

# Manitoba Municipal Relations

## Relations avec les municipalités Manitoba

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Annual Report  
Rapport Annuel

21|22

# Indigenous Land Acknowledgement

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

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

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

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

# Reconnaissance du territoire

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

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

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

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

**Manitoba Municipal Relations**  
Office of the Deputy Minister  
Room 311 Legislative Building  
450 Broadway Avenue Winnipeg, MB R3C 0V8

Phone: (204) 945-5568  
Email: [DMMR@Leg.gov.mb.ca](mailto:DMMR@Leg.gov.mb.ca)

Online: [www.manitoba.ca/openmb/infomb](http://www.manitoba.ca/openmb/infomb)

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Contact: Accessibility Coordinator at 204-945-5568



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**MINISTER  
OF MUNICIPAL RELATIONS**

Room 317 Legislative Building  
Winnipeg, Manitoba CANADA R3C 0V8

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

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Municipal Relations, for the fiscal year ending March 31, 2022.

Respectfully submitted,

*Original Signed By*

Honourable Eileen Clarke  
Minister of Municipal Relations





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**MINISTRE  
DES RELATIONS AVEC LES MUNICIPALITÉS**

Bureau 317 Palais législatif  
Winnipeg (Manitoba) CANADA  
R3V 0V8

Son Honneur l'honorable Janice C. Filmon, C.M., 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 des Relations avec les municipalités du Manitoba, pour l'exercice qui s'est terminé le 31 mars 2022.

Je vous prie d'agréer, Madame la Lieutenant-Gouverneure, l'expression de mon profond respect.

Je vous remercie.

La ministre des Relations avec les municipalités,

*Original signé par*

Eileen Clarke



**Deputy Minister of Municipal Relations**

**311 Legislative Building  
Winnipeg, Manitoba, R3C 0V8  
CANADA**

Honourable Eileen Clarke  
Minister of Municipal Relations  
317 Legislative Building  
Winnipeg MB R3C 0V8

Dear Minister:

I am pleased to present the Annual Report for the Department of Municipal Relations for the fiscal year ending March 31, 2022. The past year's achievements demonstrated progress in building municipal capacity, supporting community development, planning, and improving and encouraging collaborative relationships with all municipalities and other partners.

For example, the department took significant steps to enhance operational efficiency and support the delivery of accurate, fair and equitable property assessments through a five-year program to obtain high-resolution oblique aerial imagery for desktop assessment reviews. The program enabled the completion of over 13,800 desktop property reviews in southeastern Manitoba municipalities, adding over \$34.5 million of assessed value to municipal tax rolls used to sustain a fair taxation framework.

In addition, extensive consultation and policy development supported the government's introduction of two pieces of legislation to deliver on the recommendations of the 2019 Review of Planning, Permitting, and Zoning in Manitoba that will improve the provincial economy, create new jobs and bolster municipal tax revenue by reducing unnecessary delays by providing necessary certainty and consistency in planning and permitting decisions.

Our teams also continued to strengthen the province's relationships with the Association of Manitoba Municipalities (AMM), the City of Winnipeg, and the Association of Manitoba Bilingual Municipalities (AMBM). The Collaboration Tables with these organizations are enhancing working relationships through ongoing open dialogue to identify and address shared priorities.

We look forward to continuing our efforts as a responsive and trusted partner in building municipal and non-profit organizational capacity and supports healthy, vibrant and prosperous communities.

Respectfully submitted,

*Original Signed By*

Bruce Gray

Deputy Minister of Municipal Relations



Madame Eileen Clarke  
Ministre des Relations avec les municipalités  
Palais législatif, bureau 317  
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

J'ai l'honneur de vous présenter le rapport annuel du ministère des Relations avec les municipalités pour l'exercice terminé le 31 mars 2022. Les réalisations de l'année écoulée témoignent des progrès accomplis pour renforcer les capacités des municipalités, soutenir le développement communautaire, et améliorer et encourager les relations de collaboration avec toutes les municipalités et les autres partenaires.

Par exemple, le Ministère a pris des mesures importantes pour améliorer l'efficacité opérationnelle et soutenir l'exécution d'évaluations foncières précises, justes et équitables dans le cadre d'un programme quinquennal visant à obtenir des images aériennes obliques à haute résolution pour les examens d'évaluations assistés par ordinateur. On a ainsi pu effectuer plus de 13 800 examens d'évaluations foncières assistés par ordinateur dans les municipalités du sud-est du Manitoba, ce qui a permis d'ajouter plus de 34,5 millions de dollars de valeur imposable aux rôles d'imposition municipaux utilisés pour maintenir un cadre fiscal équitable.

De plus, de vastes consultations et l'élaboration de politiques ont appuyé la présentation, par le gouvernement, de deux textes de loi pour donner suite aux recommandations de l'examen de 2019 de la planification, du zonage et de l'octroi de permis au Manitoba, qui amélioreront l'économie provinciale, créeront de nouveaux emplois et augmenteront les recettes fiscales des municipalités en réduisant les délais inutiles et en procurant la certitude et la cohérence nécessaires aux prises de décisions en matière de planification et d'octroi de permis.

Nos équipes ont également continué à consolider les relations de la Province avec l'Association des municipalités du Manitoba (AMM), la Ville de Winnipeg et l'Association des municipalités bilingues du Manitoba (AMBM). Les tables de collaboration établies avec ces organismes améliorent les relations de travail par le maintien d'un dialogue ouvert pour définir et aborder les priorités communes.

Nous comptons poursuivre nos efforts en tant que partenaires réceptifs et fiables désireux de renforcer les capacités des organismes municipaux et sans but lucratif et de soutenir des communautés saines, dynamiques et prospères.

Le tout respectueusement soumis.

Le sous-ministre des Relations avec les municipalités,

*Original signé par*  
Bruce Gray



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# Introduction

## Overview to the Annual Report

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

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

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

## Aperçu du rapport annuel

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

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

Par ailleurs, pour la première fois, le rapport annuel contient les résultats financiers sommaires du ministère 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. On continue à fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global du rendement financier du ministère.

# Department At a Glance – 2021/22 Results

<b>Department Name &amp; Description</b>	The Department of Municipal Relations works with municipal partners to build strong and healthy communities. This includes building municipal capacity, supporting and improving community development, planning and strengthening collaboration and developing shared solutions.
<b>Minister</b>	Honourable Eileen Clarke
<b>Deputy Minister</b>	Bruce Gray

<b>Other Reporting Entities</b>	<b>2</b>	<ul style="list-style-type: none"> <li>• Manitoba Water Services Board</li> <li>• The Forks North Portage Partnership</li> </ul>
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Summary Expenditure (\$M)	
<b>417.6</b>	<b>420.1</b>
<b>Restated Budget</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing	
<b>410.2</b>	<b>408.2</b>	<b>321.00</b>	<b>321.00</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>	<b>Actual</b>

# Departmental Responsibilities

The department works with municipal partners to build strong and healthy communities. This includes building municipal capacity, supporting and improving community development, planning and strengthening collaboration and shared solutions.

The overall responsibilities of the Minister and Municipal Relations include:

- Establishing a framework of legislation, finance, planning, policy and clear communication that supports autonomy, transparency and accountability to Manitobans. This is intended to lead to, efficient and effective local government, grassroots community development, a fair property assessment system, and safe and sustainable communities.
- Delivering training, ongoing advice, technical analysis, and funding related to land management, community revitalization, infrastructure and building the capacity of local governments to provide services.
- Working collaboratively with all Manitobans to ensure communities are places of opportunity and support. The department's clients include individuals, municipal governments, fire services, industry, academic communities, utilities and other public service organizations.
- Promoting relationships and strategic partnerships between and among local, provincial, territorial and federal and Indigenous governments and organizations.

The listing of legislation under the responsibility of the Minister has been provided in an Appendix.

Manitoba Municipal Relations includes three divisions noted under appropriations 13.1 to 13.3.

## The Minister is also responsible for:

Manitoba Water Services Board

The Forks North Portage Partnership

The Municipal Board - a quasi-judicial tribunal established under The Municipal Board Act.

## Department Shared Services

Finance and Administration Shared Service Branch

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

# Responsabilités ministérielles

Le Ministère collabore avec ses partenaires municipaux pour bâtir des collectivités fortes et saines. Cette collaboration comprend l'augmentation des capacités municipales, le soutien et l'amélioration du développement communautaire, la planification et le renforcement de la collaboration et des solutions partagées.

Les responsabilités globales de la ministre des Relations avec les municipalités sont les suivantes :

- Établir un cadre en matière de législation, de finances, de planification, de politique et de communication claire qui favorise l'autonomie, la transparence et la reddition de comptes envers les Manitobains. L'objectif est d'aboutir à une administration locale efficace et efficiente, à un développement communautaire de proximité, à un système d'évaluation foncière équitable et à des collectivités sûres et durables.
- Offrir de la formation, des conseils continus, des analyses techniques et du financement lié à la gestion des terres, à la revitalisation communautaire, à l'infrastructure et au renforcement de la capacité des administrations locales à fournir des services.
- Travailler en collaboration avec tous les Manitobains pour faire en sorte que les collectivités deviennent des lieux qui fournissent des occasions et du soutien. Les clients du Ministère comprennent les particuliers, les administrations municipales, les services d'incendie, l'industrie, le milieu universitaire, les services publics et d'autres organismes de service public.
- Promouvoir les relations et les partenariats stratégiques entre et parmi les gouvernements et organismes locaux, provinciaux, territoriaux, fédéraux et autochtones.

La liste des textes de loi sous la responsabilité de la ministre se trouve dans l'Annexe.

Le ministère des Relations avec les municipalités comprend trois divisions faisant l'objet des crédits d'autorisation 13.1 à 13.3.

## Autres responsabilités de la ministre

Commission des services d'approvisionnement en eau du Manitoba

Partenariat de la Fourche et de Portage Nord

Commission municipale (tribunal quasi judiciaire établi en vertu de la Loi sur la Commission municipale)

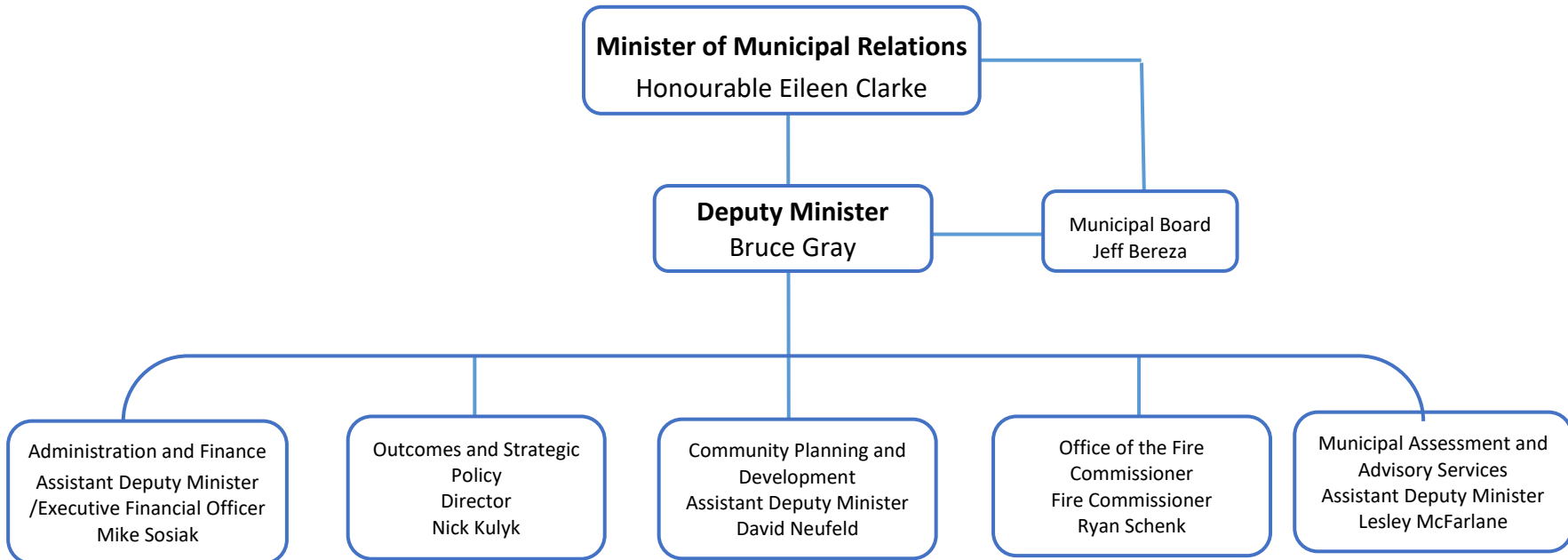
## Services partagés du ministère

Services partagés des finances et de l'administration

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

# Organizational Structure

## Department of Municipal Relations as at March 31, 2022



### Other Reporting Entities and Agencies, Boards and Commissions (ABCs) Accountable to Minister:

- Keystone Centre
- Inland Port Special Planning Area Board
- Manitoba Code of Conduct
- Manitoba Water Services Board
- Municipal Board
- The Forks North Portage Partnership

# 2021/22 Key Achievement Highlights

During the fiscal year, the Department of Municipal Relations accomplished the following:

- The province confirmed multi-year funding through the per capita based Strategic Infrastructure Basket that provides a set amount – \$75.3 million for the City of Winnipeg, and \$61.7 million for other municipalities – each year for the duration of the government’s current mandate. The improved Strategic Infrastructure Basket provides Manitoba municipalities with predictability, certainty, and a fair say in allocating capital funding towards priority infrastructure projects.
- The department continued to strengthen the province’s relationships with key partners. Collaboration tables with the Association of Manitoba Municipalities (AMM), the City of Winnipeg, and the Association of Manitoba Bilingual Municipalities (AMBM) all strengthen working relationships, and enable ongoing dialogue to identify and address local priorities.
- The Municipal Act was also amended to provide permanent flexibility to municipalities for conducting public hearings using electronic communication technology, holding meetings electronically and posting public notices in online versions of newspapers or other publications having general circulation in the municipality.
- Delivered tax relief to veterans’ associations through a legislative amendment that provides an exemption from municipal property taxes. The amendment ensures that all veterans’ associations across the province will benefit from the exemption and in turn, helps to safeguard and continue the valuable services these associations provide to our veterans.
- The department introduced two pieces of legislation to deliver on recommendations of the 2019 Review of Planning, Permitting and Zoning in Manitoba, which will significantly bolster provincial GDP, job creation and municipal tax revenue and reduce unnecessary delays by providing necessary certainty and consistency in planning and permitting decisions.
- The department expanded the Building Sustainable Communities program budget by \$2.9 million for a total of \$13.5 million to aid in Manitoba’s COVID-19 response and recovery efforts. This enabled provincial support for 307 community projects, carried out by non-profit and charitable organizations, municipalities, and Northern Affairs community councils.
- The department expanded the Urban/Hometown Green Team program by \$5 million to maximize youth employment opportunities during the pandemic by providing up to \$9 million to community organizations, rural and northern municipal governments to hire youth to work on a variety of community projects including COVID-19 remediation activities such as sanitizing public areas. Projects also included recreation, grounds maintenance, public works, conservation, trail enhancement, community beautification, community gardens, and public education. The Urban/Hometown Green Team program approved funding for 691 projects for a total of \$9 million to support the hiring of 2,259 youth. This additional funding resulted in an increase of approximately 990 youth over the pre-pandemic average of 1,269.
- The Office of the Fire Commissioner deployed Canada Task Force 4 personnel and resources to the Devils Lake and Loon Straits areas of the province to support the provincial response to a record setting 2021 Wildfire Season. Canada Task Force 4 provided temporary infrastructure and support personnel to establish base camps for fire operations and to support national and international response personnel on the frontlines.
- The OFC piloted a new approach in partnering with the Manitoba Fire Service to support collective responses to large scale emergencies. The OFC led and mobilized teams consisting of members of the municipal fire services to develop and implement a strategy to mitigate the risk of wildfire-related structure losses. The first phase of this work is complete, and the OFC is collating and analyzing data to guide the second phase in 2022/23.
- The department committed up to \$950 thousand over five years to obtain high-resolution oblique aerial imagery for an innovative desktop property assessment review program, which enhances operational efficiency and supports the delivery of accurate, fair and equitable property assessments. The program enabled the completion of over 13,800 desktop property reviews in southeastern Manitoba municipalities, adding over \$34.5 million of assessed value to municipal tax rolls.
- The department administered the Municipal Enforcement Support Program, which concluded on March 31, 2022, providing municipalities with funding, training and coordination support for the enforcement of public health orders to prevent the spread of COVID-19. In 2021/22, \$1.6 million was provided to over 35 municipalities representing 77% of Manitoba’s population for the cost of enforcing public health orders and commissions from tickets issued. Between the start of the program on October 16, 2020 and its conclusion on March 31, 2022, the program distributed \$2.2 million to participating municipalities further contributing to preventing virus transmission.

- The department chaired the Provincial Territorial Table of Ministers Responsible for Local Government for the second consecutive year, concluding by chairing the June 2021 annual meeting of ministers. As Chair of the Table, the Minister of Municipal Relations led provinces and territories in collaboration on municipal measures taken during the pandemic and a timely discussion with the federal government, reiterating that federal initiatives must be flexible, adaptable to the needs of local governments of all sizes, and in line with provinces and territories' priorities.

# Points saillants des principales activités et réalisations de 2021-2022

Voici les réalisations du ministère des Relations avec les municipalités pendant l'exercice financier :

- La Province a confirmé un financement pluriannuel par l'intermédiaire du panier d'Infrastructure stratégique par habitant qui fournit un montant fixe – 75,3 millions de dollars pour la Ville de Winnipeg et 61,7 millions de dollars pour les autres municipalités – chaque année pour la durée du mandat actuel du gouvernement. Le panier d'Infrastructure stratégique amélioré offre aux municipalités manitobaines une prévisibilité, une certitude et une juste voix dans l'affectation des fonds d'immobilisations aux projets d'infrastructure prioritaires.
- Le Ministère continue de consolider les relations de la Province avec ses partenaires essentiels. Les tables de collaboration avec l'Association des municipalités du Manitoba (AMM), la Ville de Winnipeg et l'Association des municipalités bilingues du Manitoba (AMBM) renforcent les relations de travail et permettent un dialogue continu pour définir et aborder les priorités locales.
- La Loi sur les municipalités a également été modifiée pour offrir en permanence une plus grande latitude aux municipalités en ce qui concerne la tenue d'audiences publiques à l'aide de technologies de communication électronique, la tenue de réunions par voie électronique et l'affichage d'avis publics dans les versions en ligne de journaux ou d'autres publications ayant une diffusion générale dans les municipalités concernées.
- Le Ministère a accordé un allègement fiscal aux associations d'anciens combattants par une modification législative qui prévoit une exemption des taxes foncières municipales. Cette modification fait en sorte que toutes les associations d'anciens combattants de la province bénéficieront de l'exemption, ce qui, par conséquent, contribuera à maintenir et à poursuivre les précieux services que ces associations offrent à nos anciens combattants.
- Le Ministère a adopté deux textes de loi pour donner suite aux recommandations de l'examen de 2019 de la planification, du zonage et de l'octroi de permis au Manitoba, ce qui stimulera considérablement le PIB provincial, la création d'emplois et les recettes fiscales municipales, en plus de réduire les délais inutiles en procurant la certitude et la cohérence nécessaires aux prises de décisions en matière de planification et d'octroi de permis.
- Le Ministère a augmenté le budget du Programme de création de collectivités durables de 2,9 millions de dollars pour un total de 13,5 millions de dollars afin d'aider le Manitoba en réponse à la COVID-19 et dans ses efforts de rétablissement. La Province a pu ainsi soutenir 307 projets communautaires d'organismes sans but lucratif et caritatifs, de municipalités et de conseils de collectivités relevant des Affaires du Nord.
- Le Ministère a ajouté 5,0 millions de dollars au programme Équipe verte locale/en milieu urbain afin de maximiser les occasions d'emploi pour les jeunes pendant la pandémie, en fournissant jusqu'à 9,0 millions de dollars aux organismes communautaires et aux administrations municipales des régions rurales et du Nord pour permettre à des jeunes de travailler à la réalisation de divers projets communautaires, notamment en participant à des activités d'assainissement liées à la COVID-19, comme la désinfection des espaces publics. Les projets comprenaient également des activités de loisirs, d'entretien des terrains, de travaux publics, de conservation, d'amélioration des sentiers, d'embellissement communautaire, d'aménagement de jardins communautaires et d'éducation publique. Le programme Équipe verte locale/en milieu urbain a approuvé le financement de 691 projets, pour un total de 9,0 millions de dollars qui a permis l'embauche de 2 259 jeunes. Ce financement supplémentaire a permis l'embauche d'environ 990 jeunes de plus par rapport à la moyenne de 1 269 avant la pandémie.
- Le Bureau du commissaire aux incendies (BCI) a dépêché du personnel et des ressources de la force opérationnelle du Canada 4 (« Canada Task Force 4 ») dans les secteurs de Devils Lake et de Loon Straits pour soutenir la lutte provinciale contre les incendies échappés pendant la saison 2021, qui a atteint un nombre record. La force opérationnelle du Canada 4 a fourni des infrastructures temporaires et du personnel de soutien dans le but d'établir des camps de base pour soutenir les opérations de lutte contre les incendies et le personnel d'intervention national et international de première ligne.
- Le BCI a mis à l'essai une nouvelle approche en partenariat avec les services de lutte contre les incendies du Manitoba, afin de soutenir les réponses collectives aux situations d'urgence à grande échelle. Le BCI a dirigé et mobilisé des équipes formées de membres des services d'incendie municipaux chargées d'élaborer et de mettre en œuvre une stratégie d'atténuation des



risques de pertes structurelles dues aux incendies échappés. La première étape de ce travail est achevée, et le BCI recueille et analyse les données pour orienter la deuxième étape en 2022-2023.

- Le Ministère s'est engagé à verser jusqu'à 950 000 \$ sur cinq ans afin d'obtenir des images aériennes obliques à haute résolution dans le cadre d'un programme d'examen des évaluations foncières assistés par ordinateur, qui améliore l'efficacité opérationnelle et soutient l'exécution d'évaluations foncières précises, justes et équitables. On a ainsi pu effectuer plus de 13 800 examens d'évaluations foncières assistés par ordinateur dans les municipalités du sud-est du Manitoba, ce qui a permis d'ajouter plus de 34,5 millions de dollars de valeur imposable aux rôles d'imposition municipaux.
- Le Ministère a administré le programme de soutien à l'administration des lois municipales, qui a pris fin le 31 mars 2022 et qui a permis de fournir aux municipalités le financement, la formation et la coordination nécessaires pour faire respecter les ordres de santé publique visant à prévenir la propagation de COVID-19. En 2021-2022, 1,6 million de dollars ont été accordés à plus de 35 municipalités représentant 77 % de la population manitobaine pour couvrir les coûts liés à l'exécution des ordres de santé publique et aux commissions provenant des contraventions émises. Entre le début du programme le 16 octobre 2020 et sa conclusion le 31 mars 2022, 2,2 millions de dollars ont été distribués aux municipalités participantes, ce qui a contribué à prévenir la transmission du virus.
- Le Ministère a présidé la Table des ministres provinciaux et territoriaux responsables des administrations locales pour une deuxième année consécutive. Sa présidence a pris fin à l'issue de la rencontre annuelle des ministres de juin 2021. En sa qualité de président de la Table, le ministre des Relations avec les municipalités a favorisé la collaboration des provinces et territoires en ce qui concerne les mesures municipales adoptées pendant la pandémie, en plus d'animer la discussion avec le gouvernement fédéral, en réitérant que les initiatives fédérales doivent être flexibles, adaptées aux besoins des administrations locales de toutes tailles, et conformes aux priorités des provinces et territoires.

# Department Strategy Map

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

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

## Vision

A responsive and trusted partner in building capacity and supporting healthy, vibrant and prosperous communities.

## Mission

Advance sustainable, safe and accountable communities that are responsive to the needs of Manitobans.

## Values

- Focus on the needs of our clients
- Promote engagement and collaboration
- Foster innovation, creative problem solving and achieve excellence through continuous improvement
- Respect and honour diversity and inclusion
- Support skill development
- Embrace transparency and accountability

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Improve Quality of Life in Communities
2. Advance Reconciliation
3. Sustain Manitoba's Unparalleled Natural Environment
4. Foster Private Investment for Economic Growth

### Working Smarter – Delivering Client-Centred Services

5. Foster and Advance Innovation
6. Reduce Red Tape
7. Involve Manitobans in Decision Making
8. Enhance Transparency

## **Public Service – Delivering Client-Service Excellence**

9. Enhance Client Services
10. Build our Capacity to Deliver
11. Advance Inclusion
12. Strengthen Respect in our Workplaces

## **Value For Money – Protecting Manitoba’s Bottom Line**

13. Provide Value for Money
14. Mitigate Costs through Planning and Prevention
15. Help Manitobans Keep More of Their Money
16. Balance the Budget

# Schéma stratégique ministériel

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

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

## Vision

Partenaire de confiance, attentif, qui collabore au renforcement des capacités et favorise la santé, le dynamisme et la prospérité des collectivités.

## Mission

Faire progresser la durabilité, la sécurité et la responsabilisation des collectivités adaptées aux besoins des Manitobains.

## Valeurs

- Se soucier des besoins de nos clients
- Promouvoir l'engagement et la collaboration
- Encourager l'innovation, la résolution créative des problèmes et l'atteinte de l'excellence grâce à l'amélioration continue
- Respecter et honorer la diversité et l'inclusion
- Soutenir le perfectionnement des compétences
- Faire preuve de transparence et de responsabilité

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de Vie – Améliorer les résultats pour les Manitobains

1. Rehausser la qualité de vie dans les collectivités
2. Faire progresser la réconciliation
3. Assurer la durabilité de l'environnement naturel exceptionnel du Manitoba
4. Encourager les investissements privés pour favoriser la croissance économique

### Gestion Plus Ingénieuse – Fournir des services axés sur le client

5. Encourager et faire progresser l'innovation
6. Réduire le fardeau administratif
7. Faire participer les Manitobains à la prise de décisions
8. Accroître la transparence

## **Fonction Publique – Offrir un service à la clientèle d'excellence**

9. Améliorer les services aux citoyens
10. Renforcer notre capacité d'exécution
11. Faire progresser l'inclusion
12. Renforcer le respect dans nos milieux de travail

## **Optimisation des Ressources – Protéger les résultats financiers du Manitoba**

13. Dépenser judicieusement
14. Atténuer les coûts grâce à la planification et à la prévention
15. Permettre aux Manitobains de garder une plus grande partie de leur argent
16. Équilibrer le budget

# Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Municipal Relations for the 2021/2022 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

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

## Quality of Life – Improving Outcomes for Manitobans

### 1. Improve Quality of Life in Communities

#### Key Initiatives

- Provided funding through the Building Sustainable Communities Program to support community planning activities, organizational capacity building projects, community and regional initiatives, and capital infrastructure. These projects extend, improve or enhance existing public use facilities and spaces that improve quality of life for residents of these communities.
- Provided operating and strategic infrastructure funding to all municipalities through Manitoba’s basket funding model to support community priorities. Municipalities determine the projects that are funded, to meet local objectives that improve quality of life for their residents.
- Supported locally-initiated transportation services under the Mobility Disadvantaged Transportation Program (MDTP). The MDTP provides annual operating grant base funding of up to \$1.7 million to cover rural handi-transit operating expenses, with additional funding being available through a Regional Incentive Grant. The maintenance and expansion of regional delivery of handi-transit services for mobility disadvantaged persons, supports independent living in their communities.

Measure	Baseline	2021/22 Actual
1.a Increase dollars leveraged through the Building Sustainable Communities Program	New measure	\$20.58M
1.b Achieve target dollars leveraged through the Strategic Infrastructure Basket*	New measure	63%

**1.a Increase dollars leveraged through the Building Sustainable Communities Program:** Tracking leveraged funding ensured that program leveraged funding targets were being achieved, and that provincial funds were matched or exceeded by funding from non-provincial government sources. Ensuring the province’s investment is used to leverage non-provincial government funds maximizes that investment to support the capacity of community organizations to undertake community development activities that result in improved quality of life for Manitobans.

In 2021/22, the Building Sustainable Communities Program committed \$13.51 million toward projects with planned costs of \$34.09 million, resulting in total leverage of funding from other sources of \$20.58 million. This translates into 40% provincial funding and 60% leveraged funding.

**1.b Achieve target dollars leveraged through the Strategic Infrastructure Basket:** This measure tracked the total percentage of eligible project costs for projects funded through the Strategic Infrastructure Basket leveraged from funders other than the Province of Manitoba. Leveraging more funding from other sources “stretches” dollars invested by Manitoba and allows for more critical infrastructure projects to be undertaken in Manitoba communities.

In 2021/22, Manitoba made a total commitment of \$453.7 million towards 35 new projects to be funded from the Strategic Infrastructure Basket towards eligible projects costs totalling \$1.2 billion. This provincial investment of \$453.7 million (37% of total eligible project costs) leveraged \$434.7 million in federal funding (36%), and \$326.2 million of municipal funding (27%) or 63% overall. This overall commitment is managed through the annual \$137 million of capital basket funding over multiple years.

**2. Advance Reconciliation**

**Key Initiatives**

- Advanced work of the Shoal Lake Agreement Committee and working group to strengthen relationships between Shoal Lake No. 40 First Nation, the City of Winnipeg and the Manitoba government. Work will also ensure accountability on the key tenets of the Shoal Lake Tripartite Agreement, including promoting economic development for Shoal Lake No. 40 in the spirit of Call to Action 7, and protecting the water quality of Shoal Lake, Winnipeg’s water source. The Manitoba government is committed to meaningfully advancing reconciliation, including upholding the terms of the Shoal Lake Tripartite Agreement.
- Advanced work of the Manitoba-City of Winnipeg Officials Working Group on Reconciliation to share information related to each party’s progress on Indigenous reconciliation in alignment with Call to Action 53. Guided by the same principles of respect, understanding, engagement and action as Manitoba’s The Path to Reconciliation Act, the work of this group will enable alignment of outcomes that advance reconciliation.

**Performance Measures**

Measure	Baseline	2021/22 Actual
2.a Increase the percentage of department staff who have taken reconciliation courses	New measure	New measure

**2.a Increase the percentage of department staff who have taken reconciliation courses:** Staff who take reconciliation courses will be better equipped to advance reconciliation within their work. This measure responds to Call to Action 57, and tracks the percentage of department staff who have taken at least one of the following reconciliation courses offered by Organization and Staff Development (OSD):

1. Exploring the Historical and Modern Treaty Relationship,
2. The Path to Reconciliation: A Historic and Contemporary Overview, or
3. Building Your Indigenous Cross-Cultural Awareness.

For the upcoming fiscal year, the department has set the target of 50 percent in the 2022/23 Supplement to the Estimates of Expenditure. The department is in the process of reviewing this measure and will address in the 2022/23 reporting cycle.

### 3. Sustain Manitoba's Unparalleled Natural Environment

#### Key Initiatives

- Provided funding support through the department’s \$137 million Strategic Infrastructure Basket for key projects critical to improving and maintaining municipal infrastructure, including key wastewater treatment assets that protect and enhance the environmental health of Manitoba’s lakes, rivers and waterways.
- Worked with municipalities and planning districts to undertake detailed reviews of their development plans, in part to determine its impact on the natural environment. These reviews address a number of strategic priorities concurrently, such as sustainable infrastructure, clean energy, public health and safety, climate change mitigation and adaptation, economic diversification and competitiveness, housing affordability, resource and agricultural land use and water quality protection.
- Maintained the partnership with The Winnipeg Foundation to implement the Trails Manitoba Endowment Funds to support the creation, maintenance and enhancement of trails across Manitoba. Trails provide access to natural areas to build public appreciation of the environment and improve physical and mental wellbeing.

#### Performance Measures

Measure	Baseline	2021/22 Actual
3.a Volume (in reams) of printing paper consumed	1,779	1,819

**3.a Reduce the volume (in reams) of printing paper consumed:** This measure tracked the number of reams of paper consumed by the department in a fiscal year. By reducing paper use, the department will conserve more trees and lessen its environmental impact. One ream equals 500 sheets of paper.

The 2021/22 actual of 1,819 reams represents a 0.9 percent increase in paper use from baseline.

### 4. Foster Private Investment for Economic Growth

#### Key Initiatives

- Modernized planning and permitting processes and reduced red tape on development. This included efforts to enhance the Municipal Board through financial, legislative and procedural support, and to reduce the subdivision application processing time. The department is committed to improved customer service by expediting and streamlining subdivision communication thereby enhancing opportunities for economic growth.
- Provided municipalities with support on the use of a variety of tax tools, which ensure establishing a fair and consistent taxation framework for the whole municipality, fostering economic growth. Support includes presentations to municipal councils or the public, as well as advisory services and meetings with municipal administrators.
- Worked to improve assessment inspection productivity through innovative practices and new technologies such as oblique-angle aerial imagery.



## Performance Measures

Measure	Baseline	2021/22 Actual
4.a Achieve target processing time (in days) to communicate subdivision application decisions to applicants	New measure	New measure
4.b Achieve target percentage of assessment inspections	New measure	New measure

**4.a Achieve target processing time (in days) to communicate subdivision application decisions to applicants:** This measure will track the average number of days between the time a subdivision application has been accepted and a subdivision application acceptance letter has been sent, with a target of less than 16 calendar days. Expediting the time required to review and accept subdivision applications and send acceptance letters will contribute to more timely economic development.

This is a new measure. Data will be collected this year to establish a baseline and evaluate the target.

**4.b Achieve target percentage of assessment inspections:** Assessment Services receives building permits from municipalities for new construction. Through legislation, a maximum of up to two years is provided before the building has to be added to the assessment roll, whether complete or not. The addition of buildings to the assessment roll creates certainty for the property owner as well as revenue for municipalities required to fund added services; therefore, timeliness is important. By monitoring workflow, we will be able to ensure that permits are being completed in a timely manner, streamlining and enhancing the delivery of property inspection services to municipalities and contributing to municipal revenue. The target of 90 percent represents approximately 12,038 of 13,245 assessment inspections completed in fiscal year 2022/23.

This is a new measure. Data will be collected this year to establish a baseline and evaluate the target.

### Other Performance Measures:

**Increase the total funds leveraged through the Trails Manitoba Endowment Fund:** This performance measure is being discontinued after a review of its relevance and effectiveness. A replacement measure will be considered and provided in future reports.

**Reduce the average wait times for Municipal Board appeal hearings for property assessment and land use planning matters:** This performance measure is being discontinued after a review of its relevance and effectiveness. Measures 4.a *Achieve target processing time (in days) to communicate subdivision application decisions to applicants* and 4.b *Achieve target percentage of assessment inspections* are more effective measures of performance for the objective.

# Working Smarter – Delivering Client-Centred Services

## 5. Foster and Advance Innovation

### Key Initiatives

- Continued to use innovative methods to assess properties in a timely and efficient manner, resulting in fair and equitable property assessments.
- Worked toward replacement of dated technological infrastructure integral to the operations of the Manitoba Emergency Services College and to the student experience. The department's continued focus is on improving the client experience by providing students with access to their own information, improving online course registration tools and more timely access to student marks.

### Performance Measures

Measure	Baseline	2021/22 Actual
5.a Achieve target number of submissions to the Idea Fund	4	0

**5.a Achieve target number of submissions to the Idea Fund:** This measure tracked the total number of submissions to the Idea Fund on a fiscal year basis.

The department did not make any submissions to the Idea Fund in 2021/22. Several projects were considered for submission; ultimately, the department elected to self-fund a number of innovative projects and thus did not submit the proposals. These projects included a Mobile Assessment Interface Scoping Project to improve efficiency of assessment services, a Computer Assisted Mass Appraisal (CAMA) scoping project to modernize assessment application software, a Student Records Management Project to renew Manitoba Emergency Services College's student registration system, and a Code of Conduct Project to strengthen municipalities' ability to enforce their council codes of conduct.

The department is currently examining more effective measures that would address departmental efforts at supporting innovative projects and enhance service delivery.

## 6. Reduce Red Tape

### Key Initiatives

- The department's red tape reduction efforts aimed to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

### Performance Measures

Measure	Baseline	2021/22 Actual
6.a Reduction in the total number of regulatory requirements	0.0%	0.15%

**6.a Reduce the total number of departmental regulatory requirements:** This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. The total number of regulatory requirements accounted for by the department at the beginning of 2021/22 was 44,400 – see Regulatory Accountability and Red Tape Reduction section in this report page 66 for further detail.

The baseline resets to zero at the beginning of every fiscal year.

## 7. Involve Manitobans in Decision Making

### Key Initiatives

- Engaged the Association of Manitoba Municipalities, the City of Winnipeg, and the Association of Manitoba Bilingual Municipalities through a collaboration table format on issues of mutual interest. Strengthening partnerships with key municipal stakeholders is an important step toward ensuring department actions are timely and relevant, and municipal perspectives are considered in key decisions.
- Hosted the department’s annual Engagement Week and similar events to provide opportunities for municipalities to meet with the Minister of Municipal Relations and other Cabinet ministers. During this annual event, municipalities meet with Ministers and other senior government officials to discuss their local priorities. In turn, the provincial government gains the perspectives of municipalities on a wide range of issues including red tape reduction, lower administrative burden, higher value funding options and effective governance matters.
- Hosted 33 regularly scheduled virtual meetings with municipal officials to share information covering a range of topics of mutual interest.
- Coordinated with municipal and community development stakeholders to ensure Manitoba Municipalities Online (MMO) meets their needs by improving the site’s existing functionality. The department has developed templates, processes and enhancements to MMO, improved French access of information and added COVID-19 bulletin information to simplify municipal access.

### Performance Measures

Measure	Baseline	2021/22 Actual
7.a Strengthen our commitment to a collaborative process with strategic partners on issues of mutual interest	New measure	13 meetings

**7.a Strengthen our commitment to a collaborative process with strategic partners on issues of mutual interest:** The Minister of Municipal Relations’ mandate letter (March 2020) actioned the establishment of a collaborative process with the Association of Manitoba Municipalities to strengthen provincial-municipal growth and partnership opportunities. In 2020, the terms of reference for this working group was confirmed and the working group has been meeting regularly since. Ultimately, this measure will track the number of working group meetings. The existing/planned collaboration tables are with: Association of Manitoba Municipalities, City of Winnipeg, and Association of Manitoba Bilingual Municipalities.

There were a total of 13 meetings of collaboration tables in 2021/22 – five with the Association of Manitoba Municipalities, six with the City of Winnipeg, and two with the Association of Manitoba Bilingual Municipalities.

## 8. Enhance Transparency

### Key Initiatives

- Enhanced the department’s website to enhance transparency, including reviewing and revising web content to improve public access to relevant information.
- Proactively disclosing information to ensure Manitobans have access to timely information related to critical decision making was a continued priority. We will further enhance transparency through the regular evaluation of documentation for proactive disclosure, including important financial information in areas such as grant distribution lists.

### Performance Measures

Measure	Baseline	2021/22 Actual
8.a Increase new information available through our websites and web applications	New measure	New measure

**8.a Increase new information available through our websites and web applications:** This measure will establish a tracking system to record changes to websites or web applications and classify them as providing new or improved information to the public. This includes the department’s website on the internet, Manitoba Assessment Online (MAO), and the Manitoba Municipalities Online (MMO) pages published on SharePoint, including bulletins. Changes will be considered “new information” if the change provides previously undisclosed information in its content (e.g. a bulletin explaining a new service or policy would be considered new, a change correcting an error on the website would not be considered new). Ultimately, this measure highlights the department’s efforts to enhance transparency by providing improved information to the public. This measure is calculated by adding together the number of changes considered “new and improved information” in a fiscal year.

This measure continues to be evaluated for effectiveness. Processes are currently being developed to ensure accurate data collection, target setting and reporting ability for the 2022/23 annual report.

### Other Performance Measures:

**Increase municipal stakeholder satisfaction with the Department of Municipal Relations:** This performance measure is currently under review. Measure 7.a *Strengthen our commitment to a collaborative process with strategic partners on issues of mutual interest* is a more effective measure of performance for this objective. The department is continuing to pursue initiatives that will increase municipal stakeholder satisfaction.

# Public Service – Delivering Client-Service Excellence

## 9. Enhance Client Services

### Key Initiatives

- Worked with municipal and community development stakeholders on jointly developed templates, processes and enhancements to Manitoba Municipalities Online. The department continued to provide enhanced support to municipalities, including detailed financial analysis, tax tool evaluations, and one-on-one meetings with municipal councils and administration.
- Hosted regular engagement calls with municipal and elected officials to share critical information in areas of mutual interest.

### Performance Measures

Measure	Baseline	2021/22 Actual
9.a Increase the percentage of department staff who have taken citizen-centred customer service training	New measure	New measure

**9.a Increase the percentage of department staff who have taken citizen-centred customer service training:** This measure tracked the percentage of staff who have completed Organization and Staff Development (OSD)'s *Citizen-Centred Customer Service Awareness* course. This is an online course that introduces participants to the principles and practices of citizen-centred customer service. Increasing staff's level of citizen-centred service, understanding and practice will enhance client service experiences.

For the upcoming fiscal year, the department has set the target of 50 percent in the 2022/23 Supplement to the Estimates of Expenditure. The department is in the process of reviewing this measure and will address in the 2022/23 reporting cycle.

## 10. Build our Capacity to Deliver

### Key Initiatives

- Enhanced capacity within Assessment Services, including flexible hiring practices, improved hiring procedures, and sustained hiring competitions to reduce vacancies. Renewed recruitment strategies are also planned, such as improved outreach to post-secondary institutions. The department's vacancy rate was 22.9 percent at the end of 2021/22 - an improvement of 2.9 percent from 2020/21 vacancy rate of 25.8 percent, and a net increase of nine employees.
- Began to adopt new technologies to improve productivity of Assessment Services, including a planned mobile assessment interface project and expanded use of aerial imagery. These improvements will further departmental capacity to increase municipalities' tax bases as a result of inspections occurring in a timely, fair and efficient manner.

### Performance Measures

Measure	Baseline	2021/22 Actual
10.a Percentage of department employees with a current learning plan	New measure	30.0%

**10.a Percentage of department employees with a current learning plan:** This measure will track the percentage of employees with a current learning plan. These plans describe learning goals that help employees meet expectations of their current and future roles within Manitoba's Public Service, as well as provide employees with the capacity to deliver on Manitoba's government priorities. In the 2021/22 Main Estimates Supplement, this measure was titled *Increase percentage of Department staff with current Learning and Development Plans*. The name was updated to clarify the scope and intent of the measure.

The 2021/22 actual of 30.0 percent means that 85 of 283 department employees included in the calculation of this measure had a current learning plan.

## 11. Advance Inclusion

### Key Initiatives

- Provided advisory services to municipalities regarding the Municipal Council Code of Conduct framework. The department continued its engagement efforts to ensure that municipal officials are aware of processes, procedures, and their responsibilities under the Code of Conduct framework. The framework is in place to guide council members’ understanding of situations or behaviours that are considered inappropriate or unacceptable.
- Progressed towards a representative workforce through job advertisements that focus on opportunities for underrepresented equity groups and strengthening diversity and inclusion through management approaches. A positive hiring trend indicates that 46 percent of all new hires over the last one year identified as part of a historically underrepresented equity group relative to five years ago when that number was 25 percent.
- In May 2021, the Deputy Minister formed a committee to provide advice and fulfil a promise to help under-represented staff have their voices heard and their perspectives genuinely considered at the most senior administrative level in the department and, where applicable, the civil service as a whole. The Equity, Diversity and Inclusion (EDI) Advisory Committee established a process to acknowledge/celebrate cultural/heritage and other landmark events through the year with posts to describe the event, why its important to recognize it, resources for related information and links to activities in the community. A survey that had an 80 percent employee participation rate was also conducted and is informing future initiatives related in EDI as they relate to workplace awareness, representation, voice and career advancement among other considerations.

### Performance Measures

Measure	Baseline	2021/22 Actual
11.a Meet or exceed employment equity target levels -Indigenous People	New measure	New measure
11.b Percentage of department employees who have completed mandatory diversity and inclusion training	New measure	New measure

**11.a Meet or exceed employment equity target levels:** The department is committed to building a workforce that is inclusive and reflective of the population it serves. Please refer to the section of Equity and Diversity Benchmarks for more information. The department currently exceeds government employment equity benchmarks for Women, Visible Minorities and Persons with a Disability. The department will strive to make continuous progress toward meeting the government benchmark of 16 percent for Indigenous People.

This is a new measure. Data will be collected this year to establish a baseline and evaluate the target.

**11.b Percentage of department employees who have completed mandatory diversity and inclusion training:** This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. The measure is the average of the completion rate for the two mandatory diversity and inclusion related courses as of March 31st each year (Inclusion and Diversity in the Workplace and The Accessibility for Manitobans Act). It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90 percent completion rate was identified as a reasonable target for this measure.

This is a new measure. Data will be collected this year to establish a baseline and evaluate the target.

## 12. Strengthen Respect in our Workplaces

### Key Initiatives

- Strengthened respect in our workplaces via the Deputy Minister’s Equity, Diversity and Inclusion Advisory Committee through the regular sharing of information aimed at building employees’ cross-cultural awareness, and worked to identify specific actions the department could take to advance inclusion in the workplace. An inclusive workplace is one in which all employees feel respected, able to be themselves, and able to contribute fully to advancing the department’s mandate.
- Encouraging honest conversations about respect and how all employees can advance diversity, equity and inclusion through their work and actions, was a continued priority. This work was accompanied by efforts to ensure staff engagement with the updates made to strengthen the employee code of conduct, and active encouragement to complete training that enhanced individual understanding of respect and inclusion, including mandatory training.

### Performance Measures

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

**12.a Percentage of department employees who have completed mandatory respectful workplace training:** This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90 percent completion rate was identified as a reasonable target for this measure.

This is a new measure. Data will be collected this year to establish a baseline and evaluate the target.

### Other Performance Measures:

**Achievement of a representative workforce through job advertisements that focus on opportunities for underrepresented equity groups:** This performance measure is being discontinued after a review of its relevance and effectiveness. Measure 11.a *Meet or exceed employment equity target levels* achieves the same objective and is a more effective measure of performance for this objective.

**Increase percentage of department supervisory staff who have completed courses or workshops to foster inclusive work environments:** This performance measure was revised to broaden its application to all employees in Measure 11.b *Percentage of department employees who have completed mandatory diversity and inclusion training*. Managers are required to take additional training.

**Increase percentage of department staff participating in the Employee Perspective Survey:** Manitoba’s Public Service Commission reports on the whole of government results from the Employee Perspectives Program engagement survey on an annual basis. As a result, the department has removed this measure from this report. Please refer to the Public Service Commission report for results.

**Increase in the percentage of management staff that have taken respectful work place training:** This performance measure is being discontinued after a review of its relevance and effectiveness. Measure 12.a *Percentage of department employees who have completed mandatory respectful workplace training* is the same and more complete measure that encompasses this one.

# Value for Money – Protecting Manitoba’s Bottom Line

## 13. Provide Value for Money

### Key Initiatives

- Provided provincial investments in core municipal infrastructure that leverage funding from other sources (e.g. federal, municipal, and other) to provide value for money and return on investment. Municipal Relations will continue seeking ways to maximize the effect of infrastructure funding in Manitoba communities.
- Streamlined and enhanced the delivery of property inspection services to municipalities, improving value for money. Initiatives included the use of proven and leading technologies such as high resolution, oblique-angle air photos to complete desktop property reviews in 14 southeastern Manitoba municipalities, and conducting sale verification using databases from realty service providers to increase efficiencies in the reassessment process, both of which reduced the number of physical property inspections.

### Performance Measures

Measure	Baseline	2021/22 Actual
13.a Decrease the cost of property assessment services for municipalities	New measure	New measure

**13.a Decrease the cost of property assessment services for municipalities:** Assessment Services aims to decrease the cost of property assessments compared to property tax revenue generated by improving efficiency of service delivery and processes including the use of aerial imagery, online data and tablets to reduce duplicate data entry. This will help reduce the cost of assessment services for Manitoba municipalities. Reduced assessment costs compared to property tax revenue generated improves municipalities’ return on investment and value for money, which results in municipalities saving more tax dollars to address other areas of municipal services and infrastructure and passing on savings to Manitoba property owners.

This is a new measure and data will be collected this year to establish a baseline and target.

## 14. Mitigate Costs through Planning and Prevention

### Key Initiatives

- Launched the Mitigation and Preparedness Program (MPP), which allows municipalities to invest their share of the provincial/municipal cost-sharing deductible into an eligible MPP project. The MPP program is only established for disasters that are cost-shareable with Canada and when a Disaster Financial Assistance (DFA) program is approved by the Manitoba government. Municipalities are able to receive 100 percent of eligible DFA costs back from Manitoba under the MPP, and invest this amount towards projects that help mitigate against future disasters and related costs.
- Provided professional and technical services to municipalities and planning districts with the preparation, review and adoption of development plans, zoning by-laws, subdivision applications, as well as conditional use applications for aggregate quarries and large scale livestock operations. Proactive planning helps streamline planning decisions, reduce delays to development, and mitigate costs through the efficient and sustainable use of land and infrastructure. The ongoing refinement and improvement of this initiative will continue in 2022/23.



## Performance Measures

Measure	Baseline	2021/22 Actual
14.a Increase the level of municipal participation in the Mitigation and Preparedness Program	90.0%	86%

**14.a Increase the level of municipal participation in the Mitigation and Preparedness Program:** This measure tracked the percentage of eligible municipalities that participate in the Mitigation and Preparedness Program. The Mitigation and Preparedness Program (MPP) provides an option for municipalities to redirect funds destined for payments under the provincial/municipal Disaster Financial Assistance (DFA) cost-sharing formula to disaster mitigation and preparedness measures in their communities. In order to be eligible for the MPP, municipalities must first be eligible for DFA. In addition, funding under the MPP is only available when the province establishes a Disaster Financial Assistance Program that is eligible for cost-sharing with the Government of Canada. Finally, municipalities approved in 2021 have five years to complete projects. Having municipalities participate in the Mitigation and Preparedness Program will help mitigate future disaster-related costs.

The 2021/22 actual of 86 percent means that 18 of 21 municipalities that were eligible for one of two 2020 DFA programs chose to opt into the MPP.

## 15. Help Manitobans Keep More of Their Money

### Key Initiatives

- Through the Municipal Service Delivery Improvement Program (MSDIP), the department provided municipalities and planning districts with financial support to complete value-for-money service delivery reviews of programs and services. These reviews help municipalities and planning districts improve service delivery without raising taxes or reducing front line services. MSDIP supports municipalities seeking to improve delivery of programs and services that would result in a positive return on investment (ROI). More detailed outcome reporting will occur after project reporting is complete.

## Performance Measures

Measure	Baseline	2021/22 Actual
15.a Achieve target percentage of committed expenditures for Municipal Service Delivery Improvement Program projects	New measure	88%

**15.a Achieve target percentage of committed expenditures for Municipal Service Delivery Improvement Program projects:** This measure will track the total percentage of the Municipal Service Delivery Improvement Program (MSDIP)'s budget that is being committed to projects. This program launched in 2021/22 to assist municipalities in conducting value-for-money audits to help municipalities achieve effectiveness when using taxpayer dollars to provide needed services to citizens.

The 2021/22 actual of 88 percent means that \$1.1 million of the budgeted \$1.25 million was committed to Municipal Service Delivery Improvement Program projects in the program's first year.

## 16. Balance the Budget

### Key Initiatives

- Monitored the department's core and summary budget expenditure requirements on a quarterly basis to ensure efficient and effective use of the department's financial resources and that total expenditures are within the annual budget. This will also help the department make more informed budgeting decisions in the future.
- Reviewed, updated and focussed the comptrollership plan to ensure management has information that is accurate, relevant, and understandable. This process will ensure that management has timely information regarding the programs delivered, results achieved for costs incurred, financial status of programs and mitigation of financial and operational risks.
- Through regular meetings, prioritized the effective functioning of the departmental audit committee to assist Executive Management in their governance, accountability and comptrollership responsibilities. This initiative will be realized by ensuring that departmental risks are appropriately addressed through a strong governance, risk, control and compliance framework, appropriate stewardship and an adequate and effective internal control function.
- Continued to examine opportunities for full cost recovery of departmental programs and services. This includes maximizing opportunities for cost recovery from the federal government.

### Performance Measures

Measure	Baseline	2021/22 Actual
16.a Achieve quarterly forecast to year-end actual ratio, noting extraordinary events (e.g. COVID-19)	Q1: 92.0% Q2: 99.0% Q3: 98.0%	Q1: 102.0% Q2: 102.0% Q3: 102.0%
16.b Achieve department annual expenditure actual to budget ratio, noting extraordinary events (e.g. COVID-19)	99.0%	99.9%

**16.a Achieve quarterly forecast to year-end actual ratio, noting extraordinary events (e.g. COVID-19):** The forecast reports anticipated monthly expenditures and reflects projected deviation from the departmental budget. The quarterly forecast guided effective and timely expenditure management decisions to mitigate over-expenditures to the extent possible. Increased financial forecast accuracy led to efficient budget allocation towards departmental priorities.

**16.b Achieve department annual expenditure actual to budget ratio, noting extraordinary events (e.g. COVID-19):** The measure reports deviation of operating expenditure from the operating budget. Once the operating budget has been approved, the department must have a way of ensuring the approved budget is utilized as planned, and actual spending does not exceed budget limits to demonstrate achievement of economy (cost minimization), efficiency (output maximization) and effectiveness (full attainment of the intended results).

### Other Performance Measures:

**Decrease the cost of property assessment services per property:** This performance measure is being discontinued after a review of its relevance and effectiveness. Measure 13.a *Decrease the cost of property assessment services for municipalities* is a more effective measure of performance for this objective.

**Increase financial resources leveraged through the Building Sustainable Communities Program:** This performance measure is being discontinued under Objective 13, as it was a duplicate of Measure 1.a.

**Increase financial resources leveraged through the Strategic Infrastructure Basket funding from municipalities:** This performance measure is being discontinued under Objective 13, as it was a duplicate of Measure 1.b.

**Return of Investment from recommended cost-saving actions supported through the Municipal Service Delivery Improvement Program:** This performance measure is being discontinued after a review of its relevance and effectiveness. Measure 15.a *Achieve target percentage of committed expenditures for Municipal Service Delivery Improvement Program projects* is a more effective measure of performance for this objective, which allows the municipalities identifying improvement opportunities to achieve positive return on investment (ROI).

# 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.

### Municipal Relations includes the following OREs:

- Manitoba Water Services Board
- The Forks North Portage Partnership

### Consolidated Actual Expenditures

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

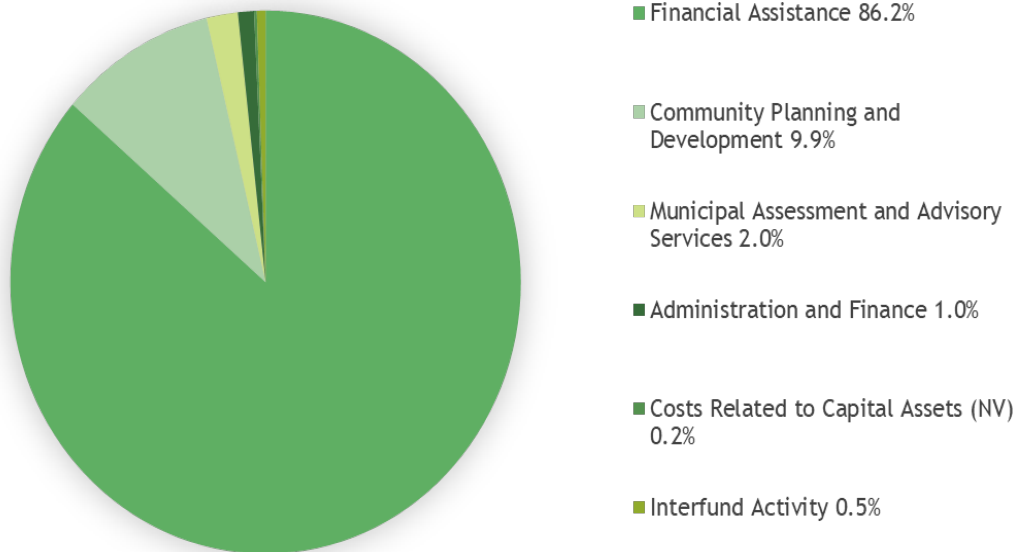
Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2021/22 Actual	2020/21 Actual	Explanation Number
Administration and Finance	3,828			<b>3,828</b>	3,324	
Community Planning and Development	41,569			<b>41,569</b>	60,283	
Municipal Assessment and Advisory Services	9,583			<b>9,583</b>	8,260	
Financial Assistance (note)	352,507	54,312	(44,771)	<b>362,048</b>	703,086	1
Costs Related to Capital Assets (NV)	737			<b>737</b>	780	
Inter-fund Activity			2,300	<b>2,300</b>	1,497	
<b>TOTAL</b>	<b>408,224</b>	<b>54,312</b>	<b>(42,471)</b>	<b>420,065</b>	<b>777,230</b>	

NV – Non-Voted

#### Explanation(s):

1. The variance is due to additional one-time grant program was delivered in 2020/21 in support of emergency response and fire protection programming across Manitoba.

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



# Summary of Authority

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

Detailed Summary of Authority	2021/22 Printed Estimates	In-Year Re-organization	Virement	Enabling Authority	Authority 2021/22	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
Administration and Finance	4,474		(100)		<b>4,374</b>	
Community Planning and Development	46,917	(7,077)	1,900		<b>41,740</b>	
Municipal Assessment and Advisory Services	11,933		(1,800)		<b>10,133</b>	
Financial Assistance	312,683			40,460	<b>353,143</b>	
					-	
<b>Subtotal</b>	376,007	(7,077)	-	40,460	<b>409,390</b>	-
<b>Part A – OPERATING (Non-Voted)</b>	859				<b>859</b>	
<b>TOTAL PART A - OPERATING</b>	<b>376,866</b>	<b>(7,077)</b>	<b>-</b>	<b>40,460</b>	<b>410,249</b>	<b>-</b>
<b>Part B – CAPITAL INVESTMENT</b>	<b>1,725</b>			<b>895</b>	<b>2,620</b>	
<b>Part C – LOANS AND GUARANTEES</b>	<b>85,930</b>				<b>85,930</b>	
<b>Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT</b>						

Part A – OPERATING	2021/22 Authority \$ (000's)
<b>2021/22 MAIN ESTIMATES – PART A</b>	<b>376,866</b>
<b>Allocation of funds from:</b>	
COVID ISA	40,460
<b>Sub-total</b>	<b>40,460</b>
<b>In-year re-organization from:</b>	
Labour, Consumer Protection and Government Services – Inspection and Technical Services	(7,077)
<b>Sub-total</b>	<b>(7,077)</b>
<b>2021/22 Authority</b>	<b>410,249</b>

Note: The duties and functions of the Department of Municipal Relations that relate to Inspection and Technical Services are transferred to the Department of Labour, Consumer Protection and Government Services as of January 18, 2022 as part of broader departmental reorganization.

<b>Part B – Capital Investment</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART B</b>	<b>1,725</b>
<b>Allocation of funds from:</b> Enabling Vote & ISA	895
<b>Sub-total</b>	<b>895</b>
<b>In-year re-organization from:</b>	
<b>Sub-total</b>	<b>-</b>
<b>2021/22 Authority</b>	<b>2,620</b>

<b>Part C – Loans and Guarantees</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART C</b>	<b>85,930</b>
<b>In-year re-organization from:</b>	
<b>Sub-total</b>	<b>-</b>
<b>2021/22 Authority</b>	<b>85,930</b>

<b>Part D – Other Reporting Entity Capital Investment</b>	<b>2021/22 Authority \$ (000's)</b>
<b>2021/22 MAIN ESTIMATES – PART D</b>	
<b>In-year re-organization from:</b>	
<b>Sub-total</b>	<b>-</b>
<b>2021/22 Authority</b>	<b>-</b>

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

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

Authority 2021/22*	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
<b>13.1 Administration and Finance</b>					
42	(a) Minister's Salaries	42	44	(2)	
	(b) Executive Support				
837	Salaries and Employee Benefits	745	756	(11)	
112	Other Expenditures	114	51	63	
	(c) Financial and Administrative Services				
636	Salaries and Employee Benefits	489	603	(114)	
155	Other Expenditures	141	115	26	
	(d) Municipal Board				
1,138	Salaries and Employee Benefits	929	786	143	
117	Other Expenditures	113	95	18	
	(e) Outcomes and Strategic Policy				
1,259	Salaries and Employee Benefits	1,192	839	353	1
78	Other Expenditures	65	35	30	
<b>4,374</b>	<b>Subtotal</b>	<b>3,830</b>	<b>3,324</b>	<b>506</b>	
<b>13.2 Community Planning and Development</b>					
	(a) Community Planning				
4,101	Salaries and Employee Benefits	3,803	3,759	44	
635	Other Expenditures	512	413	99	
	(b) Community Development				
2,528	Salaries and Employee Benefits	2,000	1,977	23	
630	Other Expenditures	330	459	(129)	
31,014	Grant Assistance	32,510	42,654	(10,144)	2
(3,790)	Less: Grant Assistance - Recoveries	(3,790)	(3,790)	-	
	(c) Office of the Fire Commissioner				
3,773	Salaries and Employee Benefits	3,654	3,611	43	
2,489	Other Expenditures	2,281	1,949	332	
360	Grant Assistance	269	9,251	(8,982)	3
<b>41,740</b>	<b>Subtotal</b>	<b>41,569</b>	<b>60,283</b>	<b>(18,714)</b>	



Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
<b>13.3</b>	<b>Municipal Assessment and Advisory Services</b>				
(a)	Municipal Governance and Advisory Services				
1,496	Salaries and Employee Benefits	1,508	1,334	174	
315	Other Expenditures	212	280	(68)	
(b)	Assessment Services				
7,630	Salaries and Employee Benefits	7,527	7,014	513	
1,347	Other Expenditures	1,237	942	295	
	Less: Salaries and Employee Benefits -				
(2,255)	Recoveries	(2,255)	(2,255)	-	
(299)	Less: Other Expenditures - Recoveries	(299)	(299)	-	
(c)	Information Systems				
1,468	Salaries and Employee Benefits	1,301	1,072	229	
925	Other Expenditures	846	666	180	
	Less: Salaries and Employee Benefits -				
(246)	Recoveries	(246)	(246)	-	
(248)	Less: Other Expenditures - Recoveries	(248)	(248)	-	
<b>10,133</b>	<b>Subtotal</b>	<b>9,583</b>	<b>8,260</b>	<b>1,323</b>	
<b>13.4</b>	<b>Financial Assistance</b>				
(a)	Funding to Municipalities and Related Grants				
296,558	Grant Assistance	296,530	674,481	(377,951)	4
(b)	Manitoba Water Services Board				
56,154	Grant Assistance	56,154	18,044	38,110	5
(c)	Grants to Municipalities in Lieu of Taxes				
19,522	Grant Assistance	18,914	18,909	5	
(19,091)	Less: Grant Assistance - Recoveries	(19,091)	(18,471)	(620)	
<b>353,143</b>	<b>Subtotal</b>	<b>352,507</b>	<b>692,963</b>	<b>(340,456)</b>	
<b>13.5</b>	<b>Cost Related to Capital Assets</b>				
(a)	Costs Related to Capital Assets				
859	Amortization	737	780	(43)	
<b>859</b>	<b>Subtotal</b>	<b>737</b>	<b>780</b>	<b>(43)</b>	
<b>410,249</b>	<b>Total Expenditures</b>	<b>408,226</b>	<b>765,610</b>	<b>(357,684)</b>	

\*Authority of 2021/22 includes budget fund transfers between main appropriations (Virement Transfer)

Explanation(s):

1. The variance is due to filled vacancies in 2021/22.
2. The variance is due to one-time grant funding to aid in Manitoba's COVID -19 response and recovery efforts in 2020/21 including Building Sustainable Communities program, Urban/Hometown Green Team program, and Community Development Partnerships and Strategic Initiatives.
3. The variance is due to one-time grant program in support of emergency response and fire protection programming across Manitoba in 2020/21.
4. The variance is due to one-time grant funding to aid in COVID – 19 response in 2020/21 including Federal Restart Agreement Program and Manitoba Restart Projects.
5. The variance is due to delivery of additional municipal water and sewer infrastructure projects under Manitoba Restart Program in 2021/22.

## Overview of Capital Investments and Loans Activity

<b>Part B – Capital Investment</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Office of the Fire Commissioner	2,187	2,620	(433)	1

*Explanation(s):*

1. The variance is due to Live Fire Training Building project delay in 2021/22.

<b>Part C – Loans and Guarantees</b>	<b>2021/22 Actual \$(000s)</b>	<b>2021/22 Authority \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl.</b>
Manitoba Water Services Board (MWSB)	42,600	85,930	(43,330)	1

*Explanation(s):*

1. The variance is due to ORE – MWSB improved cashflow as the result of recovering water and wastewater project funds from municipalities for their share of costs in 2021/22.

## Revenue Summary by Source

### Departmental Actual Revenue

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

Actual 2020/21	Actual 2021/22	Increase (Decrease)	Expl. No.	Source	Actual 2021/22	Estimate 2021/22	Variance Over/(Under)	Expl. No.
<b>Other Revenue</b>								
11,375	-	(11,375)	1	Fire Prevention Levy	-	8,600	(8,600)	2
7,441	7,958	517		Cost Recovery from Municipalities	7,958	9,174	(1,216)	
10,402	2,506	(7,896)		Fees	2,506	2,563	(57)	
1	4	3		Sundry	4	26	(22)	
<b>29,219</b>	<b>10,468</b>	<b>(18,751)</b>		Subtotal	<b>10,468</b>	<b>20,363</b>	<b>(9,895)</b>	
<b>Government of Canada</b>								
				Heavy Urban Search and Rescue (HUSAR)				
161	250	89			250	525	(275)	
<b>161</b>	<b>250</b>	<b>89</b>		Subtotal	<b>250</b>	<b>525</b>	<b>(275)</b>	
<b>29,380</b>	<b>10,718</b>	<b>(18,662)</b>		<b>Total Revenue</b>	<b>10,718</b>	<b>20,888</b>	<b>(10,170)</b>	

#### Explanation(s):

1. The variance is due to Fire Prevention Levy was repealed in 2021/22. Revenues are now recorded as part of Insurance Corporations Tax Revenue with Manitoba Finance.
2. The variance is due to Fire Prevention Levy was repealed in 2021/22. Revenues are now recorded as part of Insurance Corporations Tax Revenue with Manitoba Finance.

# Departmental Program and Financial Operating Information

## 13.1 Administration and Finance

### Main Appropriation Description

The division provides executive planning and management oversight of all departmental policies and programs, and the comptrollership function and central management services, including financial and administrative services and budget review. The division supports the department by providing strategic advice and analysis on key financial matters, grant funding, stakeholder relations, community development, and other department and government-wide policy initiatives.

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

- Minister's Salary
- Executive Support
- Financial and Administrative Services
- Municipal Board
- Outcomes and Strategic Policy

Sub-Appropriations	Actual 2021/2022	Authority 2021/2022	
	\$(000s)	FTEs	\$(000s)
Minister's Salary	42	1.00	42
Executive Support	859	9.00	949
Financial and Administrative Services	630	8.10	791
Municipal Board	1,042	10.00	1,255
Outcomes and Strategic Policy	1,257	16.00	1,337
<b>Total</b>	<b>3,830</b>	<b>44.10</b>	<b>4,374</b>

## Sub-Appropriation 13.1(a) Minister's Salary

### Sub-Appropriation Description

The Minister provides policy leadership to senior departmental management in maintaining and enhancing the partnerships the province has with its municipal partners, community organizations and other stakeholders. The Minister provides direction to ensure government and departmental goals and objectives are met.

### 13.1(a) Minister's Salary

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

## Sub-Appropriation 13.1(b) Executive Support

### Sub-Appropriation Description

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

These offices provide support to the Minister by providing administration, information and advice to ensure open dialogue with municipalities and communication with diverse client groups. The Deputy Minister's office carries out policy decisions initiated by the Minister and provides executive leadership and operational direction for departmental programs. The office of the Deputy Minister also provides direction for the collaboration and coordination across government with departments and agencies.

### Key Results Achieved

- Undertook efforts to promote a workforce that fully represents Manitoba's evolving diversity, and that fosters a welcoming and inclusive workplace where all employees can thrive.

### 13.1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	745	9.00	837	(92)	
Other Expenditures	114		112	2	
<b>Total Sub-Appropriation</b>	<b>859</b>	<b>9.00</b>	<b>949</b>	<b>(90)</b>	

**Sub-Appropriation 13.1(c) Financial and Administrative Services**

**Sub-Appropriation Description**

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

The branch operates as part of a Finance and Administrative Shared Service to the departments of Sport, Culture and Heritage and Indigenous Reconciliation and Northern Relations, under the leadership of a shared Executive Financial Officer.

The Executive Financial Officer also fulfils the position of Access Officer for The Freedom of Information and Protection of Privacy Act and Personal Health Information Act.

**Key Results Achieved**

- Led the department estimates process ensuring resources are allocated to achieve departmental priorities.
- Delivered timely, accurate and actionable financial information to ensure effective and efficient use of fiscal resources in accordance with departmental priorities.
- Continuing improvement and streamlining management processes and internal controls to support hybrid and remote work.

**13.1(c) Financial and Administrative Services**

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	489	8.10	636	(147)	
Other Expenditures	141		155	(14)	
<b>Total Sub-Appropriation</b>	<b>630</b>	<b>8.10</b>	<b>791</b>	<b>(161)</b>	

**Sub-Appropriation 13.1(d) Municipal Board**

**Sub-Appropriation Description**

The Municipal Board (the “Board”) is a quasi-judicial tribunal whose mission is “To deal with matters that come before the Board in a fair, impartial and timely manner”.

The Board processes appeals, applications and referrals; hearings are held in accordance with legislative procedure and natural justice.

Due to its quasi-judicial nature, the Board operates independently and reports to the department for administrative reasons only.

The Board has responsibilities under 17 Statutes, including but not limited to The Municipal Act, The Municipal Board Act, The Municipal Assessment Act, The Planning Act, The City of Winnipeg Charter, The Water Rights Act, and The Special Surveys Act.

**Key Results Achieved**

- Continued to adapt Board processes as a result of Covid-19, conducting a number of matters virtually. Though not without challenges, the Board kept up with its workload and in some areas was able to increase its productivity.
- Adopted some tools utilized for the virtual platform for continued Board use. Examples include Case Management for assessment, which continues to be conducted virtually, and the introduction of a Public Presenter form which allowed the

board to plan for the expected number of participants in a hearing. The Board has found this is a helpful tool for all public hearings to be able to organize the flow of information being presented at a hearing.

### 13.1(d) Municipal Board

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	929	10.00	1,138	(209)	1
Other Expenditures	113		117	(4)	
<b>Total Sub-Appropriation</b>	<b>1,042</b>	<b>10.00</b>	<b>1,255</b>	<b>(213)</b>	

*Expl. 1 Variance is due to vacancies in 2021/2022.*

### Sub-Appropriation 13.1(e) Outcomes and Strategic Policy

#### Sub-Appropriation Description

Outcomes and Strategic Policy provides strategic advice, analysis and support on key matters of municipal finance, stakeholder relations, and other departmental and government-wide initiatives for the Deputy Minister and the Minister. The branch develops, implements, supports and communicates departmental corporate initiatives. Outcomes and Strategic Policy works in partnership with department stakeholders to identify local priorities and alignment with provincial priorities.

The branch develops and maintains a funding framework that maximizes the use and provides for equitable allocation of provincial financial resources in support of local government activities compatible with the overall provincial fiscal plan.

The branch also leads development and administration of Community Development programs delivered by Community Development Branch that are housed in sub-appropriation 13.2(b) Community Planning and Development.

One of the branch's main objectives is to distribute provincial grants and transfer payments to municipalities accurately, efficiently, and in accordance with provincial policy objectives. This includes ensuring funding leverages other sources as well as targets strategic investments tied to the achievement of outcomes that address economic, environmental, and social objectives; investments in strategic infrastructure projects based on return on investment measures; ensuring flexibility for municipalities to fund priority municipal services and infrastructure and capital asset renewal projects.

#### Key Results Achieved

- Municipal Relations flowed \$137 million in Strategic Infrastructure funding to municipalities – \$75.3 million for the City of Winnipeg and \$61.7 million for other municipalities, which includes \$15.8 million for the Manitoba Water Services Board.
- Capital support to the City of Winnipeg included funding for Phase 2: Headworks Facilities of the North End Wastewater Pollution Control Centre (total provincial share of \$96.7 million) and for six projects under the Winnipeg Transit Master Plan, including Transition to Zero Emission Buses (total provincial share of \$169.6 million for the 6 projects). Manitoba has advanced these projects to the federal government for final approval.
- The funding to municipalities outside Winnipeg included an additional \$24.8 million for water and wastewater projects over and above the Manitoba Water Services Board's base budget, as well as funding for additional Investing in Canada Infrastructure Program under the Green Infrastructure Stream. Funded projects include a lagoon expansion and upgrades in the City of Dauphin, Town of Ste. Anne, and Municipality of Glenboro South Cypress, and pipeline projects in the RM of Cartier and in communities in the Pembina Valley.

- Launched the first round of projects under the Municipal Service Delivery Program (MSDIP), with 11 projects approved for a total of \$1.1 million in funding. MSDIP provides municipalities and planning districts with financial support to complete value-for-money service delivery reviews of programs and services to improve service delivery without raising taxes or reducing front line services.
- Launched and implemented the Mitigation and Preparedness Program, in collaboration with the Department of Transportation and Infrastructure. The Department approved a total of 18 applications from municipalities that received Disaster Financial Assistance, either for the 2020 spring flood or a June 2020 severe rainfall event in western Manitoba.
- Provided \$69,600.00 in grant funding to United Way Winnipeg (211 MB) and Transportation Options Network for Seniors (TONS) to provide transportation solutions to get senior citizens and other mobility-disadvantaged individuals to and from COVID-19 vaccination sites from April 15, 2021 to July 15, 2021. Over 350 Manitobans utilized 211 MB for the purposes of accessing the Vaccine Transportation Coordination Program (VTCP) services.
- Continued to meet regularly through the Association of Manitoba Municipalities-Government of Manitoba Working Group on Strategic Collaboration. The working group advanced key deliverables and openly communicated on matters of significant importance to municipalities.
- Established a regular schedule for the City of Winnipeg – Government of Manitoba Working Group on Cooperation and Consultation, to strengthen ongoing working relationship between the Department and the City on matters of significant importance.
- Established a regular schedule for collaborating and consulting with the Association of Manitoba Bilingual Municipalities (AMBM) through the AMBM Government of Manitoba Working Group on Consultation and Collaboration. The working group collaborates to advance key priorities of Manitoba’s bilingual municipalities, and support the development of Manitoba’s Francophone community.

### 13.1(e) Outcomes and Strategic Policy

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,192	16.00	1,259	(67)	
Other Expenditures	65		78	(13)	
<b>Total Sub-Appropriation</b>	<b>1,257</b>	<b>16.00</b>	<b>1,337</b>	<b>(80)</b>	



## 13.2 Community Planning and Development

### Main Appropriation Description

The Community Planning and Development Division contributes to the department's overall mandate by overseeing and delivering land use planning and development services to support safe, healthy, vibrant and prosperous communities.

The executive administration directs the effective and efficient operation of the Community Planning and Development Division. Guidance and support are given to staff to carry out programs and services to local planning authorities, the public, landowners and developers.

The Assistant Deputy Minister's office provides the Deputy Minister, the Minister and the executive level of government with information and advice on co-ordinated approach to development, enhanced provincial processes, and better collaboration and consistency across the province. Strong working relationships with municipalities, planning districts, and other stakeholders and clients are established and maintained to contribute to ensuring the creation and maintenance of a strong Manitoba made up of safe, healthy, vibrant, and sustainable communities.

The Office of the Fire Commissioner (OFC) ensures sustainable fire protection for Manitobans through the Manitoba Emergency Services College and fire protection programming. The OFC's work is guided by the Fires Prevention and Emergency Response Act (FPERA).

Sub-appropriations	2021/22 Actual	2021/22 Authority	
	\$(000s)	FTEs	\$(000s)
Community Planning	4,315	51.00	4,736
Community Development	31,050	32.80	30,382
Office of the Fire Commissioner	6,204	41.00	6,622
<b>Total</b>	<b>41,569</b>	<b>124.80</b>	<b>41,740</b>

### Sub-Appropriation 13.2(a) Community Planning

#### Sub-Appropriation Description

The Community Planning Branch supports the development of healthy, sustainable communities by providing regionally-based services. Located in eight regional centres across Manitoba and supported by a Winnipeg office, the branch delivers professional and technical planning services to local planning authorities, northern communities and the public. It carries out the responsibilities delegated to staff under The Planning Act and The Municipal Act, which includes coordinating the technical review and approval of development plans, large livestock operations, aggregate proposals, zoning by-laws, subdivisions, closure of public reserves, and processing annexation requests from municipalities.

The Policy and Legislation Unit within the division provides coordination, development and management of the legislative, policy and procedural framework guiding community planning and development. The unit contributes to the research and development of legislative and regulatory options and works with subject matter experts in the division and with key stakeholders.

#### Key Results Achieved

- Delivered on key recommendations of the 2019 Review of Planning, Permitting and Zoning in Manitoba, which will significantly bolster provincial GDP, municipal tax base and job creation potential, and reduce unnecessary delays. This includes proclamation of key sections of The Planning Amendment and City of Winnipeg Charter Amendment Act. The Act introduced

changes to planning processes to support a co-ordinated approach to planning and development, reduce planning delays and enhance planning while also enhancing opportunities for economic growth across the province.

- Introduced two pieces of legislation to further support enhanced land use planning in Manitoba. The City of Winnipeg Charter Amendment and Planning Amendment Act streamlines land use planning, removes unnecessary administrative burdens on the City of Winnipeg, property owners, and the court system and modernizes building inspection processes in Winnipeg. The Municipal Assessment Amendment and Municipal Board Amendment Act supports the successful implementation of planning appeals in Manitoba and clarifies the role of The Municipal Board to work with parties to use effective and mutually beneficial alternatives to more costly and time-consuming public hearings.
- The government adopted the Airport Vicinity Protection Area Regulation in August 2021 to protect the Winnipeg International Airport's current and future operations while ensuring orderly and efficient development within Winnipeg. The Regulation establishes protection areas surrounding the airport where new multi-residential developments are prohibited or are subject to minimum noise level standards. Based on the Noise Exposure Forecast Study commissioned by the department in 2020-2021, the regulation will serve to reduce barriers to development and economic growth by ensuring that land use decisions reflect the most up-to-date science, while simultaneously protecting the airport's 24-hour operations.
- Provided professional and technical services to municipalities and planning districts preparing development plans, zoning by-laws, and related amendments. The branch assisted in the preparation, review and adoption of 40 development plans and amendments and 189 zoning by-laws and amendments. These by-laws established local policies respecting development and ensured local decision making regarding the use and development of land.
- Provided advice and assistance to other provincial departments and agencies on the use and development of land. In 2021/22, the branch reviewed 38 proposals for the development or disposition of Crown land, in collaboration with the Department of Natural Resources and Northern Development.
- The subdivision of land is a key step in the development process. The branch processed 805 new applications for subdivisions as the delegated subdivision approving authority under The Planning Act and assisted the Cypress Planning District Board and the South Interlake Planning District Board to administer subdivisions in those planning districts.
- The branch reviewed 64 subdivision applications submitted to the City of Brandon, the Lac du Bonnet Planning District Board and the Red River Planning District Board who have been delegated subdivision approving authority.
- To facilitate development, the branch reviewed 23 by-laws at the request of municipalities on the closure of roads and public reserves. The authority to make decisions on by-laws for the closure of public reserves is delegated to senior regional planning staff. The responsibility for approving closure of municipal roads was delegated to municipalities on July 1, 2019.
- To ensure property information is accurate and current, the branch created data for over 4,000 assessment parcel changes and improved the spatial accuracy of another 8,000 assessment parcels for both incorporated and northern Manitoba. This information is shared with other provincial agencies, municipal governments and the general public in various ways, including the Community Planning Branch Land Use and Development Web App. Incorporated and began maintenance of just under 600,000 survey parcels. This accounts for approximately 70 percent of land registered by survey in agro-Manitoba.
- To support Manitoba's Protein Strategy and agricultural sector, the branch's Technical Review Coordination Unit submitted reports for nine livestock operation proposals to municipal councils to support their decision-making process.
- To assist municipal councils in technical decision-making in aggregate and quarry proposals, the branch completed the coordination of the interdepartmental review for 27 aggregate operation proposals.
- To facilitate development in CentrePort, the branch completed 4 zoning amendments, five subdivisions and 33 variance reviews in The Inland Port Special Planning Area. The Inland Port Special Planning Authority held five public hearings related to planning and development proposals, and 40 development permit applications were reviewed.
- Hosted the 2022 Manitoba Planning Conference both virtually and in-person in May/June 2022, in partnership with the Manitoba Professional Planners Institute. With "Recovery and Resilience: Reimagining the possibilities for planning and the future" as the overarching theme, the conference provided a platform for a wide range of presenters to disseminate leading-edge planning information to municipalities, planning districts, planners, and other interested parties.

**Summary of New Planning Projects by Regional Office (2021/22)**

Regional Office	Approved Development Plans & Amendments*	Zoning Bylaws and Amendments	Road/Public Reserve Closing Bylaws	Other Bylaws	Sub-divisions	Crown Land Reviews	Livestock Technical Reviews
Beausejour	4	22	0	2	77	18	1
Brandon	10	29	2	3	122	0	4
Dauphin	3	10	2	1	59	7	1
Morden	2	11	4	1	118	0	0
Portage	8	34	2	0	137	0	2
Selkirk	5	38	4	2	66	8	1
Steinbach	8	38	8	2	219	0	0
Thompson	0	7	1	0	7	5	0
<b>TOTALS</b>	<b>40</b>	<b>189</b>	<b>23</b>	<b>11</b>	<b>805</b>	<b>38</b>	<b>9</b>

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

## 13.2(a) Community Planning

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,803	51.00	4,101	(298)	1
Other Expenditures	512		635	(123)	
<b>Total Sub-Appropriation</b>	<b>4,315</b>	<b>51.00</b>	<b>4,736</b>	<b>(421)</b>	

*Expl. 1 Variance is due to vacancies in 2021/2022.*

## Sub-Appropriation 13.2(b) Community Development

### Sub-Appropriation Description

The Community Development (CD) Branch provides capacity-building, advisory, and consultative support to community-based organizations and local governments to access programs, grants and resources in partnership with other departments and organizations.

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

### Key Results Achieved

- Administered the program development and delivery of over \$33.3 million in Community Development Program initiatives, including administering the Building Sustainable Communities Program (\$13.5 million), the Urban/Hometown Green Team Program (\$9 million) and Community Development Partnerships and Strategic Initiatives (\$10.8 million).
- Consulted with partner departments and the Association of Manitoba Municipalities in the evaluation process of Building Sustainable Communities program applications in order to align key priorities between provincial and municipal partners, ensuring community benefit was maximized at the local level. Increased investment in the program helped give community organizations a much-needed boost to address the challenges brought on COVID-19 and helped rebuild Manitoba's economy.
- Increased the Urban/Hometown Green Team program by \$5 million to maximize youth employment opportunities during the pandemic by providing up to \$9 million to community organizations, rural and northern municipal governments to hire youth to work on a variety of community projects, such as: COVID-19 activities like sanitizing public areas, recreation, grounds maintenance, public works, conservation, trail enhancement, community beautification, community gardens, and public education. The Green Team program approved funding for 691 projects, with a total of \$9 million to support the hiring of 2,259 youth. This additional funding resulted in an increase of approximately 990 youth over the pre-pandemic average of 1,269.
- Increased the Building Sustainable Communities program budget by \$2.9 million for a total of \$13.5 million to aid in Manitoba's COVID-19 response and recovery efforts. This enabled provincial support for 307 community projects by non-profit and charitable organizations, municipalities, and Northern Affairs community councils in the following Association of Manitoba Municipalities Districts.

AMM District	Approved Projects	Total Funding Approved in 2021-22 Funding \$(000s)	Total Planned Project Costs \$(000s)
Central	35	\$1,423,391	\$2,999,475
Eastern	64	2,340,074	6,446,958
Interlake	34	1,256,263	4,948,317
Midwestern	31	1,977,892	4,251,000
Northern	14	531,434	1,341,451
Parkland	20	1,088,890	3,127,906
Western	42	1,748,130	3,801,442
Winnipeg	67	3,145,179	7,175,707
<b>TOTAL</b>	<b>307</b>	<b>\$13,511,253</b>	<b>\$34,092,256</b>

*\*Note: Projects and funding commitments may span up to two fiscal years*

These projects include:

- 32 Large Capital Projects
- 275 regular stream projects that include:
  - 209 Capital, Equipment, and Related Projects;
  - 56 Community and Regional Initiatives and Planning Projects; and
  - 10 Capacity Building Projects.
- Supported over 48 community partners through Community Development Partnerships and Strategic Initiatives totaling over \$10.8 million including:
  - over \$5.2 million to support five United Ways/United Appeal of Manitoba including the United Way Winnipeg with core operating to enhance annual giving campaigns.
  - up to \$1.7 million to support 12 Neighbourhood Renewal Corporations in 13 designated areas with core operating funding.
  - up to \$1.3 million to support community partnerships and 38 projects.
  - up to \$1.5 million to seven community recreation organizations to support initiatives that encourage increased participation in recreation for all Manitobans, including summer camps, recreational sport events, community clubs, and recreation programs for children and youth.
  - up to \$165 thousand to the Winnipeg Metropolitan Region, along with additional funding provided by the Department of Economic Development, Investment and Trade, to support the core operations of the organization and to help advance its mandate. The organization aims to foster regional coordination and collaboration and to increase and facilitate strategic economic, social, and physical development opportunities.
  - up to \$120 thousand to support the growth of community foundations across Manitoba in collaboration with The Winnipeg Foundation. This included provincial participation in the 2021 Endow Manitoba 24 Hour Giving Challenge, which resulted in more than \$1.5 million being raised in Community Foundations unrestricted funds by 2,446 contributions. All of Manitoba's 55 community foundations received a gift during the campaign.

## 13.2(b) Community Development

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	2,000	32.80	2,528	(528)	1
Other Expenditures	330		630	(300)	
Grant Assistance	32,510		31,014	1,496	
<b>Subtotal Before Recoveries</b>	<b>34,840</b>		<b>34,172</b>	<b>668</b>	
Grant Assistance - Recoveries	(3,790)		(3,790)	-	
<b>Total Sub-Appropriation</b>	<b>31,050</b>	<b>32.80</b>	<b>30,382</b>	<b>(668)</b>	

*Explanation 1. Variance is due to vacancies in 2021/2022.*

## Sub-Appropriation 13.2(c) Office of the Fire Commissioner

### Sub-Appropriation Description

The Office of the Fire Commissioner (OFC) ensures sustainable fire protection and life safety service delivery for Manitobans through fire protection and life safety programming and through training provided by the Manitoba Emergency Services College (MESC). OFC supports over 200 fire agencies province-wide with education and operational supports, including fire and paramedic education and training, fire prevention programming, fire investigation services, guidance on the delivery of fire protection programming, incident management support, and operational response such as:

- provincial ground search and rescue coordination.
- the provincial Heavy Urban Search and Rescue/All-Hazards Disaster Response Team (Canada Task Force 4).
- expert guidance and assistance to fire agencies for wildland urban-interface fires, hazardous materials incidents, rail incidents, industrial or large-scale fires, and technical rescue of trapped or endangered people.

OFC's work is guided by Fires Prevention and Emergency Response Act (FPERA).

### Key Results Achieved

- MESC commenced a redesign of the Primary Care Para-medicine Certificate program curriculum and testing methodology while increasing the number of clinical and on-ambulance practicum hours to ensure competent and career-ready graduates who have received training in-line with best practices. Through this redesign, MESC adopted new requirements of the program's accrediting body and received accreditation in the summer of 2022.
- MESC also completed enhancements to two career firefighting programs and two emergency services Instructor programs, adopting new training and curriculum standards. All four programs completed the accreditation cycle achieving re-accreditation to national and international standards.
- In recognition of the effects of COVID-19, OFC implemented temporary measures to improve accessibility and provide greater flexibility in accessing existing targeted grant funding through the Mutual Aid Training Incentive and the Mutual Aid New Build Grant program, resulting in a 16 percent increase in both programs uptake.
- Commenced efforts to re-vitalize a sustainable approach to Ground Search and Rescue (GSAR) in Manitoba, supporting the ongoing development of GSAR teams and initiating review of the procedures for GSAR deployments. OFC coordinated the mobilization, command, and logistics support for nine search and rescue tasks throughout Manitoba.

- Continued efforts to improve supports to local authorities with the deployment of liaison personnel to large scale events to augment both local and mutual aid capacities and strengthen advice, guidance and engagement with communities and stakeholders.

### 13.2(c) Office of the Fire Commissioner

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	3,654	41.00	3,773	(119)	
Other Expenditures	2,281		2,489	(208)	
Grant Assistance	269		360	(91)	
<b>Total Sub-Appropriation</b>	<b>6,204</b>	<b>41.00</b>	<b>6,622</b>	<b>(418)</b>	

## 13.3 Municipal Assessment and Advisory Services

### Main Appropriation Description

The Municipal Assessment and Advisory Services Division contributes to the department's overall mandate by building municipal capacity to ensure effective, efficient, and accountable local governments that are positioned for long-term sustainability.

The executive administration directs the efficient and effective operation of the municipal capacity and governance, assessment and information services components of the department. Direction and support are provided to staff to carry out the division's programs and services, including legislation and policy; advisory and education and training services to elected and non-elected municipal officials; property assessment; and information technology support services.

The Assistant Deputy Minister's office provides the Deputy Minister, the Minister, and the executive level of government with information and advice regarding matters of concern relating to municipal government such as legislation, policies and procedures, municipal accounting and taxation policy, and assessment services. The Assistant Deputy Minister's office also fosters strong working relationships with municipalities, other organizations and other government departments in support of Manitoba municipalities.

Sub-appropriations	2021/22 Actual		2021/22 Authority	
	\$(000s)	FTEs	\$(000s)	
Municipal Governance and Advisory Services	1,720	19.00	1,811	
Assessment Services	6,210	123.80	6,423	
Information Systems	1,653	9.30	1,899	
<b>Total</b>	<b>9,583</b>	<b>152.10</b>	<b>10,133</b>	

### Sub-Appropriation 13.3(a) Municipal Governance and Advisory Services

#### Sub-Appropriation Description

The Municipal Governance and Advisory Services Branch provides guidance and advisory services to assist municipalities with good governance practices such as respectful behaviour and codes of conduct, conflict of interest, transparency, accessibility, responsiveness and financial practices. The branch also serves as a liaison for other areas of government. Specific advisory support to municipalities, including education and training, varies widely depending on the capacity and size of the municipality. The branch provides education and training to elected and non-elected officials through seminars, presentations and workshops. Strategic, technical and other forms of assistance are provided to individual municipalities on an as-needed basis.

Municipal Governance and Advisory Services also supports strong local governments by implementing legislative and regulatory amendments, as required, to respond to the changing social and economic environments of Manitoba municipalities.

#### Key Results Achieved

- Provided enhanced transitional support to municipalities that are all moving to a single mill rate by 2024, which included detailed financial analysis, tax tools evaluations, and one-on-one meetings with municipal councils and administration.
- Performed due diligence related to municipal capital borrowing by-laws and special service levy by-laws submitted to the Municipal Board for review and approval. In 2021, Manitoba municipalities undertook \$100.1 million in capital borrowing, which was a 194 percent increase from the \$34.1 million borrowed in 2020. The number of borrowing applications increased by 71 percent from 35 in 2020 to 60 in 2021.



- Administered grant in lieu of tax payments on Crown properties to municipalities by five provincial departments (Municipal Relations, Labour, Consumer Protection and Government Services, Transportation and Infrastructure, Natural Resources and Northern Development, Environment, Climate and Parks) with a payment of \$19.6 million in 2021/22.
- Strengthened the province’s partnership with the Association of Manitoba Municipalities and Manitoba Municipal Administrators through regular collaboration meetings and communication regarding issues impacting local governments.
- Implemented legislative and regulatory amendments to provide more flexibility in the exercise of municipal powers and modernize various legislative provisions to reduce red tape and improve municipal functions, including the following.
  - Amendments were made to The Municipal Act respecting municipal elections, capital leasing procedures, interest payments on tax refunds due to successful appeals, tax exemption for regional libraries, the obligation to assign tax sale certificates in the City of Winnipeg, and council compositions in the Cities of Brandon, Flin Flon, Portage and Thompson.
  - The Municipal Act was also amended to provide permanent flexibility to municipalities for conducting public hearings using electronic communication technology, holding meetings electronically and posting public notices in online versions of newspapers or other publications having general circulation in the municipality. The Act also changed requirements for municipal councils of seven or less members to pass a resolution to sanction under the code of conduct process.
- Continued to support municipalities during the COVID-19 pandemic by holding bi-weekly information calls with municipalities, issuing bulletins relating to the pandemic and changing public health orders.
- Expanded the scope of biweekly COVID-19 information calls with municipalities to also include information on a range of topics related to municipal operations and governance.
- Continued the Municipal Enforcement Support Program to March 31, 2022, providing municipalities with funding, training and coordination support for the enforcement of public health orders to prevent the spread of COVID-19. In 2021/22, \$1.6 million was provided to over 35 municipalities representing 77 percent of Manitoba’s population for the cost of enforcing public health orders and revenue from tickets issued.
- Provided resources and advisory services to support municipalities, election officials and candidates throughout the election process for the 2022 general municipal election that will be held on October 26, 2022.

### 13.3(a) Municipal Governance and Advisory Services

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,508	19.00	1,496	12	
Other Expenditures	212		315	(103)	
<b>Total Sub-Appropriation</b>	<b>1,720</b>	<b>19.00</b>	<b>1,811</b>	<b>(91)</b>	

## Sub-Appropriation 13.3(b) Assessment Services

### Sub-Appropriation Description

The Assessment Services Branch provides property assessment services related to 439,788 roll entries, with a total market value of \$103.8 billion. Property assessments are used by:

- 136 Manitoba municipalities (the City of Winnipeg provides its own assessment services);
- Indigenous Reconciliation and Northern Relations, for areas under its jurisdiction;
- Manitoba Education and Early Childhood Learning; and
- 36 Manitoba school divisions/districts.

Assessment services include determining the values, classification, and liability to taxation of the following:

- Real property (land and buildings) in all 136 municipalities outside the City of Winnipeg and all areas under Indigenous Reconciliation and Northern Relations jurisdiction.
- Personal property (equipment) used for gas distribution systems, spurs and railway sidings, oil and gas production, and other personal property in 106 municipalities that impose a personal property tax.
- Business assessment in 18 municipalities that impose a business tax.

The branch also researches issues related to property valuation; develops policies and procedures for the district offices; liaises with the City of Winnipeg Assessor; and assists businesses, individual property owners, other organizations, and other provincial and federal government departments with assessment matters. The branch provides advice to government on legislative and policy issues related to property assessment.

For additional information on Market Value Assessment, see Appendix B; for additional information on Total School Assessment, see Appendix C.

The branch operates on a cost-recovery basis. Of its total budget, 75 percent is paid by municipalities and 25 percent is recovered from Manitoba Education and Early Childhood Learning.

### Key Results Achieved

- Updated the 2022 assessment rolls to reflect construction and changes in owner, owner address, legal description, subdivision of land, or additions to buildings to ensure delivery of an up-to-date, quality assessment roll to municipalities. In total, 50,085 notices were distributed to the affected owners, and over 494,085 changes were recorded for the 2022 rolls.
- Conducted approximately 119,461 property reviews to place new construction and subdivisions on the rolls, verify real estate sales transactions, appeals, general re-inspections, and update other property records. The number of reviews fluctuates annually.
- Delivered the preliminary and final 2022 assessment rolls to municipalities. Municipalities use the final assessment roll for property tax purposes.
- Responded to the 223 appeals of property assessments filed with the Boards of Revision and the eight subsequent appeals filed with the Municipal Board.
- Facilitated 119 Owner Assessor Agreements, which reduced the number of appeals reviewed by local Boards of Revision.
- Worked towards improving property inspection services, with the goal of maximizing the number of inspections undertaken by assessors each year.

- Completed over 13,459 work items due to new construction and property development, resulting in 17,286 supplementary assessment records totalling more than \$1.2 billion in market value assessments. The records are provided to municipalities and used to issue in-year supplementary tax notices, resulting in an estimated \$6.7 million in annualized tax revenue for municipalities.
- Branch staff conducted analysis in preparation for the 2023 Reassessment, which involved updating all property assessments to reflect market values as of April 1, 2021. Updated assessments ensure that taxes are fairly and equitably distributed based on the assessed value of properties. The new reassessment values will take effect for the 2023 tax year.
- Continued to work within the environment created by the COVID-19 pandemic, with many staff working at a remote location while maintaining on-site office operations. Despite the impacts of the pandemic on working conditions and processes, the department completed more property reviews in 2021 than in 2020 and pre-COVID years. Staff continue to provide accurate, fair and equitable property assessments to Manitoba municipalities and property owners.
- Delivered tax relief to veterans' associations through a legislative amendment that provides an exemption from municipal property taxes. The amendment ensures that all veterans' associations across the province will benefit from the exemption and in turn, helps to safeguard and continue the valuable services these association provide to our veterans.
- Strengthened relationships with municipalities through a consultation plan developed to communicate new assessments, including the following:
  - On-going communications through ten district assessment offices strategically located in all major regions of Manitoba.
  - Ensuring the property assessment system is open and transparent to citizens of Manitoba by:
    - o providing 24-hour access to assessment information through a modern, map-based website where property owners can view detailed information about their assessment and sales used to determine their assessed value;
    - o launching an electronic Self-Inspection Form for property owners to submit updates and digital photos for their property, ensuring property assessment records are accurate and current; and,
    - o streamlining processes for property owners contacting front-line assessment staff in their region by creating district office email accounts, reducing red-tape and time required for owners to receive answers to their inquiries.
- Streamlined and enhanced the delivery of property inspection services to municipalities and improved value for money, including the following.
  - Using proven and leading technologies such as high resolution, oblique-angle air photos to complete over 13,800 desktop property reviews in 14 southeastern Manitoba municipalities, adding over \$34.5 million of assessed value to municipal tax rolls. Desktop reviews are more efficient than physical field inspections and reduce greenhouse gas emissions compared to driving vehicles to properties.
  - Conducting sale verification using databases from realty service providers to increase efficiencies in the reassessment process. This reduces the number of physical property inspections and resulting carbon emissions.
  - Using modern and streamlined method of reporting supplementary assessments to municipalities through Manitoba Municipalities Online, reducing the administrative burden of manual processes and providing improved consistency and flexibility to municipalities.

### 13.3(b) Assessment Services

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/22 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	7,527	123.80	7,630	(103)	
Other Expenditures	1,237		1,347	(110)	
<b>Subtotal Before Recoveries</b>	<b>8,764</b>		<b>8,977</b>	<b>(213)</b>	
Salaries and Employee Benefits - Recoveries	(2,255)		(2,255)	-	
Other Expenditures - Recoveries	(299)		(299)	-	
<b>Total Sub-Appropriation</b>	<b>6,210</b>	<b>123.80</b>	<b>6,423</b>	<b>(213)</b>	

## Sub-Appropriation 13.3(c) Information Systems

### Sub-Appropriation Description

The Information Systems Branch supports and improves the delivery of programs by introducing advanced information technology, developing new systems, helping redesign business processes, and supporting implementation of technical upgrades to hardware and software used by the department. The branch manages the department's information technology investments, enabling Municipal Relations to deliver value for municipalities and citizens, streamline processes, and increase employee work efficiency.

Information technology investments managed by the branch enable the department's business innovation plans to facilitate transformation and continuous improvement efforts. The Information Systems Branch provides leadership in executing the resulting automation projects under the department's transformation agenda.

The branch collaborates with the Digital and Technology Solutions (DTS) division of the Department of Labour, Consumer Protection and Government Services and its external partners to ensure that the department's information systems and related infrastructure are reliable, well maintained, and sustainable.

The branch promotes the cost-effective use of technology throughout the department by using proven and emerging strategies to reduce costs, minimize redundancy, improve services, and reduce security risks.

### Key Results Achieved

- Supported, operated, and maintained the Manitoba Assessment Valuation and Administration System (MAVAS) to produce annual assessment rolls and notices for municipalities. Enhancements were made to ensure the technology supporting these business processes remains current.
- Planned and produced more than 418,000 property tax statements for municipal distribution, generating approximately \$495.4 million in revenue for local governments. These went to all Manitoba properties (excluding properties in the City of Winnipeg and the City of Brandon).
- Organized, produced, and distributed the 2021 property assessment notices and assessment rolls for all Manitoba properties (excluding properties within the City of Winnipeg) for the province-wide non-reassessment year.
- Supported the Assessment Services Branch in the development and implementation of an online payment solution for property reports subscribers (ePayment project).
- Supported the Assessment Services Branch to complete the scoping phase of the Mobile Assessment Interface project and initiated the procurement process for the solution implementation.
- Assisted department staff by providing technology tools, equipment, and guidance to enable with the transition to work from home during the COVID-19 pandemic.
- Assisted the Office of the Fire Commissioner with the procurement and implementation of an emergency response platform for readiness, response and re-evaluation of emergencies and incidents, which allows Manitoba to collaborate more effectively with the Canada Task Force 4 in Urban Search and Rescue tasks.

### 13.3(c) Information Systems

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Salaries and Employee Benefits	1,301	9.30	1,468	(167)	
Other Expenditures	846		925	(79)	
<b>Subtotal Before Recoveries</b>	<b>2,147</b>		<b>2,393</b>	<b>(246)</b>	
Salaries and Employee Benefits - Recoveries	(246)		(246)	-	
Other Expenditures - Recoveries	(248)		(248)	-	
<b>Total Sub-Appropriation</b>	<b>1,653</b>	<b>9.30</b>	<b>1,899</b>	<b>(246)</b>	

## 13.4 Financial Assistance

### Main Appropriation Description

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

Sub-appropriations	2021/22 Actual	FTEs	2021/22 Authority
	\$(000s)		\$(000s)
Funding to Municipalities and Related Grants	296,530	0.00	296,558
Manitoba Water Services Board	56,154	0.00	56,154
Grants to Municipalities in Lieu of Taxes	(177)	0.00	431
<b>Total</b>	<b>352,507</b>	<b>0.00</b>	<b>353,143</b>

### Sub-Appropriation 13.4(a) Funding to Municipalities and Related Grants

#### Sub-Appropriation Description

The Government of Manitoba continued to provide comprehensive funding support to the City of Winnipeg and municipalities outside the City of Winnipeg, delivered through the Strategic Municipal Investment Fund – Manitoba’s basket funding model. The basket funding model for municipalities reduces red tape and provides municipalities with a Fair Say and flexibility over how best to invest provincial funds in their communities.

Funding included Municipal Operating support to address key service priorities and core programs, and Strategic Infrastructure funding to address priority capital projects. This includes water and wastewater treatment plants, solid waste treatment plants, public transit, roads and bridges, and recreation projects.

The Department of Municipal Relations administers funding provided under the Strategic Municipal Investment Fund, and works with the Department of Labour, Consumer Protection and Government Services to support federal-provincial projects administered by Capital Planning and Agreement Management Branch, and municipal water and sewer projects administered by the Water Services Branch.

In addition, Public Safety funding is provided to the City of Winnipeg and rural municipalities to support urban policing services. This funding is administered by Manitoba Justice.

#### Key Results Achieved

##### Strategic Municipal Investment Fund – City of Winnipeg

- Funding support for the City of Winnipeg provided through the Strategic Municipal Investment Fund in 2021/22 was delivered through the following component programs:

**Municipal Operating** – A total of \$121.2 million to support the delivery of City programs and services.

**Strategic Infrastructure** – A total of \$75.3 million, which represents 55 percent of the total amount of capital funding available to all Manitoba municipalities in 2021/22. Funding was allocated based on projects that align with Manitoba’s definition of strategic infrastructure, which includes water and wastewater treatment plants, solid waste treatment plants, public transit, roads and bridges, and recreation projects. The capital basket provided to Winnipeg is inclusive of all existing and new projects, including those being considered under the Investing in Canada Infrastructure Program (ICIP).

Projects Funded under Strategic Infrastructure	Amount (M)
North Garage Replacement	\$32.5M
Recreation and Library Facility Investment Strategy	16.7
Accelerated Regional Street Renewal	11.2
Transition to Zero Emission Buses	8.5
Urban Forest Enhancement Program	3.3
Assiniboine Park Infrastructure, Sustainability, Capital Upgrades	3.1
<b>TOTAL</b>	<b>\$75.3M</b>

### Strategic Municipal Investment Fund – Other Municipalities

- Funding support for municipalities outside the City of Winnipeg was provided through the Strategic Municipal Investment Fund in 2021/22 and delivered through the following component programs:

**Municipal Operating** – \$50.8 million to support the delivery of municipal programs and services.

Overall operating funding also included up to \$1.7 million for rural handi-transit services provided through the Mobility Disadvantaged Transportation Program. This program supports the operation of 69 handi-transit services in various communities in Manitoba to enable mobility-disadvantaged citizens to live more independently.

**Municipal Infrastructure** – A total of \$61.7 million, which represents 45 percent of the total amount of capital funding provided to all Manitoba municipalities in 2021/22.

Payments were made based on eligible claims for costs incurred by the end of the fiscal year, and previously approved federal-provincial projects under the Investing in Canada Infrastructure Program. This included support for:

- Water/Sewer – Annual Base funding of \$15.8 million and an additional \$24.8 million in 2021/22 to support safe and sustainable water and/or sewage treatment facilities, administered by the Manitoba Water Services Branch.
- Canada-Manitoba Agreements – Progress payments of up to \$2.4 million for various infrastructure projects supported by the Provincial Territorial Infrastructure Component Program, and Public Transit Infrastructure Fund, administered by Central Services. Payments are provided for projects as construction progresses to completion.
- Investing in Canada Infrastructure Program – Progress payments and accelerated funding of up to \$16.3 million for previously approved projects. This includes funding provided through the Green Infrastructure Stream (GIS) and Community, Culture and Recreation Infrastructure Stream (CCRIS) in funding for the Green Infrastructure Stream (GIS).

### COVID-19 Financial Assistance

- In addition to funding delivered under the Strategic Municipal Investment Fund, the Department of Municipal Relations revised the timing of critical grant payments and provided additional supports to municipalities to address financial pressures, alleviate operational losses, and boost the economy as follows.
- Continued to provide 75 percent of the 2021/22 Municipal Operating grant to municipalities in May 2021, in recognition of the financial pressures caused by the COVID-19 pandemic. The City of Winnipeg received a total of \$90.9 million and other municipalities received \$36.8 million. The remaining 25 percent of the grant was provided to municipalities in September 2021.

- Providing incremental support to municipalities under Manitoba’s \$500 million Manitoba Restart Program to help boost the provincial economy in 2020/21 and 2021/22. This includes \$40.3 million in additional funding for the Manitoba Water Services Board to address the significant backlog of municipal water and sewer projects, to be released in 2020/21 and 2021/22.

Other Municipal Infrastructure Funding (000s)		2020/21	2021/22
Disaster Prevention and Climate Resiliency Program		\$32.1	-
COVID – 19 Financial Assistance Manitoba Restart – Manitoba Water Services Board (MWSB) Projects		2.2	40.3
COVID – 19 Financial Assistance Manitoba Restart – Investing in Canada Infrastructure Program (ICIP)	Winnipeg North Sewage Treatment Plant (NEWPCC) Upgrade: Headworks and Biosolids Facilities	126.4	-
	Wastewater and other projects outside of Winnipeg	103.6	
	<b>Subtotal</b>	230.0	
<b>Total:</b>		<b>\$264.3M</b>	<b>\$40.3M</b>

### 13.4(a) Funding to Municipalities and Related Grants

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grants Assistance	296,530	-	296,558	(28)	
<b>Total Sub-Appropriation</b>	<b>296,530</b>	<b>-</b>	<b>296,558</b>	<b>(28)</b>	

### Sub-Appropriation 13.4(b) Manitoba Water Services Board

#### Sub-Appropriation Description

The Manitoba Water Services Board mandate is to assist municipalities with the development of sustainable water and sewer infrastructure, including:

- water supply, treatment, storage and distribution;
- collection and treatment of sewage;
- the disposal of treated effluent and waste sludge in an environmentally sustainable manner; and
- provision of drought resistant, safe water supplies to rural residents for domestic and livestock needs.

The Water Services Branch under the Department of Central Services delivers water and sewer capital projects on behalf of the Board.

#### Key Results Achieved

- Executed water and sewer projects totalling \$33.903 million, comprised of \$30.382 million under the Municipal Water and Sewer Program and Rural Water Development Program, and \$3.521 million under the Manitoba Restart Program. The branch serves over 70 municipal and water co-op clients.



- Provided \$50 million for project through the Manitoba Restart Program specifically for this purpose, which included approximately \$43 million in dedicated funding for municipal water and sewer infrastructure projects in 2020/21 and 2021/22.

### 13.4(b) Manitoba Water Services Board

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grants Assistance	56,154	-	56,154	-	
<b>Total Sub-Appropriation</b>	<b>56,154</b>	<b>-</b>	<b>56,154</b>	<b>-</b>	

### Sub-Appropriation 13.4(c) Grants to Municipalities in Lieu of Taxes

#### Sub-Appropriation Description

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

#### Key Results Achieved

- Grants in lieu of taxes were paid out as follows in 2021/22:

Grants in Lieu Paid	2020/21 \$(000s)	2021/22 \$(000s)
Municipalities outside Winnipeg	10,317	10,329
City of Winnipeg	8,473	8,473
Northern Affairs Communities	157	154
Agricultural Refunds	(38)	(42)
<b>Municipalities and Northern Communities</b>	<b>18,909</b>	<b>18,914</b>

### 13.4(c) Grants to Municipalities In Lieu of Taxes

Expenditures by Sub-Appropriation	Actual 2021/22 \$(000s)	Authority 2021/22		Variance Over/(Under) \$(000s)	Expl. No.
		FTEs	\$(000s)		
Grants Assistance	18,914	-	19,522	(608)	
Grants Assistance - Recoveries	(19,091)		(19,091)	-	
<b>Total Sub-Appropriation</b>	<b>177</b>	<b>-</b>	<b>431</b>	<b>(608)</b>	

# Costs Related to Capital Assets (Non-Voted)

## Description

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

Description	Actual 2021/2022	Authority 2021/22	Variance Over/(Under)	Expl.
Amortization Expense	737	859	(122)	
<b>TOTAL</b>	<b>737</b>	<b>859</b>	<b>(122)</b>	

# Other Key Reporting

## Departmental Risk

Municipal Relations 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 regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

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

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

- Risk assessment is 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.
- Staff are educated on comptrollership and risk responsibilities, such as ensuring annual review of government’s Fraud Awareness policy and the departmental comptrollership plan.
- The Finance and Administration Branch undertakes an annual review of the comptrollership plan and presents the revised plan to the Department Audit Committee for review and approval.

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

Risk	Activities taken to reduce / remove risk
Human Resources	The department branches continue to conduct succession planning for critical positions and fostering employee retention through employee engagement and improved inclusion.
Financial (Grant Administration)	The department branches ensure processes and procedures are updated to manage, monitor, and control all grants. The department staff members with aspect of grant management responsibilities took Comptrollership E-Module - Grant Accountability & Management.
Workplace Environmental Hazards	The department's Workplace Safety and Health Committee with representatives from Winnipeg and all regional offices alongside departmental leadership monitored departmental activities for environmental hazards and risks to achieve a safe and healthy workplace.
Operational	Program management collaborates with in-house information technology team and Digital and Technology Solutions 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.
Fraud	The departmental follows Risk Management Policy Manual and comptrollership plan to monitor, assess, detect and prevent fraud. The department did not have fraud incidents reported in 2021/22.

# Regulatory Accountability and Red Tape Reduction

## Regulatory requirements

	April 1, 2021	March 31, 2022
Total number of regulatory requirements	44,400	32,051
Net change	-	13
Percentage change	-	0.03%

- ‘Total number of regulatory requirements’ includes transfers of regulatory requirements in and out of the department in 2021/22. Total number of regulatory requirements is 44,400 as at April 1, 2021; 12,367 regulatory requirements were transferred out of the department and 5 regulatory requirements were transfer into the department during 2021/22. Restated number of regulatory requirements is 32,038 as at April 1. 2021.
- ‘Net change’ includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.
- ‘Percentage change’ includes percentage changes in regulatory requirements undertaken by the department in 2021/22 and is net of transfers of regulatory requirements in and out of the department.

## The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Municipal Relations and Other Reports Entities under Municipal Relations for fiscal year 2021/22.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2021/ 22
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

## Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2022
Women	50%	55%
Indigenous Peoples	16%	13%
Visible Minorities	13%	18%
Persons with Disabilities	9%	6%

# Appendices

## Appendix A - Performance Reporting

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

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/22 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> Supporting community development efforts in communities across Manitoba.</p> <p><b>Indicators:</b> Number of program grants approved under the Building Sustainable Communities (BSC) Program.</p> <p>Number of capital projects approved.</p> <p>Number of client consultations, training, and project/grant development provided.</p>	<p>Community organizations that initiate local community development projects add to the quality of life in communities and serve to leverage additional funds to support long-term revitalization.</p> <p>Sustainable community facilities provide social, recreation, and wellness benefits to Manitobans.</p>	<p>The 2020/21 BSC Program funded 353 projects for up to \$10.6 million in provincial support.</p> <p>The program received 586 applications requesting funding of \$18.5 million.</p>	<p>The 2021/22 BSC Program approved 307 projects for up to \$13.5 million. These projects represent a total planned community development investment of \$ 34.1 million across Manitoba.</p> <p>Over 1,400 clients were provided with consultations, training, organizational governance, and project development grant application support.</p>	<p>Requests for support from community organizations continued to be strong.</p> <p>The demand continued to be strong for locally initiated community projects.</p> <p>In 2021/22 the Building Sustainable Communities Program saw an increased investment that gave community organizations and municipalities a much-needed boost to address the challenges brought on by COVID-19 and helped rebuild Manitoba’s economy. This resulted in an increase of \$2.9 million in funding to projects compared to 2019/20.</p>	<p>Community organizations continued to seek advice from staff on projects.</p> <p>Funding enabled and promoted enhanced community partnerships and maintained capacity for community organizations.</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> Capacity of Manitoba community foundations to support local initiatives.</p> <p><b>Indicators:</b> Growth in the unrestricted funds among Manitoba community foundations.</p>	<p>This will allow local communities to become more sustainable.</p>	<p>2014/15: In 2014, 39 Community Foundations received donations.</p> <p>2016/17: In 2016, the Endow Manitoba 24 Hour Challenge raised \$497,116.</p> <p>2017/18: In 2017, the province began its support of the Endow Manitoba 24 Hour Challenge.</p> <p>2018 was the first year all 55 Community Foundations received a donation as part of the Endow Manitoba 24 Hour challenge.</p> <p>2020/21: The Endow Manitoba 24Hour Giving Challenge raised over \$1.25 million and all of Manitoba's 55 community foundations received donations.</p>	<p>2021/22: The Endow Manitoba 24Hour Giving Challenge raised over \$1.5 million and all of Manitoba's 55 community foundations received donations.</p>	<p>The number of Community Foundations receiving donations through the Endow Manitoba 24 Hour Giving Challenge has increased year over year for the previous 5 years.</p> <p>The total value of the donations received including matching funds from The Winnipeg Foundation and Province of Manitoba increased from \$210,601 in 2014 to \$1,329,855 in 2021.</p>	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/22 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> Municipalities are planning the protection and efficient use and re-use of their renewable and non-renewable resources.</p> <p><b>Indicator:</b> Increase the percentage of development plans that have undergone a full review and have been approved by the Minister.</p>	<p>Development plans provide a framework to direct sustainable land use and development in a municipality or planning district through maps, policies, and statement of physical, social, environmental and economic objectives.</p> <p>Land use planning is the foundation upon which communities build economic opportunities, protect the environment, and improve the quality of life for their citizens.</p>	<p>Development plan by-laws in effect as of March 31, 2014.</p>	<p>For the fiscal year ending</p> <ul style="list-style-type: none"> <li>• March 31, 2022, eight local planning authorities completed full development plan reviews approved by the Province. In total, these plans govern land use in fifteen incorporated municipalities. The local planning authorities are:</li> <li>• Village of St-Pierre-Jolys</li> <li>• RM of Piney</li> <li>• RM of Ste. Anne</li> <li>• RM of Stuartburn</li> <li>• Municipality of Westlake-Gladstone</li> <li>• Cypress Planning District (comprised of Town of Carberry and the municipalities of Glenboro-South Cypress and North Cypress-Langford)</li> <li>• Pelican-Rock Lake Planning District (comprised of Cartwright-Roblin Municipality and the RM's of Argyle and Prairie Lakes)</li> <li>• Southwest Planning District (comprised of the Town of Melita and the municipalities of Brenda-Waskada, Deloraine-Winchester and Two Borders)</li> </ul>	<p>Number of municipalities and planning districts with updated development plans is increasing.</p>	<p>For the fiscal year ending March 31, 2022, eight development plans governing land use in five municipalities and three planning districts completed full reviews approved by the province.</p>



What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> The long-term financial viability of municipalities (excluding the City of Winnipeg).</p> <p><b>Indicator:</b> The ability of municipalities to comply with legislated filing timeframes for tax levy by-laws.</p>	<p>Municipalities that are financially viable are able to deliver services efficiently and effectively to citizens.</p> <p>Although The Municipal Act does not define financial viability, there are legislative requirements that if consistently not met, indicate financial management stress.</p>	<p>In 2003, 80 percent of municipalities had filed their tax levy by-law with the Minister by the legislated date.</p>	<p>In 2021, 90 percent of municipalities filed their tax levy by-law with the Minister by June 15, the legislated deadline under The Municipal Act.</p>	<p>The percentage of municipalities filing by the legislated date is lower than recent years.</p> <p>From 2017 to 2020 an average of 86 percent of municipalities filed on time.</p>	<p>The 10 percent of municipalities that did not file their tax levy by-law by Jun 15 all filed their by-law after the deadline.</p> <p>The department issues annual bulletins reminding municipalities about the deadline. The department also works with municipalities to support them in submitting financial plans on time, including education materials, advisory support and templates.</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> Satisfaction of property owners with the assessment of their properties (made by the Provincial Municipal Assessor).</p> <p><b>Indicator:</b> Rate of assessment appeals. A low appeal rate indicates ratepayer satisfaction with the assessment of their property.</p>	<p>All property owners have the right to appeal their assessments to the Board of Revision if they believe the assessed value of their property does not reflect the market value of their property (as of the reference date).</p>	<p>In the 2002 reassessment, 0.7 percent of assessment roll entries were appealed to the Board of Revision.</p>	<p>In the 2020 reassessment, 0.3 percent of assessment roll entries were appealed to the Board of Revision.</p> <p>The next reassessment is scheduled for 2023.</p>	<p>The appeal rate is consistent with previous years.</p>	<p>Under The Municipal Assessment Act, every municipality must have a Board of Revision.</p> <p>The Provincial Municipal Assessor is responsible for delivery of assessment services to all municipalities except the City of Winnipeg, which is responsible for delivery of its own assessment services.</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent actions/ Report links
<p><b>Outcome:</b> Establish a standard delivery time of two business days from the time Information System Branch (ISB) receives the request to the time ISB provides the link with the changes for final approval.</p> <p><b>Indicator:</b> Fast turnaround time by Information Systems from the time ISB receives the website content changes request to the time the link is provided to the business for their review and approval to publish the changes.</p>	<p>Tracks the branch's efforts to enhance transparency and efficiency through assisting business areas across the department with publishing updates and new content in a timely manner.</p>	<p>Prior to June 2021 there was no tracking of website changes by ISB.</p>	<p>Total of 509 website updates. 214 changes with 307 new pages/documents. All changes were sent to the business area for review within 2-3 business days after the initial request to ISB.</p>	<p>Changes are being made within the standard delivery time, and are being tracked for reporting purposes.</p>	<p>Using a Website Change Excel Spreadsheet to track information for reporting purposes, including the date the request was sent to the business for review, the date ISB received the approval from the business to publish, and the actual website publication date.</p>

## Appendix B – Market Value Assessment Provincial Totals

At the end of the calendar year, the Assessment Services Branch delivers final assessment rolls to all municipalities excluding the City of Winnipeg. The market value of all assessment in Manitoba as shown on these rolls is aggregated in the table below.

Roll/Type	Year	Rural \$	Villages \$	Towns \$	Cities \$	LGD \$	INDIGENOUS RELATIONS	TOTAL
Business	2022	67,065,900	0	13,609,300	88,424,900	953,800	1,291,400	171,345,300
	2021	65,008,900	0	13,255,800	87,198,800	953,800	1,282,900	167,700,200
Change		2,057,000	0	353,500	1,226,100	0	8,500	3,645,100
Personal Property	2022	1,360,405,800	971,300	23,809,100	52,958,000	0	264,300	1,438,408,500
	2021	1,361,423,900	971,300	23,809,100	52,958,000	0	264,300	1,439,426,600
Change		-1,018,100	0	0	0	0	0	-1,018,100
Real Property (Taxable)	2022	72,677,918,970	269,486,600	5,331,895,700	14,057,475,825	170,469,500	209,908,100	92,717,154,695
	2021	71,677,631,370	264,844,000	5,208,929,900	13,807,828,400	167,915,600	205,938,900	91,333,088,170
Change		1,000,287,600	4,642,600	122,965,800	249,647,425	2,553,900	3,969,200	1,384,066,525
Real Property (Grant in Lieu)	2022	1,751,346,100	1,678,000	233,351,600	566,330,900	6,117,000	98,010,300	2,656,833,900
	2021	1,758,432,500	1,783,900	233,333,500	569,345,700	6,090,300	96,230,800	2,665,216,700
Change		-7,086,400	-105,900	18,100	-3,014,800	26,700	1,779,500	-8,382,800
Real Property (School Tax Exempt subject to municipal taxation )	2022	238,677,300	5,983,500	199,653,000	355,012,700	507,100	634,000	800,467,600
	2021	237,527,600	5,967,600	182,572,600	353,034,100	507,100	634,000	780,243,000
Change		1,149,700	15,900	17,080,400	1,978,600	0	0	20,224,600
Real Property (Exempt)	2022	2,863,891,500	19,709,600	1,374,211,400	1,606,919,200	40,027,900	61,956,100	5,966,715,700
	2021	2,839,605,500	19,707,500	1,347,142,700	1,576,344,500	40,072,000	61,980,700	5,884,852,900
Change		24,286,000	2,100	27,068,700	30,574,700	-44,100	-24,600	81,862,800
<b>TOTAL</b>	2022	78,959,305,570	297,828,400	7,176,530,100	16,727,121,525	218,075,300	372,064,200	103,750,925,095
	2021	77,939,629,770	293,274,300	7,009,043,600	16,446,709,500	215,538,800	366,331,600	102,270,527,570
Change		1,019,675,800	4,554,100	167,486,500	280,412,025	2,536,500	5,732,600	1,480,397,525

## Appendix C: 2022 Total School Assessment

School Division	Value (\$)
BEAUTIFUL PLAINS	862,109,990
BORDERLAND	1,131,429,300
BRANDON	3,412,733,840
EVERGREEN	1,062,263,220
FLIN FLON	124,384,920
FORT LA BOSSE	1,405,746,380
FRONTIER	259,392,640
GARDEN VALLEY	1,540,441,230
HANOVER	2,566,161,270
INTERLAKE	1,684,264,990
KELSEY	269,660,000
LAKESHORE	346,243,700
LORD SELKIRK	2,179,454,170
LOUIS RIEL	8,902,142,710
MOUNTAIN VIEW	1,200,179,910
MYSTERY LAKE	433,221,130
NL S.D.	165,867,920
PARK WEST	1,053,224,430
PEMBINA TRAILS	10,027,544,650
PINE CREEK	614,548,620
PORTAGE LA PRAIRIE	1,507,435,310
PRAIRIE ROSE	1,691,687,810
PRAIRIE SPIRIT	1,670,669,920
RED RIVER VALLEY	1,795,286,310
RIVER EAST TRANSCONA	7,641,194,900
ROLLING RIVER	1,119,342,730
SEINE RIVER	2,152,644,820
SEVEN OAKS	3,943,337,430
SOUTHWEST HORIZON	1,374,588,250
ST JAMES ASSINIBOIA	5,124,111,550
SUNRISE	2,895,835,750
SWAN VALLEY	630,735,920
TURTLE MOUNTAIN	667,342,030
TURTLE RIVER	258,490,080
WESTERN	716,093,050
WINNIPEG	13,811,443,510
<b>Grand Total</b>	<b>\$86,241,254,390</b>

## Appendix D – 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:

### **Manitoba Water Services Board**

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

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

### **The Forks North Portage Partnership**

- The Forks North Portage Partnership (FNPP) is the amalgamation of two development corporations established by the Governments of Canada, Manitoba and the City of Winnipeg (The North Portage Development Corporation and The Forks Renewal Corporation) to support the redevelopment of the north side of Portage Avenue from Carlton to Vaughan and The Forks site in downtown Winnipeg.
- FNPP is a government business partnership. In accordance with the PSAB accounting standard, the Province includes 1/3 of the organization's net results instead of consolidating the organization's revenue and expenses line-by-line with the core department.

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

## Appendix E - 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 Department of Agriculture and Resource Development Act

[section 9 insofar as it relates to infrastructure grants or rural economic development initiatives]

The City of Winnipeg Charter (S.M. 2002, c. 39)

The Capital Region Partnership Act

The Community Renewal Act

The Local Government Districts Act

The Municipal Act

The Municipal Assessment Act

The Municipal Affairs Administration Act

The Municipal Amalgamations Act

The Municipal Board Act

The Municipal Councils and School Boards Elections Act

An Act respecting Debts Owning by Municipalities to School Districts

The Municipal Taxation and Funding Act [Part 2]

The Fires Prevention and Emergency Response Act

The Official Time Act

The Planning Act [except Part 10]

The Regional Waste Management Authorities Act

The Soldiers' Taxation Relief Act

The Unconditional Grants Act

The Manitoba Water Services Board Act

# Glossary

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

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

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

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

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

**Baseline** - The current level of performance for all measures.

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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