborer avec le ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles à l'élaboration de la stratégie sur les minéraux critiques.

Ensemble, nous travaillerons sans relâche pour tirer pleinement parti de nos nombreux avantages afin d'en faire le moteur d'un changement positif et de la prospérité pour tous les résidents du Manitoba.

J'espère que ce document constituera un complément d'information pertinent répondant aux besoins des membres de l'Assemblée législative dans le cadre de l'examen de la version imprimée du Budget des dépenses.

*Originale signé par*

Ian Bushie  
Ministre de l'Essor économique des peuples autochtones



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# Introduction / Overview of the Supplement to the Estimates of Expenditure

The Supplement to the Estimates of Expenditure (Supplement) provides additional information to the members of the Legislative Assembly and the public in their review of the department information contained in the Summary Budget and the departmental Estimates of Expenditure for the fiscal year ending March 31, 2025.

The Supplement represents the departmental annual planning document and encapsulates the collective vision, values and strategic objectives based on the Premier's mandate letter to guide the development of departmental operational plans. The document also presents financial details that align with the Summary Budget for the department and its other reporting entities.

Departmental information aligns with the Estimates of Expenditure and details the annual appropriations of the department to be approved by the Legislative Assembly through the Appropriation Act. The financial information is meant to supplement, not replicate, the detail included in the Estimates of Expenditure. Please refer to the Estimates of Expenditure for commitment-level detail by sub-appropriation. This Supplement also contains departmental staffing and full-time equivalent (FTE) details that are not part of the Summary Budget or the Estimates of Expenditure.

The Supplement 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 results are shared at the end of the fiscal year in the annual report, which will be released in September 2025.

The Government of Manitoba has established a performance measurement framework (consisting of the Supplement and Annual Reports) for planning and analysis to support monitoring the results and operational improvement. The framework aims to increase transparency, accountability, and alignment of staff to identify key priorities and work toward achieving them. Department Supplements, Annual Reports, performance results and supporting management information are integral to the government's fiscal and strategic plan, and financial and performance reporting cycle.

The Supplement was revised this fiscal year to reflect government's strategic priorities and department mandate. Performance measures have been updated to align with the departments' mandate letters. Employee related measures are now tracked centrally.

# Introduction / Aperçu du budget complémentaire

Le budget complémentaire fournit un complément d'information aux députés à l'Assemblée législative et au public afin de les aider à passer en revue les renseignements liés au ministère qui sont présentés dans le budget sommaire et dans le Budget des dépenses pour l'exercice se terminant le 31 mars 2025.

Le budget complémentaire est un document de planification annuelle qui résume la vision collective, les valeurs et les objectifs stratégiques établis à la lumière de la lettre de mandat reçue du premier ministre, en vue d'orienter l'élaboration des plans opérationnels du ministère. Il présente également des données financières conformes au budget sommaire du ministère et de ses autres entités comptables.

Les renseignements liés au ministère correspondent au Budget des dépenses et donnent le détail des affectations de crédits annuels du ministère que doit approuver l'Assemblée législative en vertu d'une loi portant affectation de crédits. Les renseignements financiers sont destinés à compléter et non pas à répéter l'information figurant dans le Budget des dépenses. Pour en savoir plus au sujet du niveau d'engagement par sous-crédit, veuillez vous reporter au Budget des dépenses. Le budget complémentaire contient également de l'information sur la dotation en personnel et les équivalents temps plein (ETP) du ministère, qui ne fait pas partie du budget sommaire ou du Budget des dépenses.

Le budget complémentaire permet aux ministères d'harmoniser leur travail avec le mandat et les priorités stratégiques du gouvernement. Les ministères établissent ensuite des plans opérationnels décrivant plus en détail de quelle façon ces thèmes seront intégrés aux activités quotidiennes. Les résultats seront présentés à la fin de l'exercice dans le rapport annuel, qui sera rendu public en septembre 2025.

Le gouvernement du Manitoba a établi, à des fins de planification et d'analyse, un cadre de mesure de la performance (composé du budget complémentaire et des rapports annuels) pour faciliter le suivi des résultats et de l'amélioration des activités. Ce cadre vise à favoriser la transparence et l'obligation redditionnelle, et à offrir une meilleure orientation aux membres du personnel afin que ces derniers cernent les grandes priorités et travaillent à leur réalisation. Les budgets complémentaires, les rapports annuels, les résultats en matière de performance et les renseignements de gestion connexes des ministères font partie intégrante du plan financier et stratégique du gouvernement et de son cycle de production de rapports portant sur les finances et la performance.

Le budget complémentaire a été révisé pour cet exercice, afin de tenir compte des priorités stratégiques du gouvernement et du mandat ministériel. Les mesures de la performance ont été mises à jour pour qu'elles concordent avec les lettres de mandat des ministères. Les mesures liées aux employés font maintenant l'objet d'un suivi centralisé.

# Department Summary

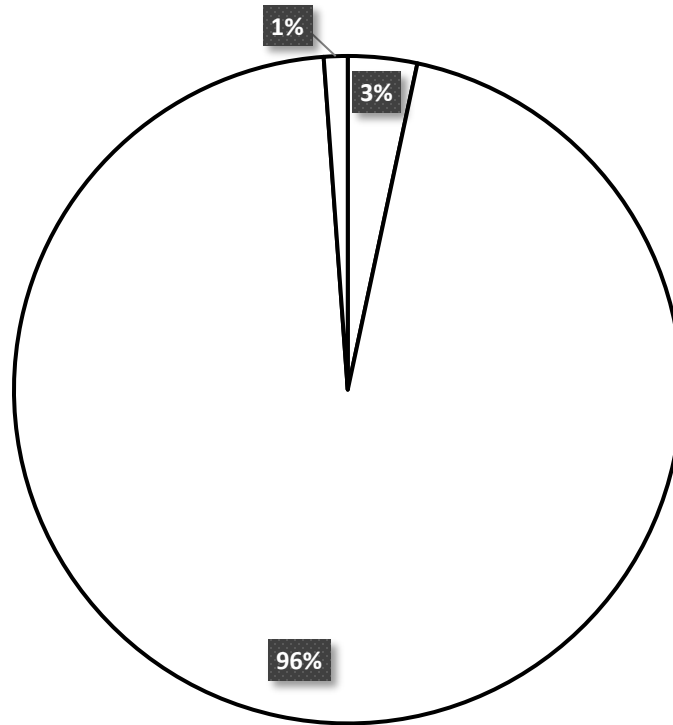
<b>Department Description</b>	The department of Indigenous Economic Development was established in October 2023 with a mandate to work collaboratively with First Nations, Inuit, Métis and partner organizations to improve economic participation and opportunities for Indigenous Manitobans and communities.
<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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<b>Summary Expenditure (\$M)</b> Consolidated Core and ORE budgets that make up the department summary budget	
<b>14.8</b>	<b>10.5</b>
2024 / 25	2023 / 24

<b>Core Expenditure (\$M)</b> Departmental expenditures as presented in the Estimates of Expenditure		<b>Core Staffing</b> Department's total FTEs	
<b>14.0</b>	<b>9.8</b>	<b>29.0</b>	<b>26.0</b>
2024 / 25	2023 / 24	2024 / 25 - FTE	2023 / 24 - FTE

## Percentage Distribution of Summary Expenditures by Operating Appropriation, 2024/2025



3%	Administration and Finance
96%	Indigenous Economic Partnerships
1%	Interfund Activity

# Vue d'ensemble du ministère

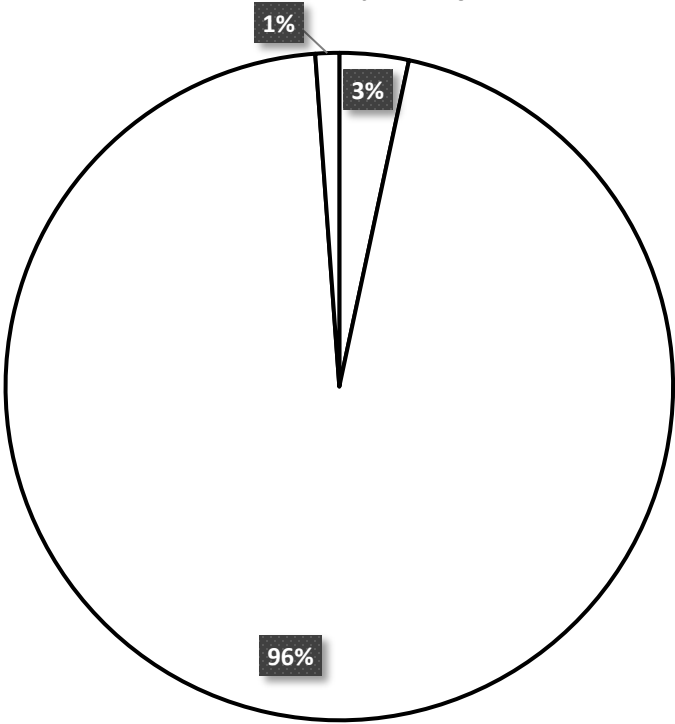
<b>Description du ministère</b>	Créé en octobre 2023, le ministère de l'Essor économique des peuples autochtones a comme mandat de travailler en collaboration avec les Premières Nations, les Inuits, les Métis et les organisations partenaires afin d'améliorer les possibilités économiques pour les Manitobains et les collectivités autochtones, et d'accroître leur participation à l'économie.
<b>Ministre</b>	Ian Bushie
<b>Sous-ministre</b>	Bruce Gray

<b>Autres entités comptables</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fonds de développement économique local</li> </ul>
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<b>Dépenses globales (en millions de dollars)</b>	
<b>Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire</b>	
<b>14,8</b>	<b>10,5</b>
2024-2025	2023-2024

<b>Dépenses ministérielles (en millions de dollars)</b> Dépenses ministérielles telles que présentées dans le Budget des dépenses		<b>Personnel ministériel</b> ETP totaux du ministère	
<b>14</b>	<b>9,8</b>	<b>29</b>	<b>26</b>
2024-2025	2023-2024	ETP en 2024-2025	ETP en 2023-2024

Ventilation, en pourcentage, des dépenses globales par crédit de fonctionnement, 2024/2025



- 3% Administration et finances
- 96% Partenariats économiques avec les Autochtones
- 1% Transactions interfonds

# Department Responsibilities

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

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

- Advancing economic reconciliation in partnership with Indigenous organizations 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.
- 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

# Responsabilités ministérielles

Le ministère travaille en collaboration avec les Premières Nations, les Inuits, les Métis et les organisations partenaires afin d'améliorer les possibilités économiques pour les Manitobains et les collectivités autochtones, et d'accroître leur participation à l'économie.

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 des organisations et des collectivités autochtones, en mettant l'accent sur les études 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 fonciers issus de traités, les ententes relatives aux règlements et aux répercussions des projets hydroélectriques, les consultations Couronne-Autochtones, et les négociations d'ententes de règlement;
- 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



# 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.

## 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 and Sport, Culture, Heritage and Tourism.

# 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.

## Services financiers et administratifs

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.

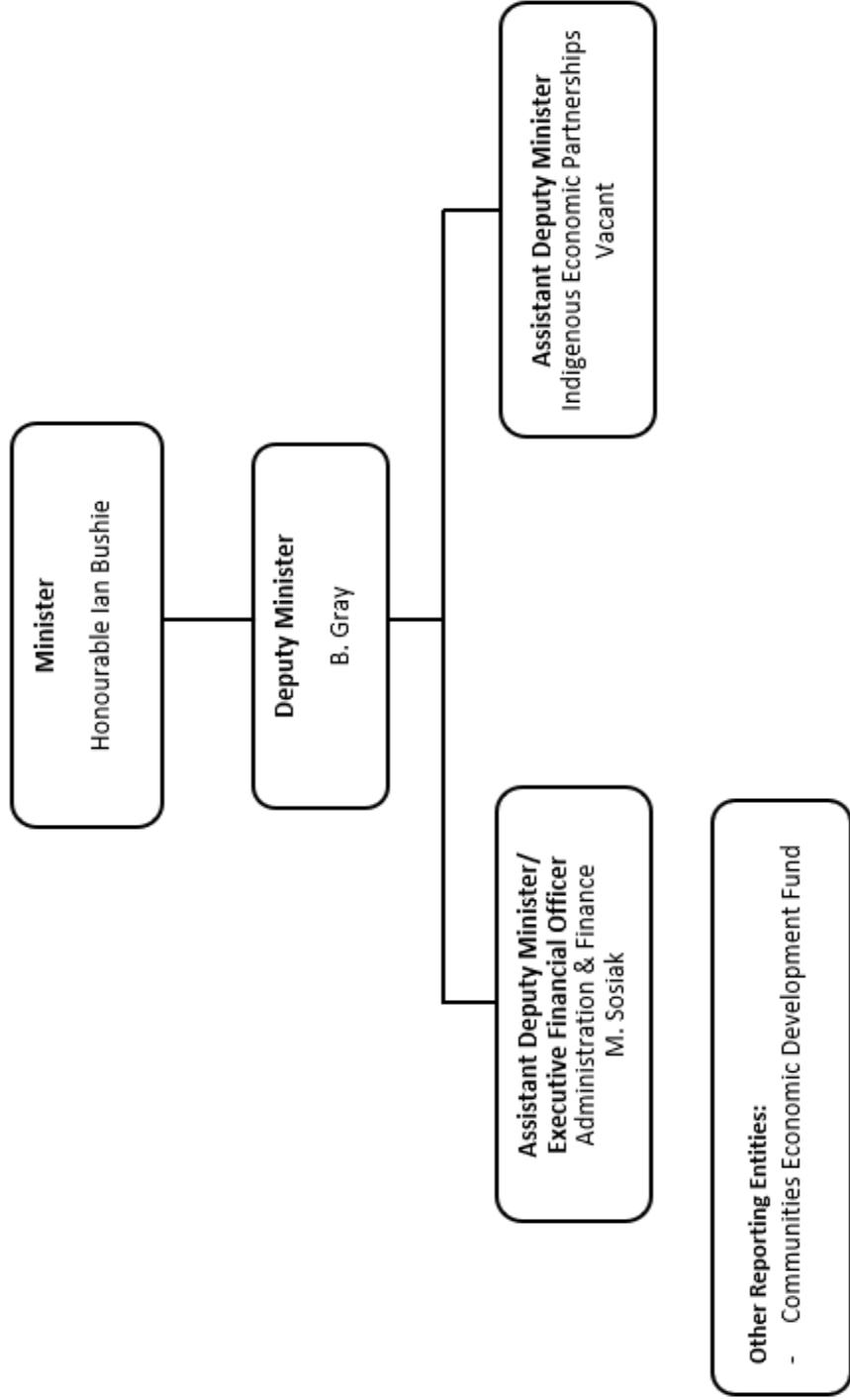
# Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

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

# Organizational Structure

Department of Indigenous Economic Development as of April 1, 2024



# Operating Environment and Departmental Risk

Manitoba is home to a diverse array of more than 70 Indigenous Nations and governing bodies that have historically been limited from full economic participation in Manitoba's economy. Removing barriers to the full inclusion of Indigenous peoples to Manitoba's economy is one of the most significant economic opportunities facing the Province. Manitoba has the largest per-capita Indigenous population of any province that is younger and growing at a faster rate than any other demographic. This population alone makes a significant contribution to Manitoba's economy, contributing over 3.9 per cent of GDP.

Key to unlocking this untapped economic potential is economic reconciliation: transformative, systemic change towards equality of economic opportunity for Indigenous peoples (e.g., employment, ownership, financial independence).

Advancing economic reconciliation requires a whole-of-government approach by aligning programs and policies across departments. To be successful, this approach must also be informed through engagement with First Nations, the Red River Métis and the Inuit. The department looks forward to engaging meaningfully with Indigenous Manitobans and to finding ways to align this work with other important strategies, including the critical mineral strategy and Indigenous reconciliation strategy.

The fulfillment of Treaty Land Entitlement remains a departmental and provincial priority. While parties continue to work towards resolving the common issues that impact the progress of Treaty Land Entitlement, the rate of progress has faced delay. The department is leading a review to identify opportunities and barriers from a whole-of-government approach to support expediting TLE.

# Department Performance Measurement

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

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Dans leurs budgets complémentaires, les ministères harmonisent leurs travaux en cours avec les nouveaux éléments dont la teneur leur a été communiquée dans ces lettres. Le retour des lettres de mandat représente une approche renouvelée, qui permet aux ministères de mieux adapter leurs efforts à l'orientation adoptée par le gouvernement élu. Les objectifs, les initiatives clés et les mesures de la performance 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

1. Faire progresser la réconciliation économique
2. Améliorer les possibilités économiques pour les Manitobains et les collectivités autochtones, et accroître leur participation à l'économie
3. Accélérer les négociations sur les droits fonciers issus de traités

### Un gouvernement qui travaille pour vous

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

# Department Performance Measurement - Details

## Growing Our Economy

### 1. Advance Economic Reconciliation

#### Key Initiatives

- Develop an economic engagement strategy with the Manitoba Métis Federation and First Nations.
- Work with the department of Economic Development, Investment, Trade and Natural Resources to develop a real critical minerals strategy.
- Work with the department of Transportation and Infrastructure to improve northern airports, including planning for a new airport at Wasagamack First Nation.
- Support the department of Environment and Climate Change in their work with Indigenous communities on the goal of protecting 30 per cent of Manitoba's diverse landscapes by 2030.

#### Performance Measures

Measure	2024/25 Baseline	2024/25 Target
1.a. Number of new or enhanced government projects and participants that support economic reconciliation in Manitoba within a fiscal year.	-	New Measure

**1.a Number of new or enhanced government projects that support economic reconciliation in Manitoba within a fiscal year -**  
This measure includes the total number of new or enhanced government projects and participants that support economic reconciliation within a fiscal year. This measure is a Key Performance Indicator.

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

#### Key Initiatives

- Partner with new and existing Indigenous developments, organizations, businesses, governments and entrepreneurs to create future opportunities with a special focus on education and jobs.
- Undertaking a review to identify opportunities and the barriers to economic development for Indigenous peoples.
- Work with the department of Economic Development, Investment, Trade and Natural Resources to vocalize and implement strategies that address the needs of Indigenous communities through the Premier's Business and Jobs Council.

## Performance Measures

Measure	2024/25 Baseline	2024/25 Target
2.a. Participation rate of the Indigenous workforce population in Manitoba.	-	<b>New Measure</b>

**2.a Participation rate of the Indigenous workforce population in Manitoba** - The participation rate of the Indigenous workforce population is the number of Indigenous labour force participants expressed as a percentage of the Indigenous population 15 years of age and over. This data is provided by Statistics Canada on an annual basis, and is a Key Performance Indicator.

## 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 land to Canada.
- Reviewing strategic options and projects to address issues and advance TLE lands, including funding opportunities to resolve specific issues.
- Undertaking a review of TLE processes to identify opportunities, barriers and potential changes to expedite TLE.

## Performance Measures

Measure	2024/25 Baseline	2024/25 Target
3.a. Number of TLE acres ready to be transferred to Canada within a fiscal year.	New measure	12,000

**3.a Number of TLE acres ready to be transferred to Canada within a fiscal year** - The target of TLE acres represents the total expected number of acres that are ready to be requested by Canada, to be transferred by Manitoba to Canada through Provincial Order-in-Council, for the purposes of being converted to Reserve under TLE obligations. This year, 12,000 acres are anticipated to be available to be requested. 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 economic reconciliation with First Nations. This measure is a Key Performance Indicator.

## A Government that Works for You

### 4. Maintain and Enhance Efficiency and Productivity to Improve Service Delivery

#### Key Initiatives

- Continue to prudently monitor the department's core and summary budget expenditure requirements on a quarterly basis.
- Conduct an annual review and updating of the department's comptrollership plan.
- Through quarterly meetings, prioritize the effective functioning of the departmental audit committee to assist Executive Management in their governance, accountability and comptrollership responsibilities.



# Financial Details

## Consolidated 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 (CEDF)

<b>Main Appropriations</b>	<b>Part A - Operating</b>	<b>Other Reporting Entities</b>	<b>Consolidation and Other Adjustments</b>	<b>2024/25 Summary</b>	<b>2023/24 Summary</b>
<b>TOTAL</b>	<b>14,009</b>	<b>2,475</b>	<b>(1,643)</b>	<b>14,841</b>	<b>10,477</b>

\$(000s)

Administration and Finance	497			<b>497</b>	486
Indigenous Economic Partnerships	13,512	2,475	(1,814)	<b>14,344</b>	9,991
Interfund Activity			171		

## Departmental Expenditures and FTEs by Appropriation and Type

This table includes the expenditures of the department and aligns to the Estimates of Expenditure.

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration and Finance	4.00	497	5.00	486
Indigenous Economic Partnerships	25.00	13,512	21.00	9,315
<b>TOTAL</b>	<b>29.00</b>	<b>14,009</b>	<b>26.00</b>	<b>9,801</b>
<b>Expense by Type</b>				
Salaries and Employee Benefits	29.00	2,455	26.00	2,267
Other Expenditures	-	3,190	-	2,420
Grant Assistance	-	8,364	-	5,114
<b>TOTAL</b>	<b>29.00</b>	<b>14,009</b>	<b>26.00</b>	<b>9,801</b>

Please refer to the Manitoba Estimates of Expenditure for the Reconciliation of the 2023/24 Adjusted Print.

# Departmental Staffing

## FTE and Salaries and Employee Benefits by Appropriation

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration and Finance	4.00	432	5.00	421
Indigenous Economic Partnerships	25.00	2,023	21.00	1,846
<b>TOTAL</b>	<b>29.00</b>	<b>2,455</b>	<b>26.00</b>	<b>2,267</b>

## 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 of Dec. 31
Women	50%	68%
Indigenous People	16%	16%
Visible Minorities	13%	42%
Persons with Disabilities	9%	0%

# Overview of Capital Investments, Loans and Guarantees

Part C – Loans and Guarantees	2024/25 \$(000s)	2023/24 \$(000s)	Expl.
Provides expenditure authority for non-budgetary capital and operating requirements.			
Communities Economic Development Fund	<b>67,500</b>	15,000	1

Explanation:

1. Increase of \$2.5 million in Part C loans and \$50 million in loan guarantees to support Commercial Fishing and Business expansion and development.

# Departmental Program and Financial Operating Information – Part A Expenditure and FTEs

## 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	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Minister Salary	-	24	1.00	42	1
Financial and Administrative Service	4.00	473	4.00	444	
<b>TOTAL</b>	<b>4.00</b>	<b>497</b>	<b>5.00</b>	<b>486</b>	
<b>Expense by Type</b>					
Salaries and Employee Benefits	4.00	432	5.00	421	
Other Expenditures	-	65	-	65	
<b>TOTAL</b>	<b>4.00</b>	<b>497</b>	<b>5.00</b>	<b>486</b>	

### Explanation:

1. Reflects the Minister's salary for 2024/25 totalling \$47 thousand allocated between Municipal and Northern Relations (\$23 thousand) and Indigenous Economic Development (\$24 thousand).

### Sub-Appropriation Description

#### Minister's Salary (20.1a)

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.

#### Financial and Administrative Services (20.1b)

Oversees comptrollership and administrative 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 Objectives**

- To work as part of a Finance and Administration Shared Service to ensure accountability and assist the department in achieving its goals through the effective management of its financial resources.

## **Main Activities**

- Carries out financial operations in accordance with government policies, functional direction and guidance provided by the Provincial Comptroller.
- Maintains systems of financial management and internal controls to provide reasonable assurance that assets are safeguarded, and transactions are authorized, executed, and recorded in accordance with prescribed legislation, regulations and government directives and policies.
- Leads department's budgeting, financial planning and reporting, including monitoring the annual spending to identify cost pressures and saving opportunities.
- Provides financial information, analysis, and solution identification to departmental leadership to support the policy and program development.
- Oversees the department's administrative operations including fleet vehicles, physical asset inventories, accommodation project requests, staff parking, insurance, and related staff training.
- Coordinates departmental activities and responses under The Freedom of Information and Protection of Privacy Act, The Personal Health Information Act, and The Public Interest Disclosure (Whistleblower Protection) Act.

## **Expected Results**

- Timely and accurate preparation of the department's Estimates documents, Estimates Supplement and Annual Report in compliance with Treasury Board and legislative requirements.
- Timely and accurate preparation and/or review of departmental program-related submissions and financial reports required by executive management, the Office of the Provincial Comptroller and Treasury Board Secretariat.
- Timely and accurate payments to suppliers and grant recipients under departmental programs.
- Timely and legally compliant responses to applications to the department under The Freedom of Information and Protection of Privacy Act.

## **Key Initiatives**

- Development of departmental revenue and expenditure budget requests.
- Continuous monitoring of 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.
- Provision of relevant, timely reporting to support the departments operational and strategic decisions.
- Conduct an annual review and update of 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.

## 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	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Indigenous Business Development	6.00	10,399	2.00	6,075	1
Consultation and Agreements	19.00	3,113	19.00	3,240	
<b>TOTAL</b>	<b>25.00</b>	<b>13,512</b>	<b>21.00</b>	<b>9,315</b>	
<b>Expense by Type</b>					
Salaries and Employee Benefits	25.00	2,023	21.00	1,846	
Other Expenditures	-	3,125	-	2,355	
Grant Assistance	-	8,364	-	5,114	2
<b>TOTAL</b>	<b>25.00</b>	<b>13,512</b>	<b>21.00</b>	<b>9,315</b>	

### Explanation:

1. Reflects an increase of 4.00 net new FTE positions and associated salary and benefit costs, and an increase in associated operating and grant funding to advance Indigenous Economic Development's departmental mandate.
2. Reflects increase in grant funding to establish the Indigenous Economic Development Fund (IEDF).

### Sub-Appropriation Description

#### Indigenous Business Development (20.2a)

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 to grow the economy through the development of economic participation and education initiatives.

#### Key Objectives

- Advance economic reconciliation
- Increase economic participation and opportunities for Indigenous Manitobans and Indigenous Communities.



## **Main Activities**

- Develop an economic engagement strategy with the Manitoba Métis Federation and First Nations.
- Work with the department of Economic Development, Investment, Trade and Natural Resources to develop a real critical minerals strategy.
- Work with the department of Transportation and Infrastructure to improve northern airports, including planning for a new airport at Wasagamack First Nation.
- Support the department of Environment and Climate Change in their work with Indigenous communities on the goal of protecting 30 per cent of Manitoba's diverse landscapes by 2030.
- Partner with new and existing Indigenous developments, organizations, businesses, governments and entrepreneurs to create future opportunities with a special focus on education and jobs.
- Undertake a review to identify opportunities and remove the barriers to economic development for Indigenous peoples.
- Work with the department of Economic Development, Investment, Trade and Natural Resources to vocalize and implement strategies that address the needs of Indigenous communities through the Premier's Business and Jobs Council
- Work with the leadership of the Treaty One First Nations as they transform the former Kapyong barracks into the residential and commercial development of Naawi-Oodena.

## **Expected Results**

The department of Indigenous Economic Development was established in October 2023. Performance measure targets will be identified as programing is developed but expects the following results:

- A positive impact on Indigenous communities' right to freely pursue their economic self-determination.
- More opportunities for shared economic prosperity for Indigenous and non-Indigenous Manitobans alike.

## **Consultation and Agreements: (20.2b)**

Implements the land, financial and cooperative elements of signed settlement agreements with Indigenous communities, including Treaty Land Entitlement, hydroelectric impact and settlement agreements, Crown-Indigenous consultation, negotiations of settlement agreements and other land and self-government agreements. Directs and supports negotiations where new settlements are proposed. Leads the consistent implementation of Crown consultation policies to meet Manitoba's consultation obligations when government decisions may affect Aboriginal or Treaty rights.

## **Key Objectives**

- Expedite Treaty Land Entitlement.
- Ensure that constitutional obligations to Indigenous groups are upheld.
- Advance economic reconciliation through the advancement of settlements and other agreements

## **Main Activities**

- Improve the relationship with other orders of government to remove and resolve the barriers and obstacles in transferring land.

- Continue to establish consultation policies and provide support, guidance, training, and resources across government to meet Manitoba’s consultation obligations when government decisions may affect Aboriginal or Treaty rights.
- Advance land transfers under settlement agreements with Indigenous communities impacted by the effects of hydroelectric developments and other land transfer agreements.
- Coordinate the operation of nine Resource Management Boards established through settlement agreements with Indigenous communities impacted by the effects of hydroelectric developments in the province.

### **Expected Results**

- More Treaty Land Entitlement land ready to be transferred.
- Constitutional obligations and obligations under respective settlement agreements to Indigenous groups are upheld.
- Increased economic development opportunities through the transfer of land to Indigenous groups.
- Improved Crown-Indigenous consultation processes and increased certainty for Indigenous groups, Manitoba and the private sector.
- Improved economic development certainty through land use and resource management planning.

### **Key Initiatives**

- Review strategic options and projects to address issues and advance Treaty Land Entitlement, including funding opportunities to resolve specific issues.
- Undertake a review to identify opportunities, barriers, and potential changes to expedite Treaty Land Entitlement.
- Work with Indigenous groups in jointly developing consultation protocols.
- Support and advance land use and resource management projects under the Resource Management Boards established through settlement agreements with Indigenous communities impacted by the effects of hydroelectric developments in the province.
- Align the renewed Framework for Crown-Indigenous consultations to emphasize economic development and opportunities for all Manitobans and Indigenous groups.

# 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/>

# Glossary

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

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

**Appropriation** – This refers to the amount voted by the Legislature 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 Legislature 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

**Full-Time Equivalent (FTE)** – This is 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, e.g.: 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 such as six staff for three months or 13 weeks each; two staff for nine months or 39 weeks each; one full-time and one half-time staff for one year; three half-time staff for one year).

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

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

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

**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.

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

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

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

**Other Reporting Entities (ORE)** – OREs are entities in the GRE such as Crown corporations and other 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 – and excludes core government.

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

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

**Special Operating Agencies (SOA)** – SOAs are 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. All performance objectives and measures should align with the organization’s strategy.

**Target** – The target presents the desired result of a performance measure. It provides 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.

**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.