

# Indigenous Land Acknowledgement

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

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

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

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

# Reconnaissance du territoire

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

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

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

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

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

**Budget  
complémentaire  
2024-2025**

**Economic  
Development,  
Investment, Trade and  
Natural Resources**

**Développement  
économique,  
Investissement,  
Commerce et  
Ressources naturelles**

# Minister's Message

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## Minister of Economic Development, Investment, Trade and Natural Resources

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Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

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

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

Our government is committed to growing the economy, advancing economic reconciliation with Indigenous Nations, supporting the regional diversity of economic opportunities across Manitoba and creating the conditions for Manitoba businesses to thrive. Through the creation of the Premier's Business and Jobs Council, Manitoba is bringing together leaders from business, skilled trades, agriculture, Indigenous communities, labour, immigration, and other sectors to launch an economic development plan that will ensure good jobs for all Manitobans.

To prepare for an evolving demand for skilled trade workers and other labour force shortages, we will realign existing programming and investment to respond to current and future labour market demand. To support this work, Manitoba is partnering with provinces and territories to seek sustainable funding from the federal government through Labour Market Transfer Agreements to address skills shortages and to help Manitobans join the workforce. One of the keys to our economic success as a province will be to remove barriers and support more Indigenous Peoples and other underrepresented groups to participate in the workforce. These efforts will support a stronger, diverse workforce and inclusive economy.

My department will work with industry and partners to create 10,000 new jobs in the skilled trades over the next eight years. Our government is committed to modernizing the apprenticeship and certification model starting with a renewed Apprenticeship and Certification Board and engaging stakeholders in a program review to modernize Apprenticeship Manitoba.

Our government is focused on attracting more investment in Manitoba and maximizing trade relationships. My department will work toward a trade and investment strategy to ensure a coordinated approach that positions Manitoba as an investment destination and to increase exports particularly with the United States. In the spring of 2024, I look forward to participating in the Manitoba government's first international trade mission to Washington, D.C. with Premier Wab Kinew to advance our trading partnership with the United States. Developing CentrePort and Churchill as transportation and supply chain hubs is a key priority for elevating Manitoba's trade potential. We will work with Manitoba Transportation and Infrastructure, CentrePort, Arctic Gateway Group, Prairies Economic Development Canada, and other partners to identify the steps needed to facilitate the movement of goods through our land and seaports.

Our government is committed to expanding our clean energy economy through strategic investments in clean technologies, sustainable energy and the electric vehicle supply chain.

Manitoba is launching a real critical minerals strategy that prioritizes Indigenous inclusion, economic growth and creates jobs to strengthen and invest in northern Manitoba communities.

Our government is working in collaboration with Indigenous Nations, industry, and stakeholders to advance responsible resource stewardship and ecosystem management for Manitoba's lands, fish, wildlife, forests, and peatlands, along with mining, oil and gas. Some of the concrete actions that will come out of these partnerships include: consulting with commercial fishers on plans to establish an advisory table, supporting economic reconciliation through engagement and co-development of management plans with Indigenous Nations, and strengthening our response to aquatic invasive species and other wildlife threats. We will also ensure community and public safety and natural resources protection through a responsive conservation officer service and a provincial wildfire service that is focused on preventing, mitigating and creating greater resilience against wildfire risks.

Manitoba's diverse economy and plentiful natural resources make this province a great place to live and work. We look forward to enhancing equitable opportunities for economic development and sustainable resource management for the benefit of all Manitobans.

*Original Signed by*

Honourable Jamie Moses

Minister of Economic Development, Investment,  
Trade and Natural Resources



# Message ministériel

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## Ministre du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles

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Palais législatif, Winnipeg, Manitoba R3C 0V8 CANADA

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

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

Notre gouvernement s'est engagé à faire croître l'économie, à faire progresser la réconciliation économique avec les nations autochtones, à soutenir la diversité régionale des possibilités économiques partout au Manitoba et à créer les conditions nécessaires à la prospérité des entreprises manitobaines. Grâce à la création du Conseil du premier ministre en matière d'affaires et d'emploi, le Manitoba réunit des dirigeants du monde des affaires, des métiers spécialisés, de l'agriculture, des communautés autochtones, du travail, de l'immigration et d'autres secteurs afin de lancer un plan de développement économique qui garantira de bons emplois à tous les Manitobains.

Pour nous préparer à l'évolution de la demande de travailleurs qualifiés et à d'autres pénuries de main-d'œuvre, nous réorienterons les programmes et les investissements existants afin de répondre à la demande actuelle et future du marché du travail. Pour le soutenir dans l'accomplissement de cette tâche, le Manitoba s'associe aux provinces et aux territoires pour rechercher un financement durable auprès du gouvernement fédéral par l'entremise d'accords de transfert sur le marché du travail, afin de remédier aux pénuries de main-d'œuvre et d'aider les Manitobains à rejoindre le marché du travail. L'une des clés de notre réussite économique en tant que province consistera à éliminer les obstacles et à aider davantage d'Autochtones et d'autres groupes sous-représentés à participer à la vie active. Ces efforts contribueront à renforcer la diversité de la main-d'œuvre et à favoriser une économie inclusive.

Mon ministère collaborera avec l'industrie et ses partenaires pour créer 10 000 nouveaux emplois dans les métiers spécialisés au cours des huit prochaines années. Notre gouvernement s'est engagé à actualiser le modèle d'apprentissage et de certification, en commençant par renouveler la Commission de l'apprentissage et de la reconnaissance professionnelle et en faisant participer les parties prenantes à un examen des programmes en vue de moderniser Apprentissage Manitoba.

Notre gouvernement s'efforce d'attirer davantage d'investissements au Manitoba et de maximiser les relations commerciales. Mon ministère travaillera à l'élaboration d'une stratégie en matière de commerce et d'investissement afin de garantir une approche coordonnée qui positionne le Manitoba comme une destination d'investissement et d'accroître les exportations, en particulier avec les États-Unis. Je me réjouis de participer à la première mission commerciale internationale du gouvernement manitobain à Washington, D.C. avec le premier ministre Wab Kinew au printemps 2024, afin de faire progresser notre partenariat

commercial avec les États-Unis. Le développement de CentrePort et de Churchill en tant que carrefours de transport et de chaîne d'approvisionnement est une priorité essentielle pour accroître le potentiel commercial du Manitoba. Nous travaillerons avec le ministère du Transport et de l'Infrastructure du Manitoba, CentrePort, Arctic Gateway Group, Développement économique Canada pour les Prairies et d'autres partenaires afin de déterminer les mesures à prendre pour faciliter la circulation des marchandises dans nos ports terrestres et maritimes.

Notre gouvernement s'est engagé à développer notre économie de l'énergie propre grâce à des investissements stratégiques dans les technologies propres, l'énergie durable et la chaîne d'approvisionnement des véhicules électriques.

Le Manitoba lance une véritable stratégie des minéraux essentiels qui donne la priorité à l'intégration des Autochtones, à la croissance économique et à la création d'emplois afin de renforcer les communautés du nord du Manitoba et d'y investir.

Notre gouvernement travaille en collaboration avec les nations autochtones, l'industrie et les parties prenantes afin de promouvoir une gestion responsable des ressources et des écosystèmes pour les terres, les poissons, la faune, les forêts et les tourbières du Manitoba, ainsi que pour l'exploitation minière, pétrolière et gazière. Parmi les actions concrètes qui résulteront de ces partenariats, citons : la consultation des pêcheurs commerciaux sur les projets de création d'une table consultative, le soutien à la réconciliation économique par l'engagement et l'élaboration conjointe de plans de gestion avec les nations autochtones, et le renforcement de notre réponse aux espèces aquatiques envahissantes et aux autres menaces pesant sur la faune et la flore. Nous assurerons également la sécurité des communautés et du public ainsi que la protection des ressources naturelles grâce à un service d'agents de conservation réactif et à un service provincial de lutte contre les incendies de forêt axé sur la prévention, l'atténuation et la création d'une plus grande résilience face aux risques d'incendies de forêt.

La diversité de l'économie du Manitoba et l'abondance de ses ressources naturelles font de cette province un endroit où il fait bon vivre et travailler. Nous sommes impatients de renforcer les possibilités équitables de développement économique et de gestion durable des ressources dans l'intérêt de tous les Manitobains.

*Original signé par*

Jamie Moses

Ministre du Développement économique, de l'Investissement,  
du Commerce et des Ressources naturelles



# Table of Contents

- Minister’s Message..... 2**
- Message ministériel..... 4**
- Introduction / Overview of the Supplement to the Estimates of Expenditure ..... 8**
- Introduction / Aperçu du budget complémentaire ..... 9**
- Department Summary .....10**
- Vue d’ensemble du ministère .....12**
- Department Responsibilities.....14**
- Responsabilités ministérielles.....16**
- Department Shared Services.....18**
- Services partagés du ministère .....18**
- Statutory Responsibilities .....19**
- Organizational Structure.....21**
- Operating Environment and Departmental Risk .....22**
- Department Performance Measurement .....24**
  - Provincial Themes and Department Objectives ..... 24
- Mesure de la performance du ministère .....25**
  - Thèmes provinciaux et objectifs ministériels ..... 25
- Department Performance Measurement - Details.....27**
  - Growing Our Economy..... 27
  - Safer, Healthier Communities..... 29
  - A Government that Works for You ..... 30
- Financial Details .....32**
  - Consolidated Expenditures ..... 32
  - Departmental Expenditures and FTEs by Appropriation and Type ..... 33
  - Departmental Staffing..... 34
  - Equity and Diversity Benchmarks ..... 35
  - Overview of Capital Investments, Loans and Guarantees..... 36
- Departmental Program and Financial Operating Information – Part A Expenditure and FTEs .....37**
  - Administration and Finance (Res. No. 10.1)..... 37
  - Investment and Trade (Res. No. 10.2) ..... 40
  - Workforce and Development and Training (Res. No. 10.3) ..... 42

Minerals, Petroleum and Geoscience (Res. No. 10.4) ..... 46  
Natural Resource Stewardship (Res. No. 10.5)..... 49  
Conservation and Wildfire Services (Res. No. 10.6) ..... 55  
Costs Related to Capital Assets (Non-Voted) ..... 58  
**Glossary .....59**

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

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

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

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

The Supplement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations. The results are shared at the end of the fiscal year in the annual report, which will be released in September 2025.

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

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

# Introduction / Aperçu du budget complémentaire

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

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

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

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

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

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

# Department Summary

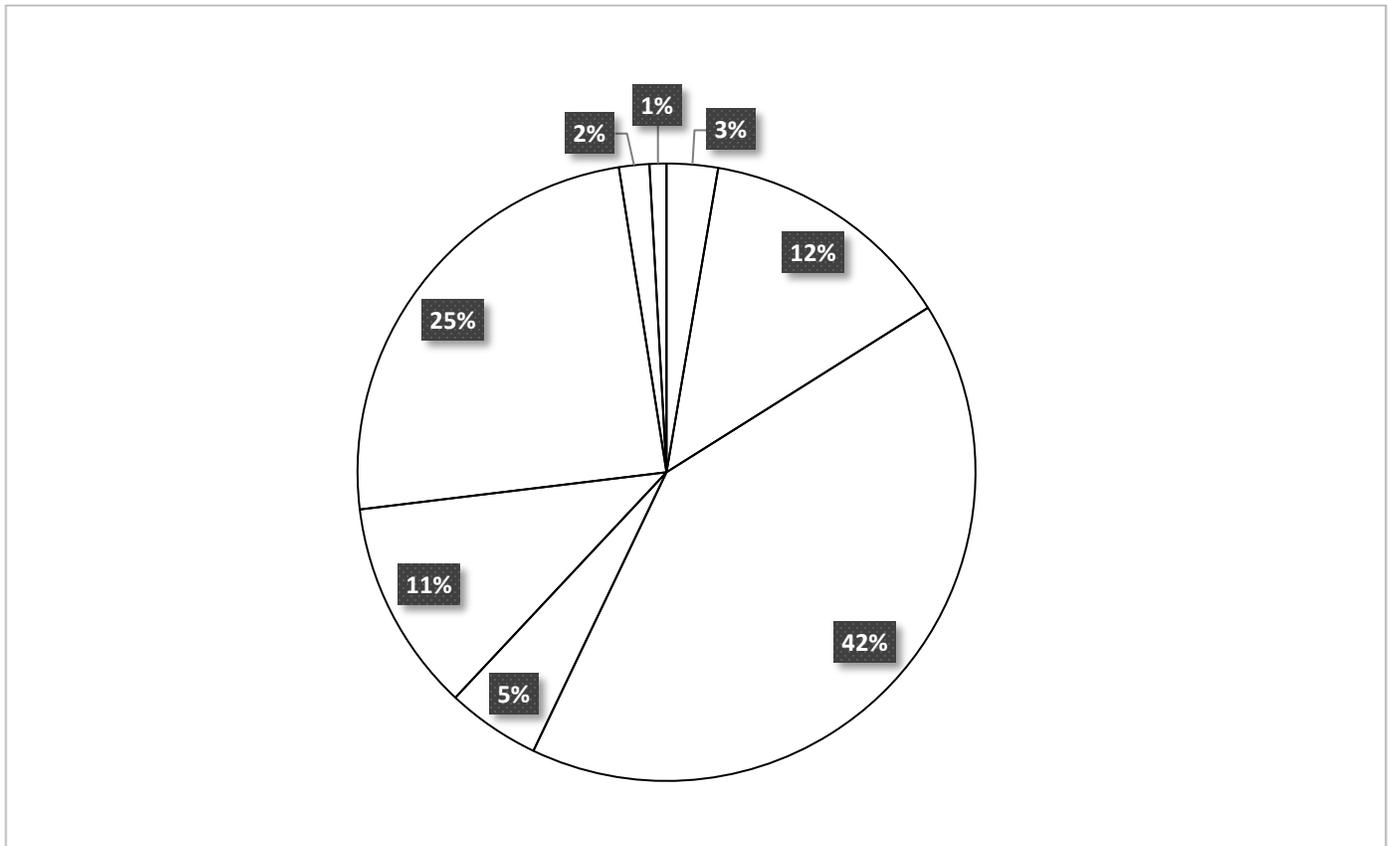
<b>Department Description</b>	Economic Development, Investment, Trade and Natural Resources is responsible for leading policy development and program delivery that fosters responsible resource development and drives economic growth for Manitoba through investment, trade, and a skilled and diverse workforce. This will be achieved by working in partnership with Indigenous and northern communities, industry, and non-government organizations to develop planning frameworks and management plans that ensure the sustainability of Manitoba’s fish, forests, and wildlife.
<b>Minister</b>	Honourable Jamie Moses
<b>Deputy Minister</b>	Dana Rudy

<b>Other Reporting Entities</b>	<b>6</b>	<ul style="list-style-type: none"> <li>• Abandonment Reserve Fund</li> <li>• Economic Development Winnipeg</li> <li>• Manitoba Development Corporation</li> <li>• Manitoba Opportunities Fund</li> <li>• Quarry Rehabilitation Reserve Fund</li> <li>• Rural Manitoba Economic Development Corporation</li> </ul>
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<b>Summary Expenditure (\$M)</b> Consolidated Core and ORE budgets that make up the department summary budget	
<b>\$313</b>	<b>\$304</b>
2024 / 25	2023 / 24

Core Expenditure (\$M) Departmental expenditures as presented in the Estimates of Expenditure		Core Staffing Department's total FTEs	
<b>\$304</b>	<b>\$301</b>	<b>891.6</b>	<b>892.6</b>
2024 / 25	2023 / 24	2024 / 25 - FTE	2023 / 24 - FTE

**Percentage Distribution of Expenditures by Operating Appropriation, 2024/25**



- 3% Administration and Finance
- 12% Investment and Trade
- 42% Workforce Development and Training
- 5% Minerals, Petroleum and Geoscience
- 11% Natural Resource Stewardship
- 25% Conservation and Wildfire Services
- 2% Costs Related to Capital Assets (Non-Voted)
- 1% Interfund Activity

# Vue d'ensemble du ministère

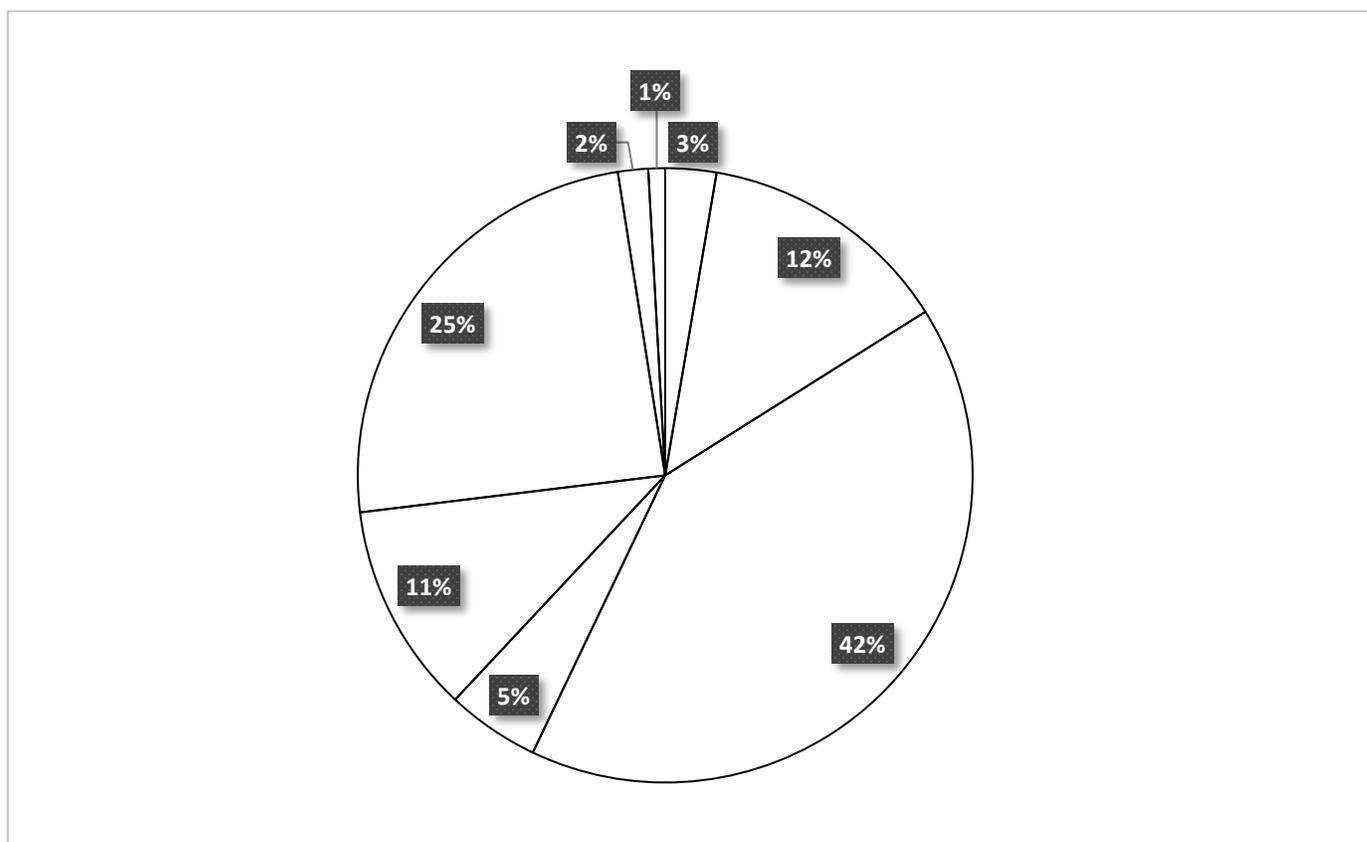
<b>Description du ministère</b>	Le ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles dirige l'élaboration de politiques et l'exécution de programmes qui favorisent la mise en valeur responsable des ressources tout en stimulant la croissance économique du Manitoba grâce à l'investissement, au commerce et à une main-d'œuvre qualifiée et diversifiée. Pour ce faire, il travaillera en partenariat avec les collectivités autochtones et du Nord, l'industrie et les organisations non gouvernementales pour élaborer des cadres de planification et des plans de gestion afin d'assurer la durabilité des populations de poissons, des forêts et de la faune du Manitoba.
<b>Ministre</b>	Honourable Jamie Moses
<b>Sous-ministre</b>	Dana Rudy

<b>Autres entités comptables</b>	<b>6</b>	<ul style="list-style-type: none"> <li>• Fonds de réserve pour l'abandon</li> <li>• Economic Development Winnipeg</li> <li>• Société de développement du Manitoba</li> <li>• Manitoba Opportunities Fund</li> <li>• Fonds de réserve de remise en état des carrières</li> <li>• Rural Manitoba Economic Development Corporation</li> </ul>
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<b>Dépenses globales (en millions de dollars)</b>	
<b>Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire</b>	
<b>\$313</b>	<b>\$304</b>
<b>2024-2025</b>	<b>2023-2024</b>

Dépenses ministérielles (en millions de dollars) Dépenses ministérielles telles que présentées dans le Budget des dépenses		Personnel ministériel ETP totaux du ministère	
<b>\$304</b>	<b>\$301</b>	<b>891.6</b>	<b>892.6</b>
2024-2025	2023-2024	ETP en 2024-2025	ETP en 2023-2024

**Ventilation, en pourcentage, des dépenses globales par crédit de fonctionnement, 2024-25**



- 3% Finances et administration
- 12% Investissement et commerce
- 42% Développement et formation de la main-d'œuvre
- 5% Minéraux, pétrole et géoscience
- 11% Gérance des ressources naturelles
- 25% Conservation et lutte contre les incendies échappés
- 2% Coûts liés aux immobilisations (dépenses non votées)
- 1% Transactions interfonds

# Department Responsibilities

The Department of Economic Development, Investment, Trade and Natural Resources facilitates the creation of jobs and economic growth for Manitobans, leads sustainable management of Manitoba's natural resources and promotes economic reconciliation.

The overall responsibilities of the Minister and Economic Development, Investment, Trade and Natural Resources include:

- Leading Manitoba's economic policy and programming to create an environment that supports wellbeing and an inclusive economy, with a skilled, diverse workforce, while ensuring the sustainability of Manitoba's natural resources.
- Leading labour market intelligence and programming in partnership with industry, communities, and training organizations, to identify future skilled labour requirements and respond to labour market needs.
- Supporting Indigenous Peoples, immigrants, persons with disabilities, youth and other underrepresented groups connect with jobs.
- Supporting employee-specific skills training to businesses entering the Manitoba market.
- Advancing a modern apprenticeship system that works in collaboration with stakeholders to develop the skilled workers needed to grow the economy.
- Working with the federal government to ensure economic and labour market investments and programming meet the needs of the Manitoba government and its partners.
- Leading Manitoba's engagement in intergovernmental labour market and economic development forums.
- Leading whole-of-government approach to support business retention and expansion, regional economic development, trade and export development.
- Delivering a suite of responsive economic development tools, supports, tax incentives, and financial programs that create the conditions for economic growth, private sector investment, trade development and job creation.
- Facilitating a supportive environment that positions Manitoba as a leader in the clean economy.
- Prioritizing and facilitating increased partnerships with Indigenous Nations and communities in the natural resource sectors to support economic reconciliation.
- Ensuring the Crown fulfills its duty to consult on resource activities that may adversely affect Indigenous and Treaty rights.
- Supporting Crown-Indigenous consultation and reconciliation, and facilitating the co-development of consultation protocols, shared management and revenue sharing for Manitoba's natural resources.
- Facilitating the responsible development of Manitoba's mineral, oil, gas, and aggregate resources to advance investment, economic growth opportunities and reconciliation.
- Developing Manitoba's shared geospatial technology and information assets.
- Overseeing the development of resource tourism opportunities.
- Advancing responsible resource stewardship of Manitoba's lands, fish, forests, peatlands, and wildlife in collaboration with industry, Indigenous Nations, and stakeholders.

- Ensuring Manitoba’s forests and peatlands are developed and managed in a sustainable manner.
- Overseeing the management of Crown land and leading reviews of Crown land and interests for transfer under Treaty Land Entitlement agreements.
- Supporting the ongoing research and the maintenance of Manitoba’s wildlife and fish populations and protecting the ecosystems required for these species.
- Overseeing and managing the prevention, detection, control and mitigation of fish, forest, and wildlife diseases as well as aquatic and terrestrial invasive species.
- Working with communities, partners, and industry to advance wildfire prevention, detection, and mitigation activities to suppress wildfires in Manitoba.
- Managing all personnel, aircraft and equipment needed for fighting wildfires in Manitoba.
- Delivering an effective and responsive Conservation Officer Service to protect Manitoba's natural resources and maintain public and community safety.
- Administering legislation under the statutory responsibility of the Minister.

### The Minister is also responsible for:

- Apprenticeship and Certification Appeal Board
- Apprenticeship and Certification Board
- Beverly and Qamanirjuaq Caribou Management Board
- Conservation Agreements Board
- Endangered Species, Ecosystems and Ecological Reserves Advisory Committee
- Fish and Wildlife Enhancement Fund Committee
- Mining Board
- Resource Tourism Appeal Committee
- Surface Rights Board

Six Other Reporting Entities that contribute to economic development and growth in Manitoba are listed on page 10.

# Responsabilités ministérielles

Le ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles facilite la création d'emplois et une économie inclusive pour tous les Manitobains, dirige la gestion durable des ressources naturelles du Manitoba et favorise la réconciliation économique.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles comprennent les suivantes :

- Diriger la programmation et les politiques économiques du Manitoba pour créer un environnement propice au bien-être économique et à la croissance d'une économie inclusive, dotée d'une main-d'œuvre qualifiée et diversifiée, tout en assurant la durabilité des ressources naturelles du Manitoba.
- Diriger l'élaboration de programmes et la collecte de renseignements relatifs au marché du travail en partenariat avec l'industrie, les collectivités et les organismes de formation afin de déterminer la demande future en main-d'œuvre qualifiée et de répondre aux besoins du marché du travail.
- Aider les peuples autochtones, les immigrants, les personnes handicapées, les jeunes et les membres d'autres groupes sous-représentés à accéder au marché de l'emploi.
- Soutenir la formation professionnelle des employés à l'intention des entreprises qui intègrent le marché manitobain.
- Promouvoir un système d'apprentissage moderne dont les acteurs travaillent de façon concertée avec les parties prenantes pour former les travailleurs qualifiés dont nous aurons besoin pour faire croître l'économie.
- Travailler avec le gouvernement fédéral pour veiller à ce que les investissements et les programmes relatifs à l'économie et au marché du travail répondent aux besoins du gouvernement manitobain et de ses partenaires.
- Diriger la participation du Manitoba à des forums intergouvernementaux portant sur le marché du travail et le développement économique.
- Diriger l'adoption d'une approche pangouvernementale pour soutenir le maintien et l'expansion des entreprises, la croissance économique régionale de même que le développement du commerce et des exportations.
- Fournir une série d'outils de développement économique, de mesures de soutien, d'incitatifs fiscaux et de programmes financiers adaptés qui créent des conditions propres à favoriser la croissance économique, l'investissement privé, l'expansion du commerce et la création d'emplois.
- Faciliter la création d'un environnement favorable qui positionne le Manitoba comme un chef de file dans le domaine de l'économie propre.
- Prioriser et faciliter la création de partenariats avec les nations et les communautés autochtones dans les secteurs des ressources naturelles pour soutenir la réconciliation économique.
- Veiller à ce que le gouvernement s'acquitte de son obligation de consulter au sujet des activités liées aux ressources qui sont susceptibles d'avoir une incidence sur les droits ancestraux et issus d'un traité des peuples autochtones.
- Soutenir la consultation et la réconciliation entre la Couronne et les Autochtones, favoriser l'élaboration conjointe de protocoles de consultation et faciliter la gestion commune et le partage des recettes relatives aux ressources naturelles du Manitoba.

- Faciliter l'exploitation responsable des ressources minérales, pétrolières et gazières ainsi que des ressources en agrégats du Manitoba pour faire progresser l'investissement, les possibilités de croissance économique et la réconciliation.
- Mettre au point des technologies géospatiales et des actifs informationnels d'utilisation partagée du Manitoba.
- Superviser la mise en valeur des possibilités associées au tourisme axé sur la nature.
- Promouvoir une gestion responsable des ressources – terres, poissons, forêts, tourbières et faune – du Manitoba en collaboration avec l'industrie, les nations autochtones et les parties prenantes.
- Veiller à la valorisation et à la gestion durables des forêts et des tourbières du Manitoba.
- Superviser la gestion des terres domaniales et diriger l'examen de terres domaniales et d'intérêts que le Manitoba doit transférer en vertu d'accords sur les droits territoriaux issus d'un traité.
- Soutenir la recherche en cours, la préservation des populations d'animaux sauvages et de poissons du Manitoba et la protection des écosystèmes dont ces espèces ont besoin.
- Superviser et gérer la prévention et la détection des maladies des poissons, des forêts et de la faune ainsi que des espèces envahissantes aquatiques et terrestres, la lutte contre ces maladies et espèces envahissantes ainsi que la prise de mesures d'atténuation connexes.
- Travailler avec les collectivités, les partenaires et l'industrie pour faire progresser les activités de prévention, de détection et d'atténuation menées dans le cadre de la lutte contre les incendies échappés au Manitoba.
- Gérer tout le personnel, les aéronefs et les équipements nécessaires pour la lutte contre les incendies échappés au Manitoba.
- Offrir un service d'agents de conservation très efficace pour protéger les ressources naturelles du Manitoba et assurer la sécurité du public et des collectivités.
- Faire appliquer les lois qui relèvent de la personne occupant le poste de ministre.

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

- Commission de l'apprentissage et de la reconnaissance professionnelle
- Commission d'appel en matière d'apprentissage et de reconnaissance professionnelle
- Conseil de gestion des caribous de Beverly et de Qamanirjuaq
- Commission des accords de conservation
- Comité consultatif sur les espèces, les écosystèmes et les réserves écologiques en voie de disparition
- Comité de mise en valeur du poisson et de la faune
- Commission minière
- Comité d'appel en matière de tourisme axé sur la nature
- Commission des droits de surface

Six autres entités comptables contribuant au développement économique et à la croissance dans la province, dont la liste se trouve à la page 12.

# Department Shared Services

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

## Finance and Administration Division

In addition to supporting Economic Development, Investment, Trade and Natural Resources, Finance and Administration provides shared accounting services to Advanced Education and Training.

# Services partagés du ministère

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

## Division des finances et de l'administration

- En plus de soutenir le ministère du Développement économique, de l'Investissement, du Commerce et des Ressources naturelles, Finances et administration fournit des services partagés de comptabilité au ministère de l'Éducation postsecondaire et de la Formation.

# Statutory Responsibilities

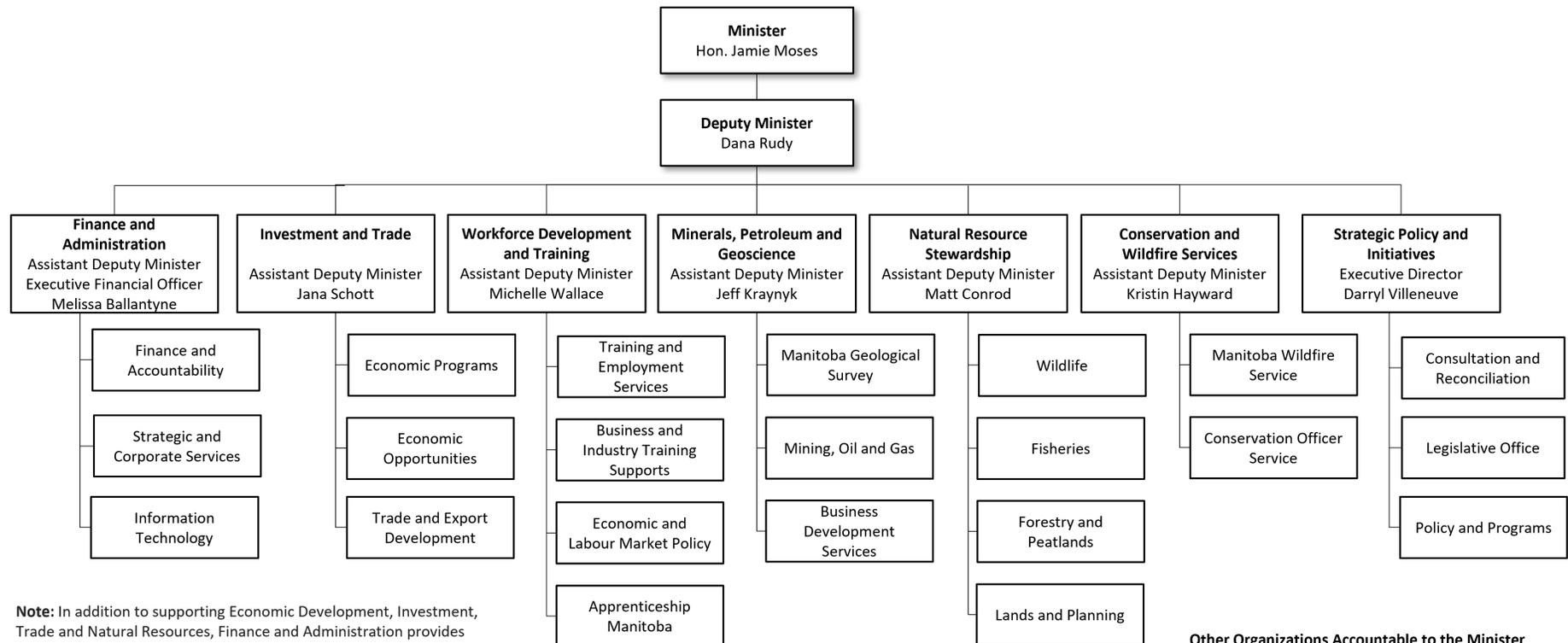
Any statutes that are not assigned to a particular minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

- The Apprenticeship and Certification Act (A110)
- The Community Revitalization Tax Increment Financing Act (C166)
- The Conservation Agreements Act (C173)
- The Conservation Officers Act (C177)
- The Convention Centre Corporation Act (S.M. 1998-89, c.39)
- The Crocus Investment Fund Act (C308) [except section 11]
- The Crown Lands Act (C340) [except section 1 as it relates to agricultural Crown lands, and subsection 7(1) and section 7.1 as they relate to work permits on agricultural Crown lands, and section 7.1 to 7.6 and 7.7]
- The Endangered Species and Ecosystems Act (E111)
- The Fish and Wildlife Enhancement Fund Act (F87)
- The Fisheries Act (F90)
- The Fishermen's Assistance and Polluter's Liability Act (F100)
- The Forest Act (F150)
- The Forest Health Protection Act (F151)
- The Income Tax Act (I10) [sections 7.13 to 7.16. 10.5 and 11.8 to 11.21]
- The Innovation Funding Act (I37)
- The Invest Manitoba Act (I99)
- The Labour-Sponsored Venture Capital Corporations Act (L12) [Part 2, and section 16 to 18 as they relate to Part 2]
- The Manitoba Development Corporation Act (D60)
- The Manitoba Natural Resources Transfer Act (N30)
- The Natural Resources Agreement Act, 1938 (N40)
- An Act to Ratify a Certain Agreement Between the Government of the Dominion of Canada and the Government of the Province of Manitoba (N50)
- The Manitoba Natural Resources Transfer Act Amendment Act (N60)
- The Manitoba Natural Resources Transfer Act Amendment Act, 1963 (N70)
- The Mines and Minerals Act (M162)
- The Mining and Metallurgy Compensation Act (M190)
- The Oil and Gas Act (O34)
- The Oil and Gas Production Tax Act (O37)
- The Peatlands Stewardship Act (P31)
- The Polar Bear Protection Act (P94)
- The Property Tax and Insulation Assistance Act (P143) [Part V, and section I to Part VI as they relate subjects covered under Part V]
- The Resource Tourism Operators Act (R119.5)

- The Surface Rights Act (S235)
- The Wildfires Act (W128)
- The Wildlife Act (W130) [except the portion of clause 89(e) that relates to compensation for damage to crops caused by wildlife as it pertains to big game and migratory waterfowl]
- The Wild Rice Act (W140)
- Manitoba Fishery Regulations, 1987 made under s. 43 of the Fisheries Act (Canada)

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

# Organizational Structure



**Note:** In addition to supporting Economic Development, Investment, Trade and Natural Resources, Finance and Administration provides shared accounting services to Advanced Education and Training

**Other Reporting Entities (OREs) Accountable to the Minister**

- Abandonment Reserve Fund
- Economic Development Winnipeg
- Manitoba Development Corporation
- Manitoba Opportunities Fund
- Quarry Rehabilitation Reserve Fund
- Rural Manitoba Economic Development Corporation

**Other Organizations Accountable to the Minister**

- Apprenticeship and Certification Appeal Board
- Apprenticeship and Certification Board
- Beverly and Qamanirjuaq Caribou Management Board
- Conservation Agreements Board
- Endangered Species, Ecosystems and Ecological Reserves Advisory Committee
- Fish and Wildlife Enhancement Fund Committee
- Mining Board
- Resource Tourism Appeal Committee
- Surface Rights Board

# Operating Environment and Departmental Risk

Economic Development, Investment, Trade and Natural Resources is committed to growing the Manitoba economy through economic reconciliation, investing in the future of the clean economy, and creating good jobs for Manitobans. This growth supports crucial investments in healthcare and education, while focusing on lowering costs and making life more affordable for Manitoba families. Manitoba's natural advantages can be leveraged to this end.

Manitoba is a world-class destination for outdoor adventure and home to an incredible array of ecosystems with plentiful lakes, diverse lands and impressive wildlife species. New technologies are being introduced to inform conservation and management decisions, and new investments in Budget 2024 will support work to prevent the further spread of aquatic invasive species. The department is also focused on the sustainability and certification of commercial fisheries. Consultations will launch in 2024 to inform the development of a commercial fishing advisory table.

There is no denying the impact of climate change on our environment. Unprecedented wildfire activity across Canada in 2023 underscores the importance of strengthening our prevention and suppression efforts. In 2024/25, Manitoba has allocated funding to strengthen wildfire response capability and these funds will be matched by Natural Resources Canada under a bilateral agreement. In addition to addressing the impacts of climate change on the landscape, we have a plan to position Manitoba as a low carbon leader through new carbon capture legislation, investments in the zero-emission electric supply chain and new silica resource development.

Manitoba is home to 29 of the 31 minerals on Natural Resources Canada's 2021 critical minerals list. In 2024/25, Manitoba will develop a new critical minerals strategy to draw environmentally responsible investors to Manitoba and lay the groundwork for Manitoba's growth as a low-carbon leader. The strategy will prioritize a more sustainable mining sector that benefits northern communities and includes Indigenous Nations, advancing shared goals to protect the environment, building the green economy and promoting economic reconciliation.

We are home to a young, growing, and diverse workforce and top-tier educational, research and training programs. That said, changing demographics and labour shortages are impacting businesses. The 2023-2027 Labour Market Outlook predicts the Manitoba economy will see 116,300 job openings over five years. We must work collectively to remove barriers and work with industry to increase participation of underrepresented groups, particularly Indigenous Peoples, newcomers, and people with disabilities in the labour market. This includes new investment in Apprenticeship Manitoba and working with industry and training partners to create 10,000 skilled trades jobs over the next eight years.

Robust industries such as advanced manufacturing, including aerospace and heavy-duty vehicles and equipment, biosciences, agriculture and value-added processing, transportation, information and communications technology, and creative industries highlight the breadth of our diverse economy, all powered by 99.7% renewable energy at one of the lowest rates in North America.

Located at the geographic centre of North America, Manitoba is a key part of the mid-continent trade corridor that connects our industries to a central North American market of 100 million people. Through the Port of Churchill, Manitoba is Canada's only maritime prairie province, and our Arctic seaport and rail line all the way to Mexico present a unique opportunity for transporting goods to international markets. We will work with Manitoba Transportation and Infrastructure, CentrePort, Arctic Gateway Group, Prairies Economic Development Canada, and other partners to identify the steps needed to facilitate the movement of goods through our land and seaports.

In 2023, Manitoba exported \$21.8 billion of goods and services to the world. The department's export support programs help Manitoba's small and medium-sized businesses pursue new opportunities to export their products. A new Investment and Trade Strategy is being developed to create alignment and maximize trade relationships with the United States and to position Manitoba as a top investment destination. This will build upon a range of incentives, tax exemptions and credits and grant funding to improve the business and investment climate. These will be balanced with a focus on financial comptrollership and accountability as the department works to support budget goals.

The department is committed to the ongoing process of establishing and maintaining mutually respectful relationships with Indigenous Peoples and upholding the principles of respect, engagement, understanding, and action defined in The Path to Reconciliation Act. The department will work with Indigenous Nations and communities, industry, and stakeholders. Alongside the department of Indigenous Economic Development, the department will prioritize long term agreements with First Nations and the Red River Metis for early engagement, shared decision-making, co-development of forest management plans, more participation in the mining sector and a framework for revenue sharing.

Mounting pressures on resource use and development requires careful planning and response by Manitoba's Conservation Officer Service. Given staff recruitment and retention challenges, particularly for northern postings and employment equity groups like Indigenous Peoples and women, the Conservation Officer Service is implementing a multi-pronged approach to build a skilled and responsive workforce.

The department has an extensive and diverse network of skilled and experienced workers that comprise a talented workforce across the province. The department will build on local relationships and partnerships with community and industry to advance department priorities.

# Department Performance Measurement

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

## Vision

A thriving and sustainable Manitoba where people, communities, businesses, and natural resources flourish.

## Mission

To grow an inclusive economy with a skilled, diverse workforce, through reconciliation and responsible development that ensures the sustainability of Manitoba's natural resources.

## Values

- **Respect** – Building strong relationships, collaborating, embracing different perspectives, and focusing on diversity, equity, and inclusion.
- **Sustainability** – Being a low-carbon leader, preserving our environment and meeting community needs without compromising the needs of future generations.
- **Accountability** – Acting in a socially responsible way, committing to reconciliation, translating our commitments into action and outcomes for Manitobans, and being transparent.
- **Innovation** – Continuing to learn, being evidence/science-based, adapting to change and creating value.
- **Responsiveness** – Prioritizing client service and responding to industry needs.

## Provincial Themes and Department Objectives

### Growing Our Economy

1. Grow our economy, increase investment in our province, and maximize our trade relationships.
2. Foster an inclusive economy and a skilled, diverse workforce, including 10,000 new skilled trade jobs.
3. Expand our clean energy economy.

### Safer, Healthier Communities

4. Lead responsible management of natural resources in collaboration with Indigenous Nations.

### A Government that Works for You

5. Strengthen financial comptrollership and accountability.
6. Find efficiencies and enhance productivity to improve service delivery.

# Mesure de la performance du ministère

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

## Vision

Un Manitoba prospère et durable, favorable à l'épanouissement des personnes, des collectivités, des entreprises et des ressources naturelles.

## Mission

Faire croître une économie inclusive dotée d'une main-d'œuvre qualifiée et diversifiée grâce à la réconciliation et à des efforts de mise en valeur responsable qui assure la durabilité des ressources naturelles du Manitoba.

## Valeurs

- **Respect** – Établir des relations solides, collaborer, accueillir différentes perspectives et miser sur l'équité, la diversité et l'inclusion.
- **Durabilité** – Être un chef de file sobre en carbone, préserver notre environnement et répondre aux besoins des collectivités sans compromettre ceux des générations futures.
- **Responsabilité** – Agir de manière socialement responsable, s'engager en faveur de la réconciliation, traduire nos engagements en actions et en résultats au bénéfice des Manitobains et faire preuve de transparence.
- **Innovation** – Continuer d'apprendre, s'appuyer sur des données scientifiques probantes, s'adapter au changement et créer de la valeur.
- **Réactivité** – Accorder la priorité au service à la clientèle et répondre aux besoins de l'industrie.

## Thèmes provinciaux et objectifs ministériels

### Faire croître notre économie

1. Faire croître notre économie, augmenter les investissements dans notre province et maximiser nos relations commerciales.
2. Favoriser une économie inclusive et une main-d'œuvre qualifiée et diversifiée, dont la création de 10 000 nouveaux emplois spécialisés.
3. Faire croître notre économie fondée sur l'énergie propre.

## **Des collectivités plus sûres et plus saines**

4. Diriger la gestion responsable des ressources naturelles en collaboration avec les nations autochtones.

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

5. Renforcer le contrôle financier et l'obligation redditionnelle.
6. Trouver des gains d'efficacité et accroître la productivité pour améliorer la prestation de services.

# Department Performance Measurement - Details

## Growing Our Economy

### 1. Grow our economy, increase investment in our province and maximize our trade relationships.

#### Key Initiatives

- **Premier's Business and Jobs Council:** In 2024/25, we will support the Premier's Business and Jobs Council that brings together diverse business leaders from all regions and Manitoba's key sectors to help guide the development of a central economic strategy support economic growth and create good jobs for Manitobans.
- **Transportation and Supply Chain Hubs:** In 2024/25, the department will work with the Department of Transportation and Infrastructure to pursue initiatives to develop Churchill and strengthen CentrePort as transportation and supply chain hubs, as directed in the 2023 Ministerial Mandate Letter.
- **Advance Trade:** In 2024/25, we will expand Manitoba's presence on the global stage, increase our competitiveness in new markets, and maximize trade relationships. A critical component of this work will be working with our advisor on Canada-U.S. Trade to advance our trading partnership with the United States and prioritize activities related to the Canada-U.S.-Mexico Agreement.
- **Business Growth and Expansion:** The department will strengthen economic diversity, including supporting small and medium-sized businesses, by helping to create the conditions to retain and expand businesses already in Manitoba and strengthen the downstream supply chains for key industries. This includes continued efforts to create a vibrant venture capital ecosystem through targeted tax credit, economic development, and business support programs.
- **Investment Attraction:** In 2024/25, the department will build a coordinated approach to investment attraction to position Manitoba as a top destination for global investment. Investments will focus on supporting key sectors such as, biosciences, value-added agriculture, advanced manufacturing, aerospace, transportation, information and communications technology, and creative industries. The department will increase its focus on emerging sectors, including energy, minerals, and clean tech.
- **Community Economic Development:** The department will identify and support local opportunities to stimulate economic growth and employment, including strengthening community infrastructure and capacity to achieve their full economic potential. Priority areas include downtown revitalization and strategies specific to rural and northern Manitoba.

#### Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
1.a Number of businesses approved for an SBVCTC (Small Business Venture Capital Tax Credit), annually.	23	21	22	20

**1.a Number of businesses approved for an SBVCTC (Small Business Venture Capital Tax Credit), annually:** This measure will track the number of businesses approved for a Small Business Venture Capital Tax Credit (SBVCTC) annually. This measure will be calculated by compiling the number of businesses approved for the SBVCTC annually and reporting on that number. This performance measure was previously listed as “Percent utilization of the Small Business Venture Capital Tax Credit.”

## 2. Foster an inclusive economy and a skilled, diverse workforce, including 10,000 new skilled trade jobs.

### Key Initiatives

- Support the development of a diverse and inclusive labour force that pulls people into the workforce:** In 2024/25 the department will undertake program enhancements and modernization that reduces barriers to participation in the labour market, with a focus placed on underrepresented groups and addressing specific workplace needs. This includes working collaboratively with other department such as Advanced Education and Training and Labour and Immigration to ensure workers are ready for jobs and progress along pathways is maximized.
- Labour Market Investment Alignment:** Manitoba will continue to partner with the federal government to ensure economic and labour market investments meet the needs of the province and its partners through Labour Market Transfer Agreements. These investments increase Manitoba’s ability to foster an inclusive economy and a skilled, diverse workforce by delivering employment and training programs for unemployed Manitobans, existing employees, industry, and employers.
- 10,000 New Jobs in the Skilled Trades:** The department will promote the skilled trades as a career of choice and increase representation of skilled trade workers from under-represented groups to develop the workforce needed to fill the 10,000 new jobs that will be created over the next eight years. Manitoba will leverage labour market transfer agreement funding to support the training of unemployed and under-employed Manitobans in high demand skilled trades.
- Apprenticeship Modernization:** In 2024/25 Manitoba has committed an additional \$1.5 million to the apprenticeship system to ensure it continues to provide the skilled workforce required for Manitoba employers. A program review will be conducted to ensure Manitoba’s system is well positioned for present and future needs in apprenticeship training. Working collaboratively with the renewed Apprenticeship and Certification Board, Manitoba will ensure the apprenticeship program continues to deliver the skilled workers required to build our future with good jobs for Manitobans.
- Promote the Skilled Trades as a Career of Choice:** In 2024/25 Manitoba has allocated \$275 thousand to support Skills Canada Manitoba to promote apprenticeship and careers in the skilled trades to youth. The funding supports promotional activities, including delivering informational presentations in Manitoba schools, holding engaging skills events and engaging industry stakeholders across the province. Manitoba’s on-going support for promotion of skilled trades as a career choice helps foster a diverse and skilled workforce.

### Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
2.a Percent of individuals with successful outcomes after participating in training and employment services, annually.	25%	41%	43%	55%

**2.a Percent of individuals with successful outcomes after participating in training and employment services, annually:** This measure will track the percentage of individuals with successful outcomes in obtaining employment after participating in training and employment services, annually. This measure will be calculated by the number of employed, self-employed and clients in training at exit from employment services divided by the number of unemployed clients at intake. This number will be multiplied by one hundred giving the percentage of individuals with successful outcomes after participating in programs/services in the current fiscal year. This measure was previously listed as “Percent increase in individuals with successful outcomes after participating in Workforce Training & Employment programs and services.”.

### 3. Expand our clean energy economy.

#### Key Initiatives

- **Real Critical Minerals Strategy:** In 2024/25, Manitoba will develop a new Critical Minerals Strategy to create good jobs, attract environmentally responsible investors, and advance Manitoba as a low-carbon leader. This is year one for building a strategic framework that will support the development and implementation of the strategy. The strategy will prioritize a more sustainable mining sector that benefits northern communities and includes Indigenous Nations, advancing shared goals to protect the environment, building the green economy and promoting economic reconciliation. Next steps involve engagement with Indigenous Nations, developing policies to support critical mineral exploration, and ensuring early proponent-led engagement with Indigenous communities to identify concerns and incorporate their perspectives into the strategy.
- **Build Out Zero Emission Supply Chain:** In 2024/25, Manitoba has committed to strengthening the electric vehicle supply chain, expanding renewable energy technologies, and creating more green jobs. This includes targeting support for the development of EV-related manufacturing facilities, renewable energy infrastructure, and workforce training programs, with the aim of reducing carbon emissions and fostering economic growth. Next steps include establishing partnerships with industry stakeholders and organizations responsible for monitoring progress towards emission reduction targets.

## Safer, Healthier Communities

### 4. Lead responsible management of natural resources in collaboration with Indigenous Nations.

#### Key Initiatives

- **Commercial Fisheries Advisory Council with Indigenous Representation:** In 2024/25, Manitoba will engage commercial fishers to inform the establishment of a Commercial Fisheries Advisory Council. Once formed, the council will aim to enhance engagement and collaboration between Manitoba, commercial fishers, and Indigenous Nations. The implementation plan will ensure representation and participation of Indigenous Nations and Indigenous commercial fisheries and building and promoting shared goals of economic reconciliation and sustainable management of Manitoba's commercial fisheries.
- **Economic Reconciliation for the Forestry Sector:** In 2024/25, Manitoba is committed to economic reconciliation through commercial forestry resource revenue sharing and co-development initiatives. This will advance efforts to transform forestry in Manitoba through increased sector partnerships and collaboration with Indigenous Nations that includes co-development of forestry management plans, collaborative monitoring of wildlife and critical habitat, and meaningful consultation and accommodation measures. Next steps involve engaging Indigenous Nations in the co-development of guiding principles and processes that ensure our implementation direction reflects the perspectives and priorities of Indigenous Nations.
- **Aquatic Invasive Species Prevention and Management:** In 2024/25, Manitoba has committed \$1.56 million to preserve Manitoba's aquatic ecosystem and biodiversity through enhanced prevention measures, early detection systems, and effective control measures that increase the rate of early detection and reduce the number of new invasive species introductions. Next steps include implementation of the updated Aquatic Invasive Species Program, targeted outreach through the Minister's Aquatic Invasive Species Advisory Forum and expanding our network of strategic implementation partnerships.
- **Wildfire Prevention, Mitigation and Response:** In 2024/25, Manitoba has allocated additional funding to wildfire prevention, mitigation, and response to strengthen wildfire response capability and work with

communities, partners, and industry to advance wildfire prevention and mitigation activities, including implementing a new dedicated prevention and mitigation governance structure with representation from whole-of-society partners. This is the second year of a four-year cost sharing agreement with Natural Resources Canada which will invest a total of \$38.4 million in wildfire management and suppression.

## Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
4.a Number of agreements co-developed with Indigenous Nations, annually.	-	-	-	<b>New Measure</b>
4.b Number of lakes with an assessment of fish stocks each fiscal year.	54	23	15	<b>15</b>
4.c Number of sustainable certified fisheries on commercially fished lakes each fiscal year.	1	2	2	<b>5</b>

**4.a Number of agreements co-developed with Indigenous Nations, annually:** This measure will track the number of agreements co-developed with Indigenous Nations, annually. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

**4.b Number of lakes with an assessment of fish stocks each fiscal year:** This measure will track the number of lakes with an assessment of fish stocks. The measure is calculated by the number of lakes with fish stock assessments reported on the department website each fiscal year, as tracked by the Fisheries Branch. Since 2022 there was a change in the methodology to have a more clearly defined year-end target. This performance measure was previously listed as “Achieve a target number of lakes with an assessment of fish stocks.”

**4.c Number of sustainable certified fisheries on commercially fished lakes each fiscal year:** This measure will track the number of sustainable certified fisheries on commercially fished lakes each year. The measure is calculated by the number of lakes maintaining certified fisheries plus the number of newly certified lakes during the fiscal year. This performance measure was previously listed as Increase the number of eco-certified fisheries.” The department identifies this measure as a KPI as the number of certified fisheries is dependent upon the number of commercial fishers wanting to proceed with certification, and this is out of the department’s control.

## A Government that Works for You

### 5. Strengthen financial comptrollership and accountability.

#### Key Initiatives

- Fiscal Management and Accountability:** In 2024/25, the department will continue to effectively manage resources by measuring and tracking expenditures on a quarterly basis. This will support the department in making informed decisions on budget allocations that enable the delivery of our mandate throughout the year and strengthen financial accountability. This aligns with Manitoba's broader objectives of fiscal responsibility and balancing the budget in four years.

- **Enhanced Comptrollership:** In 2024/25, the department is committed to enhancing comptrollership through additional training and improved policies and guidelines. Developing and enhancing staff competencies in financial management and departmental internal controls aims to strengthen departmental capacity in comptrollership and cultivate an environment of financial accountability and responsible stewardship of public funds. This aligns with Manitoba's commitment to fiscal responsibility.
- **Measuring Our Impact:** In 2024/25 we will strengthen capacity and resources for economic analysis to inform investment decisions. This work will include a robust review of opportunities to expand revenue, including accessing federal funding available through published programs and cost-sharing initiatives.

## 6. Find efficiencies and enhance productivity to improve service delivery.

### Key Initiatives

- **Skills Development Program Transformation:** In 2024/25, the department will begin implementing changes to the Skills Development Program to improve service delivery and outcomes. The new program model will better align skills training with the needs of the labour market, increase funding equity in support for those who need it most, and improve service delivery consistency. The Skills Development Program provides career development and financial assistance to eligible unemployed and underemployed Manitobans who need skills training to find and maintain employment.
- **Competitive Service Standard for Exploration Permit Approvals in Manitoba:** In 2024/25, Manitoba is committed to developing a competitive internal service standard for exploration permit reviews to ensure Manitoba supports responsible mineral exploration and is positioned to seize opportunities in the green energy sector. This initiative will streamline the permit assessment process, thereby facilitating timely review of proposed exploration activities while maintaining environmental integrity. This multi-year initiative will support the establishment of efficient permit review mechanisms, personnel training, and the implementation of digital platforms for streamlined application processes. This initiative aligns with Manitoba's economic development objectives, particularly in fostering growth in the green energy sector. It underscores Manitoba's commitment to supporting responsible resource development while ensuring environmentally sustainable practices. Next steps involve ongoing information sharing with stakeholders to develop the service standard, implementing necessary policy adjustments, and training staff to adhere to the new processes.

# Financial Details

## Consolidated Expenditures

This table includes the expenditures of the department and other reporting entities that are accountable to the minister and aligns to the Summary Budget.

**Economic Development, Investment, Trade and Natural Resources includes the following OREs:**

- Abandonment Reserve Fund
- Economic Development Winnipeg
- Manitoba Development Corporation
- Manitoba Opportunities Fund
- Quarry Rehabilitation Reserve Fund
- Rural Manitoba Economic Development Corporation

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	<b>2024/25 Summary</b>	2023/24 Summary
			\$(000s)		
Administration and Finance	8,110			<b>8,110</b>	8,433
Investment and Trade	35,413	9,174	(2,884)	<b>41,703</b>	36,460
Workforce Development and Training	128,186			<b>128,186</b>	128,865
Minerals, Petroleum and Geoscience	15,500			<b>15,500</b>	15,430
Natural Resource Stewardship	34,727			<b>34,727</b>	34,183
Conservation and Wildfire Services	76,854			<b>76,854</b>	76,076
Costs Related to Capital Assets (Non-Voted)	4,957			<b>4,957</b>	4,271
Interfund Activity			2,899	<b>2,899</b>	(236)
<b>TOTAL</b>	<b>303,747</b>	<b>9,174</b>	<b>15</b>	<b>312,935</b>	<b>303,482</b>

NV – Non-Voted

## Departmental Expenditures and FTEs by Appropriation and Type

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

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration and Finance	85.00	8,110	86.00	8,433
Investment and Trade	47.00	35,413	47.00	33,471
Workforce Development and Training	301.40	128,186	301.40	128,865
Minerals, Petroleum and Geoscience	98.00	15,500	98.00	15,430
Natural Resource Stewardship	172.35	34,727	172.35	34,183
Conservation and Wildfire Services	187.85	76,854	187.85	76,076
Costs Related to Capital Assets (Non-Voted)	-	4,957	-	4,190
<b>TOTAL</b>	<b>891.60</b>	<b>303,747</b>	<b>892.60</b>	<b>300,648</b>
<b>Expense by Type</b>				
Salaries And Emp Ben	891.60	88,484	892.60	88,890
Other Expenditures	-	79,784	-	77,426
Grant Assistance	-	19,090	-	18,798
Financial Assistance	-	111,432	-	111,344
Amortization	-	4,957	-	4,190
<b>TOTAL</b>	<b>891.60</b>	<b>303,747</b>	<b>892.60</b>	<b>300,648</b>

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

## Departmental Staffing

### FTE and Salaries and Employee Benefits by Appropriation

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration and Finance	85.00	6,928	86.00	7,181
Investment and Trade	47.00	4,238	47.00	4,569
Workforce Development and Training	301.40	22,683	301.40	23,450
Minerals, Petroleum and Geoscience	98.00	8,220	98.00	8,150
Natural Resource Stewardship	172.35	17,322	172.35	17,134
Conservation and Wildfire Services	187.85	29,093	187.85	28,406
<b>TOTAL</b>	<b>891.60</b>	<b>88,484</b>	<b>892.60</b>	<b>88,890</b>

## Equity and Diversity Benchmarks

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

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as of Dec. 31</b>
Women	50%	45%
Indigenous Peoples	16%	21%
Visible Minorities	13%	13%
Persons with Disabilities	9%	7%

# Overview of Capital Investments, Loans and Guarantees

	2024/25	2023/24	
<b>Part B – Capital Investment</b>			<b>Expl.</b>
Provides for the acquisition of equipment			
General Assets	4,985	3,277	
Infrastructure Assets	3,025		1

	2024/25	2023/24	
<b>Part C – Loans and Guarantees</b>			<b>Expl.</b>
Manitoba Development Corporation	40,000	20,000	2

	2024/25	2023/24	
<b>Part D – Other Reporting Entities</b>			
<b>Capital Investment</b>			<b>Expl.</b>
Program Name	N/A	N/A	

**Explanations:**

1. Increase primarily reflects infrastructure and equipment for wildfire suppression.
2. Increase to support economic growth and job creation investments.

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

## Administration and Finance (Res. No. 10.1)

### Main Appropriation Description

Provides corporate leadership and co-ordination in strategic planning, policy development, financial and information technology services to support the department.

Note: In addition to supporting Economic Development, Investment, Trade and Natural Resources, Finance and Administration provides shared accounting services to Advanced Education and Training.

Sub-appropriations	2024/25		2023/24		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Minister's Salary	1.00	47	2.00	84	
Executive Support	8.00	780	8.00	799	
Finance and Administration	56.00	4,952	56.00	5,023	
Strategic Policy and Initiatives	20.00	2,331	20.00	2,527	
<b>TOTAL</b>	<b>85.00</b>	<b>8,110</b>	<b>86.00</b>	<b>8,433</b>	
<b>Expense by Type</b>					
Salaries And Emp Ben	85.00	6,928	86.00	7,181	
Other Expenditures	-	1,182	-	1,252	
<b>TOTAL</b>	<b>85.00</b>	<b>8,110</b>	<b>86.00</b>	<b>8,433</b>	

### Sub-Appropriation Description

#### Minister's Salary (10.1a)

Provides the Minister with compensation to which individuals appointed to Executive Council are entitled.

#### Executive Support (10.1b)

Supports department employees in the Minister's Office and the Deputy Minister's Office of Economic Development, Investment, Trade and Natural Resources. Oversees the development and implementation of departmental policies and programs that are designed to achieve the goals set out in the department's mandate.

### **Finance and Administration (10.1c)**

Provides leadership in financial, administrative and information technology services to support the department in achieving its mandate. Note: Finance and Administration also provides shared accounting services for Advanced Education and Training.

#### **Key Objectives**

- Cultivate an environment of financial accountability in the stewardship of public funds.
- Support the implementation of corporate policies, programs and initiatives and manage business continuity.

#### **Main Activities**

- Provide financial leadership and advice to support the department in delivering programs and services in a fiscally responsible manner.
- Provide corporate leadership in comptrollership, including the establishment, implementation, and monitoring of internal controls.
- Deliver accounting services, such as processing revenue and expenditure transactions.
- Oversee departmental expenditures, including summary financial forecasting and reporting.
- Lead and prepare departmental Estimates and the Summary Budget for the department.
- Oversee the department's administrative operations and reporting, which includes parking, records management, fleet vehicles and routine disclosures.
- Leverage technology and other process improvement tools to support the department in streamlining and improving service delivery for Manitobans and businesses accessing programs and services.
- Lead the department's development and implementation of corporate policies including accessibility, diversity and inclusion, French language services, business continuity and performance measurement.
- Manage department-wide content development for the department website, social media platform and intranet site, coordinate and administer production requests for public materials and displays and create content for department proclamations.

#### **Expected Results**

- Fiscally responsible use of operating and capital budgets to achieve the department's mandate.
- Informed decisions about budget allocations and investments.
- More business continuity by providing support to program areas across the department to implement corporate programs, initiatives, and performance measurement systems.

### **Strategic Policy and Initiatives (10.1d)**

Supports the department policy and planning process to ensure timely, informed, and consistent decisions on department-wide policy priorities. This includes long-range planning, maintaining inter-jurisdictional relations and coordinating with multiple branches and divisions to develop, coordinate, and implement legislation, regulations, strategic initiatives, policies, and programs. The branch also coordinates support for agencies, boards, and commissions reporting to the Minister and oversees the Resource Tourism Operators Program.

**Key Objectives**

- Provide policy, program, and strategic initiative support to divisions across the department.

**Main Activities**

- Lead legislation and regulatory development within the department.
- Provide support and guidance to agencies, boards, and commissions reporting directly to the Minister by ensuring they comply with relevant policies, legislation, and directives.
- Oversee the delivery of the Resource Tourism Operators Program, issue outfitting licences and associated facility permits and provide support to the Administrator of The Resource Tourism Operators Act.
- Support the development of high-level strategic initiatives that are designed to deliver on government priorities and coordinate inter-divisional and inter-departmental governmental issues to support federal-provincial relations for the department.
- Support and assist branches in the development of new and amended legislation and regulations by providing policy advice, preparing/supporting authority-seeking documents and monitoring progress to advance legislative/regulatory projects within the department.
- Coordinate the appointment process of members to the agencies, boards, and commissions reporting to the Minister and provide secretariat support for various boards.

**Expected Results**

- Effective policy advice to support the Minister and Deputy Minister.
- Strong engagement and collaboration with program areas and other departments and stakeholders to foster collaboration and ensure that policies and programs reflect divisional requirements and perspectives.
- Successful delivery of legislative and regulatory projects that meet the Minister's and government mandate.

## Investment and Trade (Res. No. 10.2)

### Main Appropriation Description

Leads Manitoba's strategy to increase investment and maximize trade relationships to grow the provincial economy. Facilitates a collaborative and inclusive approach to foster a competitive business environment, grow export markets, attract investment, build partnerships, support businesses, facilitate community economic development and advance economic reconciliation.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Economic Programs	28.00	33,111	28.00	30,909	
Economic Opportunities	19.00	2,302	19.00	2,562	
<b>TOTAL</b>	<b>47.00</b>	<b>35,413</b>	<b>47.00</b>	<b>33,471</b>	
<b>Expense by Type</b>					
Salaries And Emp Ben	47.00	4,238	47.00	4,569	
Other Expenditures	-	4,135	-	2,154	
Grant Assistance	-	17,290	-	16,998	
Financial Assistance	-	9,750	-	9,750	
<b>TOTAL</b>	<b>47.00</b>	<b>35,413</b>	<b>47.00</b>	<b>33,471</b>	

### Explanation

1. Increase to economic development and business support programs.

### Sub-Appropriation Description

#### Economic Programs (10.2a)

Delivers a suite of responsive economic development tools, supports, tax incentives, and financial programs that create the conditions for economic growth, private sector investment, trade development and job creation. The branch also undertakes economic and financial analysis to facilitate investment decisions in support of government priorities and strategic direction.

#### Key Objectives

- Accelerate Manitoba's sustainable economic growth through economic development and business support programs.
- Collaborate with partners to foster a competitive business environment, grow export markets, support business retention and expansion, and advance economic reconciliation.

#### Main Activities

- Administer and ensure due diligence for various financial programs and initiatives in support of Manitoba's economic growth objectives.

- Complete economic and financial analysis to measure the impact of incentive growth programming to ensure it reflects government priorities and strategic direction.
- Develop a coordinated approach for collecting and using shared data and business intelligence to inform decisions to maximize the greatest potential for investment.

#### **Expected Results**

- Enhanced competitive environment that encourages private sector investment in Manitoba.

#### **Economic Opportunities (10.2b)**

Leads a whole-of-government approach to support business development, retention, and expansion; trade and export development; and community economic development to increase investment and economic growth. The branch provides a pathfinding service for the business community, in coordination with partners and service providers, and supports a collaborative approach to investment attraction. The branch also leads government's efforts to develop innovative policy solutions and processes that advance investment and growth opportunities.

#### **Key Objectives**

- Enhance relationships across government and with economic development stakeholders.
- Improved access to government services for businesses looking to invest, grow and expand in Manitoba.
- Implement innovative policy and programming to support business friendly environment.
- Increase global outreach visits and more presence on the international stage.

#### **Main Activities**

- Support economic projects and strategies to align with the department's mandate and priorities.
- Increase investment and maximize trade relationships to strengthen economic diversity.
- Facilitate a supportive environment that positions Manitoba as a leader in the clean energy economy.
- Identify and support local opportunities to stimulate economic growth and employment. This includes strengthening the infrastructure and capacity of communities to achieve their full economic potential.
- Provide project oversight for major investments, in partnership with economic development partners.

#### **Expected Results**

- Enhance relationships across government and with economic development stakeholders.
- Improve access to government services for businesses looking to invest, grow and expand in Manitoba.
- Implement innovative policy and programming to support business friendly environment.

## Workforce and Development and Training (Res. No. 10.3)

### Main Appropriation Description

Works with employers, community, industry, training, and economic development partners to support and maintain a strong economy and skilled workforce. Designs and delivers a range of responsive programs, services and certification pathways that support business growth, and workforce development, and helps Manitobans prepare for and transition to sustainable employment.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Training and Employment Services	194.40	77,833	194.40	79,667	1
Business and Industry Training Supports	15.00	26,886	15.00	27,089	1
Apprenticeship Manitoba	55.00	19,796	55.00	18,214	2
Economic and Labour Market Policy	37.00	3,671	37.00	3,895	
<b>TOTAL</b>	<b>301.40</b>	<b>128,186</b>	<b>301.40</b>	<b>128,865</b>	
<b>Expense by Type</b>					
Salaries And Emp Ben	301.40	22,683	301.40	23,450	
Other Expenditures	-	3,821	-	3,821	
Financial Assistance	-	101,682	-	101,594	
<b>TOTAL</b>	<b>301.40</b>	<b>128,186</b>	<b>301.40</b>	<b>128,865</b>	

### Explanations

1. Reflects the expiry of a two-year funding agreement with Employment and Social Development Canada to support Skills for Success.
2. Increase funding for the apprenticeship system to ensure it continues to meet the needs of skilled workers and employers.

### Sub-Appropriation Description

#### Training and Employment Services (10.3a)

Designs and delivers a range of employment and training programs in partnership with community organizations, training providers and industry to help Manitobans connect with jobs.

#### Key Objectives

- Support individuals to achieve labour market success through a range of programs and services to help them prepare for, find, and advance in good jobs.
- Help grow the economy by building a skilled and inclusive workforce that addresses the needs of Manitoba employers.

### **Main Activities**

- Provide a suite of employment and training services through 13 Manitoba Jobs and Skills Development Centres and through partnerships with third-party service providers that deliver a range of targeted services for individuals under-represented in the labour market and facing barriers to employment, including persons with a disability, newcomers, Indigenous Peoples, and at-risk youth.
- Provide career development and labour market information to help Manitobans make informed career decisions aligned with their professional goals and the labour market.
- Provide skills development supports to Manitobans in occupational areas experiencing skills shortages to obtain and maintain sustainable employment.

### **Expected Results**

- Responsive employment services to Manitoba jobseekers through direct and in-direct employment and training programs that align with labour market needs.
- High quality skills training to Manitobans in high-demand occupations, including jobs in health care, construction, and transportation sectors.
- Targeted employment supports to assist people with disabilities through the Employability Assistance for People with Disabilities and Supported Employment programs.
- Targeted employment supports, including job search and referral services to marginalized youth in Manitoba.
- Targeted and culturally appropriate employment services to under-represented groups including newcomers and Indigenous Peoples.

### **Business and Industry Training Supports (10.3b)**

Administers workforce development programs and supports to Manitoba businesses and industry.

### **Key Objectives**

- Promote business and industry-related human resource development programs to create a highly skilled and adaptable workforce that contributes to business and economic growth.
- Facilitate and incentivize private sector investment in workforce skills training.

### **Main Activities**

- Business and Industry Training Consultants work with companies to offer a range of services and programs from government and other organizations to support their workforce needs.
- Deliver programs to incentivize private sector investment in human resource development and workplace training.
- Administer funding agreements with non-profit industry organizations in key economic sectors who identify sector labour and skill needs and respond with industry-wide human resource plans and training.
- Provide industry grants that support companies to hire, train and retrain Manitoban workers to capitalize on growth opportunities.
- Oversees and supports Manitoba's Sector Council Program funded, in part, through Labour Market Transfer Agreements with the Government of Canada. The program facilitates greater private sector participation in workforce training and the development of industry-wide human resource plans through funding agreements with 21 industry organizations across 11 key sectors.

### **Expected Results**

- Administer workforce development funding for companies locating new operations to Manitoba or expanding existing operations by creating net new jobs.

- Assist small and medium-sized companies to develop their HR management capacity.
- Support non-profit industry organizations to deliver workforce training that contributes to business growth and prosperity, including addressing short- and long-term skills and labour gaps.

### **Apprenticeship Manitoba (10.3c)**

Administers The Apprenticeship and Certification Act and coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices leading to journeyman certification.

#### **Key Objectives**

- Support a modern apprenticeship system that works in collaboration with employers, employees, labour, educational institutions, and other government departments to develop highly skilled workers needed to meet the needs of industry and grow the economy.
- Promote the skilled trades as a career of choice for Manitobans.
- Reduce barriers to pursuing a career in skilled trades and increase participation of Indigenous Peoples and other under-represented groups.

#### **Main Activities**

- Engage industry stakeholders, including apprentices, labour, employers, journeymen, and training providers to ensure the apprenticeship system meets the evolving need for skilled trades workers.
- Administer The Apprenticeship and Certification Act and the Apprenticeship and Certification - General Regulation, related trade and administrative regulations and apprenticeship programs for the 55 trades designated under the act.
- Promote trades to youth by partnering with various internal and external groups such as Skills Canada Manitoba and the K to 12 education system to explore and consider careers in the skilled trades through various interactive activities and the High School Apprenticeship Program.
- Develop curriculum, training resources and assessment materials validated by industry and in alignment with national certification standards.
- Accredited training programs in alignment with designated trade standards.
- Assist apprentices and employers with accessing apprenticeship training and resources.
- Promote increased participation of under-represented groups seeking trades as a career pathway and assist in identifying supports and incentives available.

#### **Expected Results**

- Increase apprenticeship registrations for the skilled trades in alignment with industry needs and economic growth.
- Increased number of apprentices completing certification levels.
- Continued modernization of the apprenticeship system to meet the evolving needs of industry on a trade-by-trade basis.

### **Economic and Labour Market Policy (10.3d)**

Provides central policy, communication, leadership, and support on cross-divisional initiatives including contributing analytical expertise and data intelligence, maintaining inter-governmental relationships, and supporting strategic communications and stakeholder relations.

#### **Key Objectives**

- Support evidence-based policy and decision making by providing high-quality policy advice and data intelligence.
- Ensure economic and labour market investments meet the needs of Manitobans by maintaining effective relationships with the federal government and stakeholders.

#### **Main Activities**

- Provide technical expertise in the development of strategic and program specific policy for the department's economic and workforce development programs, including research, analysis, policy development and evaluation activities.
- Prepare communications, briefing material and other analytical and authority seeking documents for executive management.
- Develop and oversee engagement and consultation activities with external stakeholders.
- Develop and disseminate high quality economic and labour market intelligence and data analytics.
- Responsible for supporting accountability requirements of the Labour Market Transfer Agreements including planning, reporting and evaluation.
- Prepare the Senior Official, Deputy Minister, and Minister for their work as provincial co-chairs for the Forum of Labour Market Ministers.
- Modernize the Skills Development Program to better align with the labour market, and to ensure greater equity in funding and consistent program administration.
- Reduce financial barriers associated with foreign qualification recognition and supporting internationally educated professionals to enter the labour market in their profession.

#### **Expected Results**

- Manitoba's annual five-year Labour Market Outlook Report, identifying expected trends for the province's labour market to support policy development and decision making.
- Effective participation in federal, provincial, and territorial forums, including the Forum of Labour Market Ministers.
- Accountability to the Government of Canada on the plans and results of the Canada-Manitoba Labour Market Development Agreement and the Canada-Manitoba Workforce Development Agreement.

## Minerals, Petroleum and Geoscience (Res. No. 10.4)

### Main Appropriation Description

Supports responsible resource development in Manitoba's mineral, oil, gas and aggregate sectors and provides business development services to increase exploration and investment in Manitoba's natural resources.

Sub-appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Manitoba Geological Survey	36.00	5,384	36.00	5,397
Mining, Oil and Gas	48.00	8,510	48.00	8,440
Business Development Services Unit	14.00	1,606	14.00	1,593
<b>TOTAL</b>	<b>98.00</b>	<b>15,500</b>	<b>98.00</b>	<b>15,430</b>
<b>Expense by Type</b>				
Salaries And Emp Ben	98.00	8,220	98.00	8,150
Other Expenditures	-	7,030	-	7,030
Grant Assistance	-	250	-	250
<b>TOTAL</b>	<b>98.00</b>	<b>15,500</b>	<b>98.00</b>	<b>15,430</b>

### Sub-Appropriation Description

#### Manitoba Geological Survey (10.4a)

Collects, analyzes, and disseminates geoscience data and provide the geoscience knowledge infrastructure required to make informed decisions related to mineral, oil and gas, pore space commodities and aggregate exploration, extraction, and production. The branch also informs policy and land-use planning to maximize economic potential while reducing risk, for the protection and improvement of public safety.

#### Key Objectives

- Oversee the collection, analysis, and dissemination of authoritative science-based information on the geology and mineral potential of Manitoba.

#### Main Activities

- Provide unbiased geoscience information to ensure informed decision-making, policy development, and responsible resource management.
- Maintain and manage core and sample catalogue and library, storage facilities and rock preparation lab; coordinate access to core and samples. Conduct field, lab and office-based geological investigations on new and ongoing projects that are distributed throughout Manitoba and include various mineral and pore space commodities, including oil, gas, and aggregate material.
- Support geological programs and land-use decisions with database management, digital mapping products and geographic information system programs.

- Continue participation in the development and steering of the Atlas 2027 project, a new fully digital geological atlas of Western Canada.
- Participate in federal-provincial-territorial discussions to negotiate collaborations for the Targeted Geoscience Initiative and Geo-mapping for Energy and Minerals (GEM) GeoNorth multi year geological programs led and funded by the Geological Survey of Canada; multiple Manitoba-based proposals were submitted for consideration in the programs.
- Disseminate geoscience information to the mineral industry and stakeholders to attract investment to Manitoba.
- Facilitate the development and management of oil and gas wells; review borehole applications; review the oil and gas land sale parcels; and inform policy, regulation, and procedures, including for potash.
- Development and implementation of a multi-year plan for improvement of regional core facilities.
- Deliver technical presentations and attend conferences as delegates and exhibitors at geoscientific events.

#### **Expected Results**

- Increase knowledge of the geology and mineral potential of Manitoba and publicly release geoscientific publications, including the Report of Activities 2024.
- Increase access to information that industry and stakeholders need to advance exploration activities.

### **Mining, Oil and Gas (10.4b)**

Facilitates the safe and efficient development of Manitoba's mineral, oil and gas resources, and the maximum recovery of oil from Manitoba fields, minerals from mines, and aggregate from quarries. Includes engineering and inspection services for mines, quarries and petroleum extraction, storage, and closure.

#### **Key Objectives**

- Implement measures to simplify the process and requirements for the collection of oil and gas Crown royalties, taxes.
- Ensure that depleted pits and quarries are rehabilitated to a condition which is safe, environmentally stable, and compatible with adjoining lands.
- Improve the quality of life and the environment for Manitobans by reducing green house gas emissions.

#### **Main Activities**

- Deliver enhanced client centered services and improve the Manitoba Fiscal Regime for the oil and gas industry.
- Create a simpler method for the calculation for oil and gas royalties and taxes.
- Support the implementation of carbon capture and underground storage of carbon dioxide.

#### **Expected Results**

- Reduce administrative burden for both industry and government.
- Increase the number of pits and quarries being rehabilitated annually.
- Reduce emissions and increase employment opportunities.

## **Business Development Services Unit (10.4c)**

Creates the environment that accelerates sustainable economic development in mineral, oil and gas, and aggregate production in Manitoba.

### **Key Objectives**

- Provide a single-window concierge service for investors, entrepreneurs and businesses focused on mining and mineral exploration and serve as a one-stop approach to connecting with programs and services from across the Manitoba government.

### **Main Activities**

- Develop new mineral exploration policies and a competitive service standard for early mineral exploration permit reviews to ensure the facilitation of responsible, sustainable mineral exploration activity and positioning Manitoba to seize opportunities in the green energy sector.
- Develop a provincial critical minerals strategy that prioritizes investment, exploration, and development in partnership with Indigenous Nations to support growth of Manitoba's mining sector and create good jobs.
- Lead business development and investment attraction by providing client-centered services for mineral exploration and mining companies looking to open, expand or invest in Manitoba.
- Engage Manitobans and key mining sector stakeholders on the creation of resource management and development strategies and updating best management practices and permitting strategies. The practices and strategies that come out of this engagement will allow for industry to complete projects on land or water in a way that mitigates resource and environmental concerns.
- Review and develop an enhanced mineral exploration work permit and accompanying application support guide, using a whole-of-government approach, which provides proponents with clear and concise mineral exploration policies and guidelines.
- Release an enhanced early mineral exploration work permit application and companion guide to support the receipt of stronger applications that contain all required information on proposed projects to facilitate internal technical review and meaningful consultation with Indigenous communities.

### **Expected Results**

- A sustainable mining sector that benefits northern and Indigenous Peoples, advances shared goals, promotes economic reconciliation, and creates long-term growth and prosperity in Manitoba.
- Timely and predictable permitting processes that balances environmental sustainability with economic opportunities in the green energy sector, minerals, and emerging resource development trends.

## Natural Resource Stewardship (Res. No. 10.5)

### Main Appropriation Description

Supports responsible stewardship of Manitoba's natural resources, including fish, forests, wildlife, and peatlands. Provides for the administration and management of Crown land. Coordinates meaningful consultation and engagement with Indigenous communities to advance economic reconciliation and supports activities that increase Indigenous participation in natural resource sectors.

Sub-appropriations	2024/25		2023/24		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Divisional Administration	3.00	411	3.00	401	
Forestry and Peatlands	46.00	11,600	46.00	11,627	
Lands and Planning	25.00	5,127	25.00	5,061	
Consultation and Reconciliation	16.00	3,433	16.00	3,388	
Wildlife	41.00	6,641	41.00	6,731	
Fisheries	41.35	7,515	41.35	6,975	
<b>TOTAL</b>	<b>172.35</b>	<b>34,727</b>	<b>172.35</b>	<b>34,183</b>	
<b>Expense by Type</b>					
Salaries And Emp Ben	172.35	17,322	172.35	17,134	
Other Expenditures	-	15,855	-	15,499	
Grant Assistance	-	1,550	-	1,550	
<b>TOTAL</b>	<b>172.35</b>	<b>34,727</b>	<b>172.35</b>	<b>34,183</b>	

### Sub-Appropriation Description

#### Divisional Administration (10.5a)

Provides strategic leadership and organizational planning for the division to ensure alignment and collaboration on key priorities, programs, and initiatives.

#### Key Objectives

- Oversee the responsible and sustainable stewardship of Manitoba's fish, forests, wildlife, and peatlands.
- Support the transition to a more inclusive, co-management approach to resource stewardship with Indigenous Nations.
- Support the economic viability and growth of Manitoba's natural resource sectors.

### **Main Activities**

- Serve as a senior liaison between Manitoba and Indigenous Nations, industry, and stakeholders in relation to natural resource matters.

### **Expected Results**

- Increased collaboration with Indigenous Nations, industry, and stakeholders in relation to natural resource initiatives.

## **Forestry and Peatlands (10.5b)**

Ensures that Manitoba's forests and peatlands are developed and managed in a sustainable manner.

### **Key Objectives**

- Support sustainable management of Manitoba's forests and peatlands.
- Protect and maintain Manitoba's forests from invasive species, such as the emerald ash borer, Dutch elm disease and spongy moth.
- Enhance Manitoba's coverage of provincially significant peatlands.

### **Main Activities**

- Maintain an inventory of Manitoba's forests.
- Maintain the sustainable annual harvest levels for all Forest Management Units across the province.
- Issue cutting rights and collect associated dues, royalties, charges, and fees.
- Support for urban forestry initiatives and Dutch elm disease management in partnership with communities.
- Conduct forest health monitoring, aerial surveys and collect imagery for operational planning and compliance monitoring of harvest areas. Support of forestry field services through improved mobile workflows, data checks, web maps, web applications, data automations and dashboards.
- Work with urban and Indigenous communities to enhance their forest canopy.
- Work with the peat harvesting industry in Manitoba to improve peat harvest sustainability estimates.
- Work with the department of Environment and Climate Change's 30-by-30 working group to explore additional provincially significant peatlands to Manitoba's protected areas network.
- Map harvest areas, site preparation, plantations, and surveys into the provincial silviculture database.
- Acquire photo plots as part of Manitoba's contribution to the National Forest Inventory.  
Plant trees as part of the 2 Billion Trees Initiative in partnership with the Government of Canada. Manitoba will ensure additional trees are planted in our urban centres and public forests to help restore nature and biodiversity.

### **Expected Results**

- Improved peatland inventory datasets and field data.
- Improved the quality of Manitoba's forestry datasets and the public sharing of these via DataMB.
- Designated additional provincially significant peatlands.
- Completed the forest renewal of more than 850ha of Crown lands. Improved forest management activities through accurate assessment of the forest resource for operational planning.
- More trees planted.

## **Lands and Planning (10.5c)**

Administers lands under The Crown Lands Act and The Wild Rice Act, with a mandate to balance the principles of sustainable development within the operational planning, policy, and program framework. The branch also coordinates the review of Crown lands selected and scheduled for transfer to Canada under Treaty Land Entitlement or other settlement agreements, oversight of the Geographical Names Program, and secretariat for corporate and operational Crown land policy.

### **Key Objectives**

- Increase capacity to build stronger relationships with Indigenous Nations and explore economic development opportunities.
- Develop a modern framework for Crown land planning and Crown land management, including the interdepartmental review process for Crown land applications.
- Advance Crown land transfers in accordance with the Treaty Land Entitlement Framework Agreement.
- Engage with Indigenous Nations for participation in Manitoba's Indigenous Place Names Project.

### **Main Activities**

- Plan, manage, and administer Crown land to support economic and natural resource development in a sustainable manner.
- Complete the transfer to Canada, by Order-in-Council, of Crown land selections and Crown interests through acquisitions in accordance with the Treaty Land Entitlement Framework Agreement.
- Review Crown land applications for permits, leases, and sales, including assessing options for process improvements to support client-centered service efficiencies.
- Develop operational policy, establish regulations, and update programs to support compliance and enforcement.
- Participate on interdepartmental committees and review Crown land proposals to ensure developments and designations are in accordance with corporate goals and objectives.
- Provide management and oversight of the Wild Rice Program, departmental Grant in Lieu of Taxation Program, and Surveyed Lot Inventory Program.

### **Expected Results**

- Increased training opportunities focused on the path to truth and reconciliation, the duty to consult and accommodate, engagement and building stronger relationships.
- Engaged with Indigenous Nations on Crown land opportunities to promote economic development.
- Increased compliance and enforcement rates
- Increased transparency by making operational policies available on the website.
- Increased participation in Manitoba's Indigenous Place Names Program and inclusion of traditional place names into Manitoba's geographic names database.

## **Consultation and Reconciliation (10.5d)**

Leads Crown-Indigenous consultation and shared management of Manitoba's natural resources, including implementation of the Mineral Development Protocol initiative and negotiation of minerals sector consultation protocols.

### **Key Objectives**

- Educate public servants on the history of Indigenous Peoples, including the legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties, Indigenous law, and Crown-Indigenous relations.
- Establish regular forums for Indigenous Nations to actively participate in discussions regarding natural resource management, ensuring Indigenous voices are heard and respected.
- Foster meaningful dialogue with Indigenous Peoples that is built on respect and recognition of rights, engagement, partnerships between government, Indigenous Nations, and industry stakeholders to promote Indigenous participation in resource development projects.
- Build positive relationships with Indigenous Nations with transparent communication based on mutual respect, trust, and shared goals.

### **Main Activities**

- Identify and develop learning opportunities for department staff on Indigenous history and perspectives to increase cultural awareness.
- Provide consultative services to project proponents to foster understanding, collaboration, and alignment of interests. Encourage project proponents to undertake early and ongoing engagement with Indigenous Nations.
- Encourage project proponents to establish agreements with Indigenous Nations that outline benefits, responsibilities, and commitments. Support the participation of Indigenous Nations in discussions.
- Manage the implementation of the Mineral Development Protocol initiative, including development of protocol agreements that ensure clear and transparent consultation processes.
- Develop procedures that support consistent application of government policy as it relates to the delivery of consultation process.
- Provide reasonable capacity support that enables Indigenous Nations to meaningfully participate in consultation processes. Ensure that funding processes are timely, transparent, and responsive.
- Work with Indigenous Nations to identify potential adverse impacts on the exercise of Indigenous rights. Collaboratively develop, implement, monitor, and adjust measures that mitigate or avoid impacts.

### **Expected Results**

- Increased engagement with Indigenous Nations on economic development opportunities in the natural resource sectors.
- Increased levels of trust and communication with Indigenous Nations and improved conflict resolution.
- Increased participation levels of Indigenous Nations in resource development projects.
- Increases levels that Indigenous Nations are actively engaged in consultation processes, including representation of key groups to ensure that their voices are heard and considered.
- Increased levels of Indigenous participation in identifying measures that mitigate adverse impacts, including establishing effective accommodation measures.

- Increased uptake by department staff in professional development opportunities focused on the path to truth and reconciliation and the duty to consult and accommodate.
- Enhanced accountability for how consultation processes adhere to internal legal, financial, and timeline requirements.
- Improved tracking of investments in capacity supports and the impact on strengthening knowledge, skills, and participation.

## **Wildlife (10.5e)**

Manages, protects, and enhances wildlife resources and their ecosystems to support sustainable use of the resources.

### **Key Objectives**

- Work with Indigenous Nations, industry, stakeholders, and communities to protect wildlife resources in a manner consistent with the conservation of species and ecosystems for the benefit of all Manitobans.

### **Main Activities:**

- Manage the prevention, detection, response, and control of Chronic Wasting Disease within Manitoba.
- Manage big game populations using new technology and innovative approaches to support hunting for the sustainable use and enjoyment of Manitoba residents and tourists.
- Manage species at risk to protect, maintain and recover populations.
- Manage commercial wildlife allocations (hunting and trapping) in a sustainable manner to provide employment opportunities and support the economy.
- Manage wildlife management areas to provide habitat for wildlife species and hunting opportunities.
- Operate chronic wasting disease drop off depots to support chronic wasting disease prevention, detection, and response.
- Issue hunting/trapping licences and permits for activities that can affect big game/furbearer populations to ensure sustainable use and protection of big game/furbearer species.
- Conduct population assessment surveys of big game to monitor populations and inform management strategies that support sustainable use.
- Conduct monitoring of species at risk to inform management strategies to protect, maintain and recover populations.
- Assess habitat in wildlife management areas for big game and species at risk and to provide hunting opportunities.
- Work with the department of Agriculture on an action plan to reduce problem predators in hot spots in the province.

### **Expected Results**

- Minimized Chronic Wasting Disease spread within Manitoba and introduction to Manitoba.
- Sustainable commercial outfitting/trapping that support local outfitters and trappers.
- Sustainable big game populations to support recreational hunting and trapping opportunities.
- Maintenance and potential recovery of species at risk.

## **Fisheries (10.5f)**

Manages, protects, and enhances fisheries resources and their ecosystems to support sustainable use of the resources.

### **Key Objectives**

- Ensure sustainable use of the fisheries resources with a focus on maintaining or enhancing fish populations and habitat, monitoring harvest and habitat alterations and allocating resources for the best return.

### **Main Activities**

- Manage the prevention, detection, response, and control of aquatic invasive species to and within Manitoba.
- Manage commercial fisheries in a sustainable manner to provide employment opportunities to over 2,500 fishers, helpers, fish processing facilities and fish dealers.
- Maintain eco-certification of commercial fisheries on Waterhen and Cedar lakes, and work towards eco-certification of fisheries on Lakes Winnipeg, Manitoba, and Winnipegosis, to ensure market access.
- Manage the recreational fishery for the sustainable use and enjoyment of Manitoba residents and tourists which supports a \$600M economy.
- Operate an annual watercraft inspection program, waterbody monitoring program, and public engagement program to support aquatic invasive species prevention, detection, and response.
- Issue fishing licences and permits for activities that can affect fish stocks, and monitors fish harvest and permitted activities, to ensure sustainable use and protection of fish.
- Conduct annual fish stock assessments to track fish populations and inform management strategies that support sustainable use.
- Conduct programs and activities that facilitate eco-certification of commercial fisheries, including engagement with commercial fishing organizations and communities.
- Stock appropriate fish species to support fish stocks and provide unique angling opportunities that enhance both resident and non-resident recreational fishery experiences and industry.
- Administer the Northern Fisherman's Freight Assistance program to assist fishers in remote and economically marginal fisheries with the cost of shipping fish to market to maintain economic benefits to fishers and local communities.
- Engage commercial fishers to inform the establishment of a Commercial Fisheries Advisory Council.

### **Expected Results**

- Minimized aquatic invasive species spread within Manitoba and introduction to Manitoba.
- Sustainable commercial fisheries that support local fishers and communities.
- Enhanced local and international market access in response to growing demand for sustainably sourced fish from eco-certified fisheries.
- Sustainable recreational fisheries for the benefit of Manitoba resident anglers and the angling tourism industry.

## Conservation and Wildfire Services (Res. No. 10.6)

### Main Appropriation Description

Delivers the Conservation Officer Service and the Manitoba Wildfire Service to ensure public safety, protects Manitoba's natural resources and delivers wildfire preparedness, mitigation, prevention, and suppression services.

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Divisional Administration	3.00	408	3.00	402	
Conservation Officer Service	126.65	25,071	126.65	24,371	
Manitoba Wildfire Service	58.20	37,443	58.20	37,371	
Wildfire Suppression	-	13,932	-	13,932	
<b>TOTAL</b>	<b>187.85</b>	<b>76,854</b>	<b>187.85</b>	<b>76,076</b>	
<b>Expense by Type</b>					
Salaries and Employee Benefits	187.85	29,093	187.85	28,406	
Other Expenditures	-	47,761	-	47,670	
<b>TOTAL</b>	<b>187.85</b>	<b>76,854</b>	<b>187.85</b>	<b>76,076</b>	

### Sub-Appropriation Description

#### Divisional Administration (10.6a)

Provides leadership, strategic and organizational planning, risk management, regulatory compliance and ministerial communications for the division.

#### Key Objectives

- Revitalize the Conservation and Wildfire Services through organizational planning.
- Oversee planning and implementation of bilateral agreements with Natural Resources Canada.

#### Main Activities

- Negotiates and manages intergovernmental agreements.

#### Expected Results

- New partnerships with the Government of Canada that help Manitoba prepare for and manage wildfires.

### **Conservation Officer Service (10.6b)**

Delivers an effective, responsive, and professional service that protects public safety, Manitoba's natural resources and the environment through building relationships with communities, offering education and enforcement activities.

#### **Key Objectives**

- Build stronger relationships with Indigenous Nations, local governments, and key stakeholders.
- Maintain enforcement efforts to reduce the number of incidents of dangerous hunting practices.

#### **Main Activities**

- Revitalize Manitoba's Conservation Officer Program, ensuring that long vacant positions are filled, with an additional emphasis on strengthening relationships with communities and Indigenous Nations.
- Implement strategic regional and district enforcement plans utilizing various forms of transportation and optimizing the use of staff resources.
- Carry out enforcement plans utilizing covert and uniformed officers on land and major waterbodies.
- Engage on a regular and scheduled basis with various Indigenous Nations, local governments, and key stakeholders as part of regional and district work plans.
- Enforce legislation against illegal sales of fish and wildlife.
- Support the Wildfire Service with the prevention, mitigation, and suppression of wildfires.

#### **Expected Results**

- Improved stakeholder relations and meaningful reconciliation with Indigenous Nations.
- Enhanced community and public safety and the protection of natural resources.

### **Manitoba Wildfire Service (10.6c)**

Delivers wildfire suppression activities and wildfire preparedness, mitigation, and prevention programming.

#### **Key Objectives**

- Achieve preparedness levels of operational staff in accordance with health and safety policy and legislation.
- Establish a dedicated prevention and mitigation governance structure under the national FireSmart banner.

#### **Main Activities**

- Train and qualify provincial staff in-house and utilize partner organizations to meet training objectives while ensuring the training meets national standards.
- Work with Indigenous Nations, other government departments, local governments, and other stakeholders to establish a provincial prevention and mitigation governance structure.
- Ensure staff of Manitoba Wildfire Service and partner agencies are trained and qualified to national standards.
- Implement the Provincial FireSmart Committee.

#### **Expected Results**

- Trained staff responsive to needs and focused on prevention, mitigation, and suppression of wildfires.
- Strong collaborative relationships with communities.

## **Wildfire Suppression (10.6d)**

Delivers wildfire suppression programming, including the management of human, aircraft, equipment, and supplies needed for fighting wildfires.

### **Key Objectives**

- Provide wildfire protection within burning permit areas and community interest zones across the province.
- Manage wildfires outside burning permit areas and community interest zones when necessary or requested, subject to availability of resources and values at risk.

### **Main Activities**

- Detect and suppress wildfires near communities while also protecting commercial timber values and other values at risk and across the province.
- Monitor and assess wildfires that are not a threat to a community, remote lodges or cabins, or commercial timber values, to restore and maintain fire-adapted ecosystems.

### **Expected Results**

- Suppress wildfires within burning permit areas if they are deemed a threat to a community, remote lodge or cabin, or commercial timber value.
- Assist First Nations and municipal partners in their suppression efforts.

# Costs Related to Capital Assets (Non-Voted)

Sub-appropriations	2024/25		2023/24		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
General Assets	-	4,957	-	4,190	
<b>Expense by Type</b>					
Amortization		4,957	-	4,190	
<b>TOTAL</b>		<b>4,957</b>	-	<b>4,190</b>	

# Glossary

**Agencies, Boards and Commissions (ABCs)** – Entities established by the government to carry out a range of functions and services. ABCs include councils, authorities, advisory bodies, funding bodies, professional organizations, and quasi-judicial tribunals.

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

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

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

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

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

**Full-Time Equivalent (FTE)** – This is a measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, seasonal, contract) are measured in proportional equivalents, e.g.: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years - or 78 weeks - of employment such as six staff for three months or 13 weeks each; two staff for nine months or 39 weeks each; one full-time and one half-time staff for one year; three half-time staff for one year).

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

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

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

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

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

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

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

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

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

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

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

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. All performance objectives and measures should align with the organization's strategy.

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

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

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