

2025/26

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

BUDGET 2025

Manitoba Agriculture

Agriculture Manitoba



LAND ACKNOWLEDGEMENT

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

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

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

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

RECONNAISSANCE TERRITORIALE

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

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

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

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

**Supplement
to the Estimates
of Expenditure
2025-26**

**Budget
complémentaire
2025-2026**

Manitoba Agriculture Agriculture Manitoba

Manitoba Agriculture
Phone: 1-844-769-6224
Email: agriculture@gov.mb.ca

Electronic format: <https://manitoba.ca/openmb/infomb/departments/index.html>

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Minister of Agriculture

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

I am honored to present the 2025-26 Manitoba Agriculture Supplement to the Estimates of Expenditure. As Minister of Agriculture, 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.

Manitoba Agriculture is committed to supporting the agriculture industry and a vibrant provincial economy to encourage a healthy quality of life in a sustainable environment. We will continue to develop and deliver programs and provide services that serve our clients' needs and benefit all Manitobans.

I invite you to review our initiatives and performance measures which have been developed to make Manitoba prosperous and provide a safe and thriving place to live, work and invest.

Original Signed By

Honourable Ron Kostyshyn

Minister of Agriculture





Ministre de l'Agriculture

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

C'est avec un sentiment d'honneur que je présente le budget complémentaire 2025-2026 d'Agriculture Manitoba. En tant que ministre de l'Agriculture, 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.

Le ministère de l'Agriculture du Manitoba est résolu à soutenir le secteur agricole et à bâtir une économie provinciale dynamique afin de permettre à la population de jouir d'une qualité de vie saine dans un environnement durable. Nous continuerons de mettre au point et en œuvre des programmes et d'offrir des services qui répondront aux besoins de nos clients tout en profitant à l'ensemble des résidents de la province.

Je vous invite à passer en revue les initiatives et les mesures de rendement que nous avons mises en place pour faire du Manitoba une province prospère et dynamique où l'on peut vivre, travailler et investir en toute sécurité.

Original signé par

Ron Kostyshyn

Ministre de l'Agriculture



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Introduction / Overview of the Supplement to the Estimates of Expenditure

The Supplement to the Estimates of Expenditure (Supplement) provides additional information to the members of the Legislative Assembly and the public in their review of the department information contained in the Summary Budget and the departmental Estimates of Expenditure for the fiscal year ending March 31, 2026.

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 2026.

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 in 2024-25 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 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 2026.

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 2026.

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 en 2024-2025, 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 l'objet d'un suivi centralisé.

Department Summary

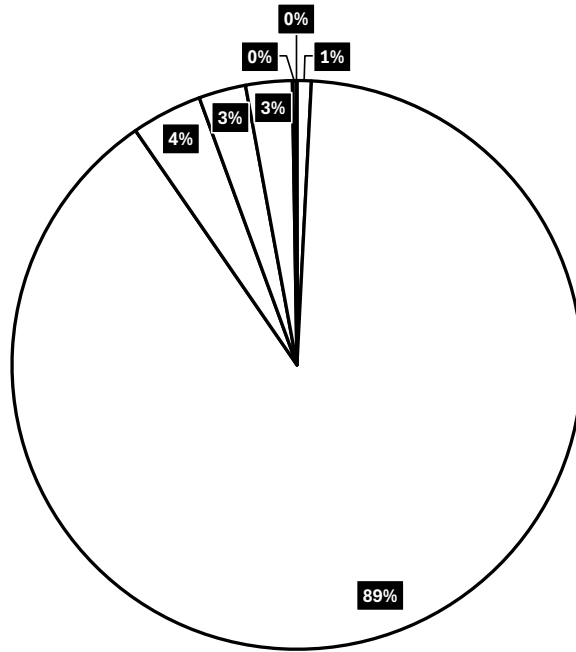
Department Description	Manitoba Agriculture is responsible for fostering the sustainable growth of Manitoba agriculture producers and agri-processors by providing innovative reliable supports and services. The department consists of four divisions: Financial and Administrative Services, Industry Advancement, Agriculture Production, Innovation and Resilience and Strategic Planning, Policy and Programs, and a Crown corporation, Manitoba Agricultural Services Corporation.
Minister	Honourable Ron Kostyshyn
Deputy Minister	Brenda DeSerranno

Other Reporting Entities	1	Manitoba Agricultural Services Corporation
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Summary Expenditure (\$M) Consolidated Core and ORE budgets that make up the department summary budget	
551	597
2025-26	2024-25

Core Expenditure (\$M) Departmental expenditures as presented in the Estimates of Expenditure		Core Staffing Department's total FTEs	
229	226	379.00	383.00
2025-26	2024-25	2025-26 FTE	2024-25 FTE

Percentage Distribution of Expenditures by Operating Appropriation, 2025-26



- 89 % Risk Management, Credit and Income Support Programs
- 4 % Industry Advancement
- 3 % Agriculture Production, Innovation and Resilience
- 3 % Strategic Planning, Policy and Programs
- 1 % Financial and Administrative Services
- 0 % Costs Related to Capital Assets (Non-Voted)
- 0 % Interfund Activity

Vue d'ensemble du ministère

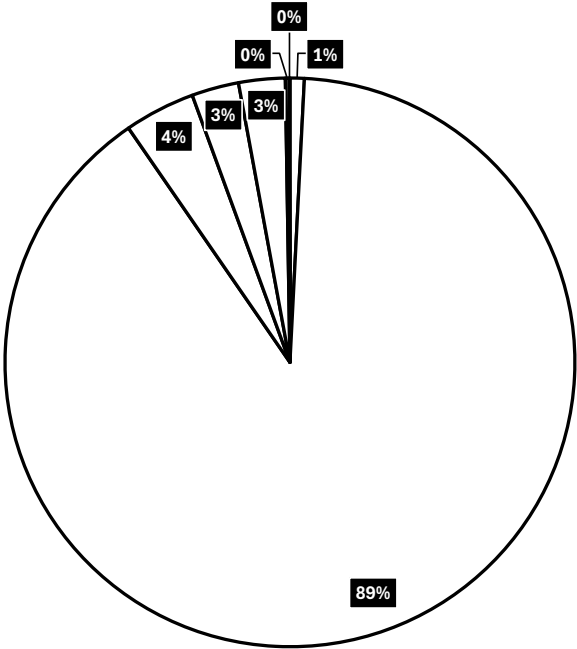
Description du ministère	Agriculture Manitoba a la responsabilité de favoriser la croissance durable des producteurs et des entreprises de transformation de produits agricoles du Manitoba en fournissant des mesures d'aide et des services novateurs et fiables. Le ministère compte quatre divisions (Services financiers et administratifs; Promotion de l'industrie; Production, innovation et résilience agricoles; Plans, politiques et programmes stratégiques) et une société d'État (Société des services agricoles du Manitoba).
Ministre	Ron Kostyshyn
Sous-ministre	Brenda DeSerranno

Autres entités comptables	1	Société des services agricoles du Manitoba
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Dépenses globales (en millions de dollars)	
Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire	
551	597
2025-2026	2024-2025

Dépenses ministérielles (en millions de dollars)		Personnel ministériel	
Dépenses ministérielles telles que présentées dans le Budget des dépenses		ETP totaux du ministère	
229	226	379,00	383,00
2025-2026	2024-2025	ETP en 2025-2026	ETP en 2024-2025

Ventilation (en pourcentage) des dépenses par crédit de fonctionnement, 2025-2026



- 89 % Programmes de gestion des risques, de crédit et de soutien du revenu
- 4 % Promotion de l'industrie
- 3 % Production, innovation et résilience agricoles
- 3 % Plans, politiques et programmes stratégiques
- 1 % Services financiers et administratifs
- 0 % Coûts liés aux immobilisations (dépenses non votées)
- 0 % Transactions interfonds

Department Responsibilities

Manitoba Agriculture fosters the sustainable growth of Manitoba producers and agri-processors through innovative, reliable supports and services.

The overall responsibilities of the minister and Manitoba Agriculture include:

- Enhance Agricultural Crown Lands management.
- Develop programs and business risk management tools and products to support farmers and industry in making and executing informed business decisions and mitigating the impacts of extreme events.
- Continue to liaise with Manitoba Agricultural Services Corporation to modernize and elevate client experience through Agriculture Service Centres.
- Build trust and achieve service delivery goals by promoting truth and reconciliation through public engagement and collaboration with Indigenous peoples.
- Develop climate change response strategies and investments that positively impact producers and processors.
- Administer and promote the Sustainable Canadian Agricultural Partnership framework activities and strategic investments.
- Provide regulatory oversight and a framework to protect and advance human, animal, and plant health and welfare; and the competitiveness of our agriculture and agri-processing industries.
- Improve sector resiliency by providing science-based expertise and diagnostics to protect and enhance human, animal and plant health and welfare.
- Support innovation and research in the agricultural sector including opportunities to expand regenerative agriculture.
- Collaborate with stakeholders to position Manitoba as a leading supplier of plant and animal-based protein and value added agri-food products to attract investment, create jobs and develop Manitoba's economy.
- Operate under the authority of legislation listed in the appendix.

The Minister is also responsible for:

- Manitoba Agricultural Services Corporation

Responsabilités ministérielles

Agriculture Manitoba favorise la croissance durable des producteurs et des entreprises de transformation de produits agricoles du Manitoba grâce à des mesures d'aide et à des services novateurs et fiables.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère de l'Agriculture comprennent les suivantes :

- Améliorer la gestion des terres domaniales agricoles.
- Créer des programmes, des produits et des outils de gestion du risque pour aider les agriculteurs et l'industrie à prendre des décisions d'affaires éclairées, à y donner suite et à atténuer l'incidence des phénomènes extrêmes.
- Continuer à assurer la liaison avec la Société des services agricoles du Manitoba pour moderniser et enrichir l'expérience client aux centres des services agricoles.
- Renforcer la confiance et atteindre les objectifs de prestation de services en faisant la promotion de la vérité et de la réconciliation au moyen de consultations publiques et d'initiatives de collaboration menées auprès des peuples autochtones.
- Élaborer des stratégies et effectuer des investissements en matière de changements climatiques qui se répercutent positivement sur les producteurs et les entreprises de transformation de produits agricoles.
- Administrer et promouvoir les activités-cadres et les investissements stratégiques du Partenariat canadien pour une agriculture durable.
- Assurer une surveillance réglementaire et fournir un cadre pour protéger et promouvoir la santé et le bien-être des humains, des animaux et des plantes ainsi que la compétitivité de nos secteurs de l'agriculture et de la transformation de produits agricoles.
- Améliorer la résilience du secteur en fournissant une expertise et des diagnostics fondés sur la science pour protéger et améliorer la santé et le bien-être des humains, des animaux et des plantes.
- Soutenir l'innovation et la recherche dans le secteur agricole, y compris les possibilités d'expansion de l'agriculture régénératrice.
- Collaborer avec les parties prenantes pour faire du Manitoba l'un des principaux fournisseurs de protéines végétales et animales et d'autres produits agroalimentaires à valeur ajoutée afin d'attirer des investissements, de créer des emplois et de favoriser le développement économique du Manitoba.
- Mener les activités conformément aux dispositions des lois figurant en annexe.

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

- Société des services agricoles du Manitoba.

Statutory Responsibilities

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

The Agricultural Producers' Organization Funding Act (A18)

The Manitoba Agricultural Services Corporation Act (A25)

The Agricultural Societies Act (A30)

The Department of Agriculture Act (A40)

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

The Agrologists Act (A50)

The Animal Care Act (A84)

The Animal Diseases Act (A85)

The Animal Liability Act (A95)

The Bee Act (B15)

The Cattle Producers Association Act (C25)

The Crown Lands Act (C340)

[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 sections 7.2 to 7.6 and 7.7]

The Dairy Act (D10)

The Family Farm Protection Act (F15)

The Farm and Food Awareness Act (F28)

The Farm Income Assurance Plans Act (F30)

The Farm Lands Ownership Act (F35)

The Farm Machinery and Equipment Act (F40)

The Farm Practices Protection Act (F45)

The Farm Products Marketing Act (F47)

The Food Safety Act (F138)

[This act is not yet in force. It is to come into force on a date to be fixed by proclamation.]

The Fruit and Vegetable Sales Act (F180)

The Land Rehabilitation Act (L50)

The Livestock and Livestock Products Act (L170)

The Livestock Industry Diversification Act (L175)

The Milk Prices Review Act (M130)

The Noxious Weeds Act (N110)

The Organic Agricultural Products Act (O77)

The Pesticides and Fertilizers Control Act (P40)

The Plant Pests and Diseases Act (P90)

The Property Tax and Insulation Assistance Act (P143)

[Part III.1, and section 1 and Part VI as they relate to subjects covered under Part III.1]

The Veterinary Medical Act (V30)

The Veterinary Services Act (V50)

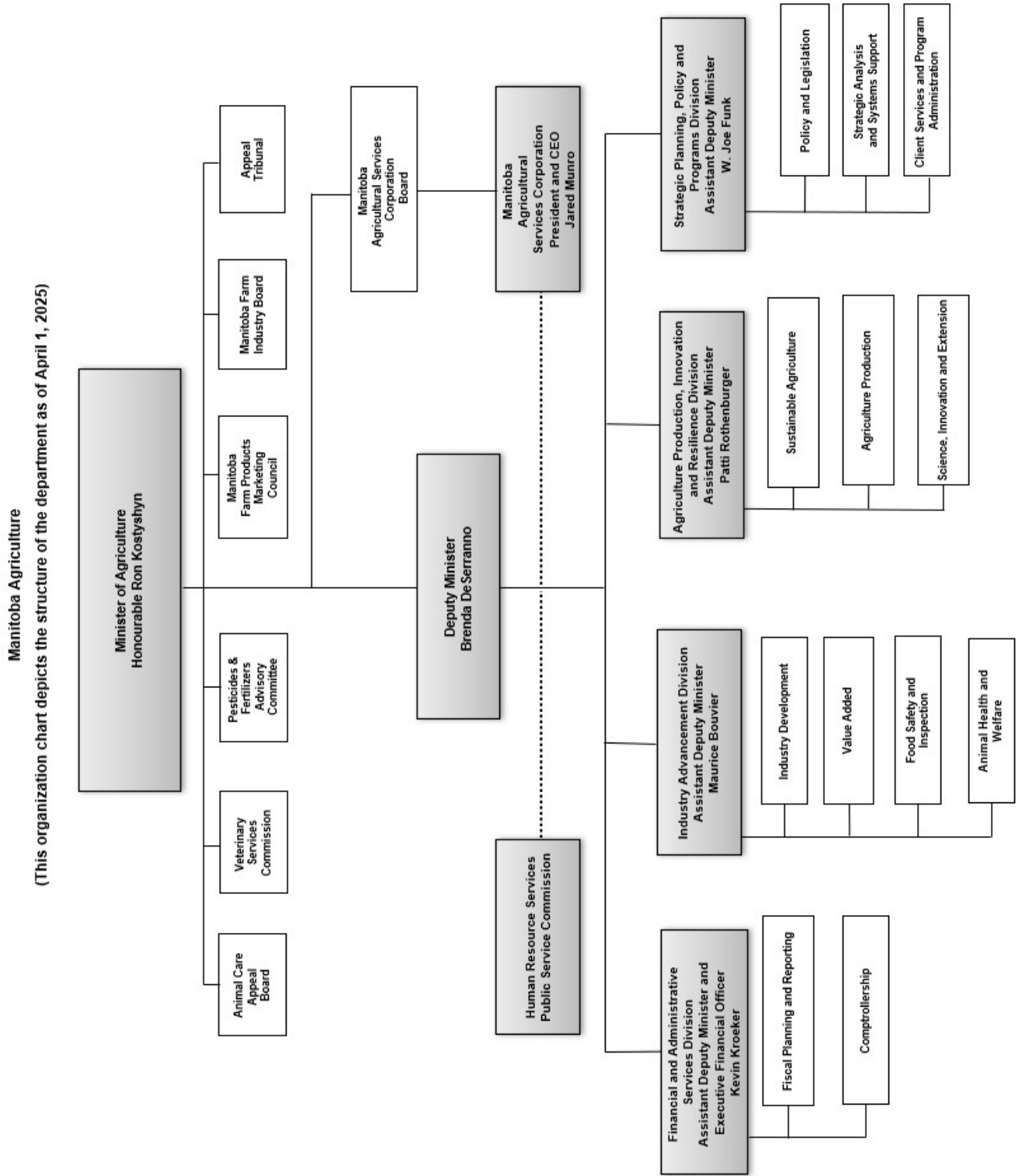
The Wildlife Act (W130)

[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 Women's Institutes Act (W180)

Organizational Structure

Manitoba Agriculture as of April 1, 2025



Operating Environment and Departmental Risk

An innovative, resilient, and sustainable agricultural industry is a key economic driver for the province of Manitoba. The agriculture sector in Manitoba continues to adapt to a changing business environment, including technology modernization, trade and supply chain disruptions, food security, extreme weather events and epidemics. Our department is dedicated to supporting the agriculture and agri-food industry amid uncertainties in trade relations with the United States. The department has responded by implementing programs, services, and legislation to support the agriculture and agri-food sector in managing and responding to these challenges.

The agri-food sector registered remarkable export growth in 2023 reaching \$9.39B, an increase of 6.4 per cent compared to 2022. During the same period, Manitoba's total international exports increased by 3.9 per cent, from \$20.7B to \$21.5B. The increasing global demand for food and high international food prices are anticipated to provide opportunities for continued growth for Manitoba's agri-food export market.

In 2023, the governments of Canada and Manitoba announced a \$221M agreement for strategic agricultural initiatives in Manitoba under the new Sustainable Canadian Agricultural Partnership (Sustainable CAP) framework. The Sustainable CAP is a five-year, \$3.5B investment by Canada's federal, provincial, and territorial governments to support Canada's agri-food and agri-products sectors. This includes \$1.0 billion in federal programs and activities and a \$2.5B commitment that is cost-shared 60 per cent federally and 40 per cent provincially/territorially for programs designed and delivered by provinces and territories.

Over the 2025-26 fiscal year, the department will continue to foster the sustainable growth of Manitoba producers and agri-processors by providing innovative, reliable, and timely supports and services. This includes taking action to mitigate and adapt to impacts of climate change; grow the economy with good jobs; lead in agricultural research and innovation; and implement strong business risk management supports.

To support these actions, the department continues to offer the Environmental Farm Plan (EFP) as a tool to help farm managers identify agri-environmental assets and risks, develop action plans to mitigate those risks, meet sustainable marketing requirements and access agri-environmental cost-share programming. By implementing an EFP, producers can improve air, water and soil quality while conserving and increasing biodiversity on Manitoba farmland. EFPs contribute to environmental protection and conservation and make the province's agricultural commodities and value-added products more marketable to environmentally conscious consumers.

The department will continue to work with industry stakeholders and academia to address skilled labour shortages in agriculture and food to make it easier for Manitobans to join the workforce and support industry growth. The department continues to support research and innovation at four agricultural Diversification Centres that conduct applied research and demonstrations on crops, soil, technology, and best management practices in different growing conditions.

The department will continue to respond to the business risk management (BRM) needs of producers across the province. In partnership with Manitoba Agricultural Services Corporation (MASC) we will continue to provide producers with a broad range of BRM tools that help mitigate risk, promote best management practices, and protect against production and quality losses caused by extreme weather, disease, pests, and global commodity market volatility that are beyond producer control.

Manitoba has created funding programs to align with the five federal agricultural priority areas of Climate Change and Environment, Market Development and Trade, Building Sector Capacity, Growth and Competitiveness, Science, Research and Innovation, Resiliency and Public Trust in Sustainable CAP. The department has also added the unique to Manitoba priority area of Indigenous Agriculture and Relationship Development. Programs under this priority area support initiatives, priorities, and innovative partnerships that enhance relationships with Indigenous peoples and increase Indigenous participation and opportunities in Manitoba's agriculture and agri-food economy. The department will review and recommend funding

applications for projects that support the sustainable growth of the agriculture and agri-food sector for all Manitobans.

We will continue to work for the people, animals, plants, land, and environment, while applying legislative, regulatory, and departmental resources and processes to support the development and implementation of initiatives that reflect our priorities and the sustainability of the agriculture industry in Manitoba.

Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. Departments align their work with mandate items in their supplement. The following section lists the departmental objectives, key initiatives, and performance measures in more detail. The Department Strategic Objectives are:

Vision

A Manitoba that cultivates innovation and sustainability while fostering agricultural growth and resiliency.

Mission

To foster the sustainable growth of Manitoba producers and agri-processors through innovative, reliable supports and services.

Values

- Accountability
- Science Based Decision Making
- Collaboration
- Truth and Reconciliation
- Innovation and Initiative

Provincial Themes and Department Objectives

Healthier Families and Safer Communities

1. Improve Adaptation to and Mitigation of Climate Change in Agriculture in Manitoba

Growing Our Economy

2. Create and Operate Strong Business Risk Management Supports to Help Producers
3. Grow the Economy with Good Jobs
4. Ensure the Conditions are Right for the Private Sector to Succeed
5. Establish Manitoba as a Leader in Agricultural Innovation and Research, Resilience and Sustainability

A Government that Works for You

6. Explore and Implement Opportunities to Increase Efficiencies by Applying Innovation to Our Work

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 avec les éléments contenus dans ces lettres. La section suivante énumère de façon plus détaillée les objectifs, les initiatives clés et les mesures de la performance du ministère. Les objectifs stratégiques ministériels sont les suivants :

Vision

Un Manitoba qui cultive l'innovation et la durabilité tout en favorisant la croissance et la résilience de l'agriculture.

Mission

Soutenir la croissance durable des producteurs et des entreprises de transformation de produits agricoles du Manitoba grâce à des mesures d'aide et à des services novateurs et fiables.

Valeurs

- Reddition de comptes
- Décisions fondées sur la science
- Collaboration
- Vérité et réconciliation
- Innovation et initiative

Thèmes provinciaux et objectifs ministériels

Des familles plus en santé et des communautés plus sûres

1. Améliorer l'adaptation aux changements climatiques et l'atténuation de leurs effets dans le secteur agricole du Manitoba

Faire croître notre économie

2. Créer et offrir de solides mesures de soutien en matière de gestion des risques de l'entreprise pour aider les producteurs
3. Faire croître l'économie en créant de bons emplois
4. Fournir des conditions propices à la réussite du secteur privé
5. Faire du Manitoba un chef de file en matière d'innovation et de recherche, de résilience et de durabilité dans le secteur agricole

Un gouvernement qui travaille pour vous

6. Explorer et mettre en œuvre des solutions novatrices afin d'améliorer l'efficacité de notre travail

Department Performance Measurement - Details

Healthier Families and Safer Communities

1. Improve Adaptation to and Mitigation of Climate Change in Agriculture in Manitoba

Key Initiatives

- **Environmental Farm Plan (EFP) Program:** The EFP is an online self-assessment tool for farmers to identify areas of environmental risk on farms and develop action plans to overcome those risks. Our department provides online development and content creation for the EFP and works with the Keystone Agricultural Producers to deliver programming. EFPs are a component of the Sustainable CAP bilateral agreement from 2023-2028. In 2025-26 our department's goal is to increase participation in the EFP program by enhancing our education and awareness of the program through a communication campaign. This will include the development of materials and maintenance of the online EFP through technical support and financial assistance.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2025-26 Target
1.a Percentage of Manitoba Farmland Acres Under a Valid Environmental Farm Plan Compared to Total Manitoba Census Farmland Annually	19.2%	19%	25%	25%

1.a Percentage of Manitoba Farmland Acres Under a Valid Environmental Farm Plan Compared to Total Manitoba Census Farmland Annually: Measuring the percentage of census Manitoba farmland under a valid EFP over a rolling five-year average will inform the department of how many acres of Manitoba farmland are under a valid EFP. The online EFP enables farmers to enhance sustainability and resilience on the agricultural landscape by identifying potential environmental risks on their operations and develop an action plan to address these risks. A valid EFP is required for producers applying for beneficial management practice incentive funding; is one of the eligible Agri Environmental Risk Assessment (AERA) programs required for participation in AgrilInvest; and is required for several industry-specific initiatives, such as proAction for dairy producers. The target for 2025-26 is 25 per cent of Manitoba farmland acres under a valid EFP compared to the total Manitoba Census farmland.

Growing Our Economy

2. Create and Operate Strong Business Risk Management Supports to Help Producers

Key Initiatives

- **Business Risk Management Programming:** In 2025-26, our department will continue to ensure a strong suite of Business Risk Management (BRM) program supports are available and promoted to help producers manage risk. Our department will focus on sustainability and resiliency of agriculture production and processing, and promotion of regenerative and sustainable agriculture practices, including soil health, water, biodiversity, and circularity. This initiative includes offering the annual AgriInvest, AgriStability and AgriInsurance BRM programs as well as AgriRecovery programs when agricultural producers are faced with natural disasters. The proactive use of annual BRM programs is driven by many factors including weather, global market influences and producer specific management strategies.

Performance Measures

Measure	2023-24 Actual	2024-25 Target	2025-26 Target
2.a Percentage of Manitoba Producers Participating in AgriInvest Annually	67%	68%	68%
2.b Percentage of Manitoba Producers Participating in AgriStability Annually	27%	29%	32%
2.c Percentage of Manitoba Farmland Acres Participating in AgriInsurance Annually	85%	87%	87%

2.a Percentage of Manitoba Producers Participating in AgriInvest Annually: Measuring the number of producers accessing the AgriInvest program will indicate how changes to these BRM supports impact uptake and utilization. The goal of the program is to increase participation numbers of Manitoba producers. This measure will compare the total number of Manitoba producers participating in AgriInvest against the total number of producers in Manitoba as a percentage.

2.b Percentage of Manitoba Producers Participating in AgriStability Annually: Measuring the number of producers accessing the AgriStability program will indicate how changes to these BRM supports impact uptake and utilization. The goal of the program is to increase participation numbers of Manitoba Producers. The target was reviewed based on actual results of Manitoba producer participation from 2023. This measure will compare the total number of Manitoba producers participating in AgriStability against the total number of producers in Manitoba as a percentage.

2.c Percentage of Manitoba Farmland Acres Participating in AgriInsurance Annually: Measuring the number of acres insured in the AgriInsurance program to the total crop land in Manitoba will reflect Manitoba producer's participation in AgriInsurance. The high participation rate of the program is an indication that producers find value in this tool. The performance measure formula was adjusted to track Manitoba farmland acres that are insured as opposed to those enrolled in the program. Insured acres are an effective way to determine the participation level in AgriInsurance as several producers are joint owners of crop farms.

3. Grow the Economy with Good Jobs

Key Initiatives

- **Workforce Action Plan – Industry Awareness, Recruitment and Retention Pillar:** Co-lead with the Keystone Agricultural Producers, an industry-government strategy with short, medium, and long-term actions to address labour and skill challenges and resilience of the agriculture and food industries. This plan will address the needs for industry future growth and resilience, support investment attraction and economic development initiatives.
- **Veterinary Medical Services Strategy:** Actions to increase the supply of veterinary medical professionals to support both commercial and companion animals by working with Keystone Agricultural Producers, Manitoba Veterinary Medical Association, and livestock commodity groups to implement initiatives under the Manitoba Veterinary Medical Services Strategy. In 2025-26, we are focusing on increasing the number of Manitoba veterinary students at the Western College of Veterinary Medicine that return to practice in Manitoba after graduation, increasing the supply of veterinarians and registered veterinary technologies available to work in rural commercial animal agriculture practices and reducing barriers for internationally educated veterinarians to gain full or restricted licenses in Manitoba.

Performance Measures

Measure	2025-26 Target
3.a Percentage of Job Growth in Value-Added Food and Beverage Processing and Manufacturing in Manitoba Annually	5%

3.a Percentage of Job Growth in Value-Added Food and Beverage Processing and Manufacturing in Manitoba Annually: Measuring job growth will inform the department on employment rates in the value-added food and beverage processing and manufacturing sector in Manitoba, to ensure growth targets are being achieved. Private capital invested by agriculture, food and agri-processing in the industry contributes to economic growth and stability (e.g. business and job retention, value-chain benefits). The performance measure and formula were adjusted to track the percentage of change in job growth as opposed to job growth, which will make the shifts more visible from year to year. Statistics Canada labour data will be used to calculate the percentage job growth at the end of the fiscal year. Based on the average growth in the industry over last five years, the initial growth target for this measure is five per cent. This measure was previously listed as “Percentage of change in Job Growth in Value-Added Food and Beverage Processing and Manufacturing in Manitoba Annually.”

4. Ensure the Conditions are Right for the Private Sector to Succeed

Key Initiatives

- Risk Based Inspection Program:** Our department uses a risk-based approach to conduct routine food safety inspections at food and beverage facilities in Manitoba to ensure a safe food supply. Health officers conduct routine inspections at pre-determined frequencies based on the food safety risk associated with the product(s) being produced. This initiative will support safe food, and improved market access and food processing industry growth.
- Manufacturers and Processors Supportive Programming:** Through the activities of our department, manufacturers and processors can increase manufacturing of food and beverage products to increase total sales of food and beverage to consumers. Programs and services assist food and beverage businesses to enter and expand sales into new and existing local, domestic, and international markets thus supporting and accelerating sustainable growth of the Manitoba food and beverage industry. When conditions are right for existing businesses and new investors to succeed, an increase in revenue will be observed.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2025-26 Target
4.a Percentage of Risk-Based Inspections Completed for High and Medium Risk Food and Beverage Processing Facilities Annually	90%	95%	100%	100%
4.b Percentage of Sales Revenue of Food Processed in Manitoba in Comparison to Total Provincial Manufacturing Revenues Annually	-	-	-	32%

4.a Percentage of Risk-Based Inspections Completed for High and Medium Risk Food and Beverage Processing Facilities Annually: Measuring the percentage of high and medium risk-based inspections completed will inform the department of the completion of risk-based inspections in food and beverage processing facilities in Manitoba, annually. This measure compares the actual number of inspections completed at high and medium risk food and beverage processors, to the target. Routine inspections are conducted at a pre-determined frequency based on risk. Effective delivery of the inspection system to meet desired outcomes relies on meeting routine inspection targets, and the department therefore targets a 100 per cent completion rate.

4.b Percentage of Sales Revenue of Food Processed in Manitoba in Comparison to Total Provincial Manufacturing Revenues Annually: Measuring sales revenues will inform the department on the economic contribution of the food and beverage sector in Manitoba. The department identifies this measure as a Key Performance Indicator, which captures total sales revenues from the food processing sector. When conditions are right for existing businesses and new investors to succeed an increase in the sector’s share of revenue will be observed. The measure formula was adjusted to include total food manufacturing sales in Manitoba as Statistics Canada does not share statistics for the beverage sector. This measure was previously listed as “Percentage of Sales Revenue of Food Processed in Manitoba in Comparison to Total Provincial Manufacturing Revenues Annually.”

5. Establish Manitoba as a Leader in Agricultural Innovation and Research, Resilience and Sustainability

Key Initiatives

- Sustainable Canadian Agricultural Partnership (Sustainable CAP) Framework:** The 2025-26 fiscal year marks the third year of the five-year Sustainable CAP Framework (2023-2028) aimed at investing \$221M in Manitoba to ensure the sustainable development and growth of the agriculture and agri-food sector. In 2025-26, our department will continue to coordinate Sustainable CAP application intakes, and process, assess, recommend, and approve applications. We will administer projects with a financial allocation of \$27.9M. The programming offered through the Sustainable CAP, Sustainable Agriculture Incentives Program and Agriculture Innovation Hub bring immediate and long-term benefits to Manitoba.
- Agriculture Crown Land (ACL) Program Review:** Review the ACL Program for opportunities to enhance the affordability and sustainability of the program. The ACL program supports livestock expansion by making agriculturally suitable Crown land available for grazing and forage production. Sustainability is achieved through a combination of environmental stewardship and affordability. The program balances agricultural use with the preservation of natural resources, fostering sustainability through environmental stewardship. Additionally, it ensures affordability by offering accessible leasing options for producers. In 2025-26, our department will continue, through consultation with industry partners, Indigenous rightsholders, and the public, to explore opportunities to support producers, increase affordability and promote sustainability in the program. In 2025-26, our department will finalize program direction including any proposed potential regulatory changes.
- Prairie Innovation Centre:** Work with Advanced Education and Training to support the development of the Prairie Innovation Centre for Sustainable Agriculture at Assiniboine College. Our department aims to work with the college to inform programming that aligns with workforce needs. The intended outcome is to increase the number of graduates to support the future needs of the agriculture and food industries.
- Sustainable Agricultural Soils and Landscapes Framework and Action Plan:** Our department will develop a sustainable agricultural soils and landscapes framework and action plan to align provincial programs and priorities. This plan will focus on enhancing soil health and the resilience of agricultural landscapes, ensuring the long-term viability of agricultural soils and landscapes in the province. In 2025-26, our department will initiate preliminary work around the development of the framework and engage, seek feedback, and develop an action plan.
- Livestock Predation Prevention Action Plan:** Develop and implement a multi-pronged Livestock Predation Prevention Action Plan, co-led with Natural Resources, Indigenous Futures and Manitoba Agricultural Services Corporation (MASC). This will include offering Sustainable CAP programming to address predation issues in Manitoba. In 2025-26 our department will focus on the reduction of livestock predation claims and inform changes to programs and policies.

Performance Measures

Measure	2024-25 Target	2025-26 Target
5.a Percentage of Dollars Approved in Sustainable CAP Programs Compared to Annual Target	80%	80%
5.b Total Number of Paid livestock Predation Claims in Comparison to Previous Two-Year Average of Livestock Predation Claims Annually	-	100

5.a Percentage of Dollars Approved in Sustainable Canadian Agricultural Partnership (Sustainable CAP) Programs Compared to Annual Target: Measuring the dollars invested in sustainable agriculture production in Manitoba in comparison to the allocation identified in the federal/provincial/territorial framework will inform the department of dollars invested in sustainable agriculture production in Manitoba. Dollars invested in the following priority areas in Manitoba: Climate Change and Environment; Market Development and Trade; Building Sector Capacity, Growth and Competitiveness; Science, Research, and Innovation; Resiliency and Public Trust; and Indigenous Agriculture and Relationship Development will support the sustainable growth of the agriculture and agri-food sector. The programming offered through Sustainable CAP, Sustainable Agriculture Incentives Program and Agriculture Innovation Hub bring immediate and long-term benefits to Manitoba.

5.b Total Number of Paid Livestock Predation Claims in Comparison to Previous Two-Year Average of Livestock Predation Claims Annually: Measuring the number of paid livestock predation claims will inform the department on the success of programs and tools provided to producers. This will be reflected by a lower number of livestock predation claims applications over years. Ideally, we want to see predation claims reduced over time. The Predation Prevention Action Plan is a key initiative being undertaken to address predation issues in Manitoba. The department identifies this measure as a Key Performance Indicator, which will inform the progress of the initiative. The measure formula was adjusted to reflect paid livestock predation claims as opposed to livestock predation claims, as not all claims may meet the criteria of the program. There has been no change to the eligibility criteria for the program therefore a reduction in claims paid indicates positive program impact. This measure was previously listed as “Total Number of Livestock Predation Claims in Comparison to Previous Two-Year Average of Livestock Predation Claims Annually.”

A Government that Works for You

6. Explore and Implement Opportunities to Increase Efficiencies by Applying Innovation to Our Work

Key Initiatives

- **Permit and Licence Administrative Modernization:** In 2025-26, our department will implement Point of Sale (POS) Terminals as an additional payment option for Permit and Licence Administration. We will research and evaluate options for modernizing the application process, moving from email or mail-based applications to online, electronic applications/forms. The availability of additional payment options, along with the number of permit and licence e-applications available online will improve effectiveness and efficiency for clients and staff.

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.

Manitoba Agriculture includes the following OREs:

- Manitoba Agricultural Services Corporation (MASC) is consolidated with the Risk Management, Credit, and Income Support Programs appropriation.

Main Appropriations	Part A- Operating	Other Reporting Entities	Consolidation and Other Adjustments	2025/26 Summary	2024/25 Summary
			\$(000s)		
Financial and Administrative Services	4,419			4,419	3,909
Risk Management, Credit and Income Support Programs	167,279	453,417	(131,739)	488,957	542,126
Industry Advancement	24,952			24,952	22,615
Agriculture Production, Innovation and Resilience	16,691			16,691	13,568
Strategic Planning, Policy and Programs	14,493			14,493	13,404
Costs Related to Capital Assets (NV)	1,141			1,141	1,142
Interfund Activity	-		(225)	(225)	(164)
TOTAL	228,975	453,417	(131,964)	550,428	596,600

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	2025/26		2024/25	
	FTEs	\$(000s)	FTEs	\$(000s)
Financial and Administrative Services	42.00	4,419	42.00	3,909
Risk Management, Credit and Income Support Programs	-	167,279	-	171,675
Industry Advancement	143.00	24,952	143.00	22,615
Agriculture Production, Innovation and Resilience	103.00	16,691	107.00	13,568
Strategic Planning, Policy and Programs	91.00	14,493	91.00	13,404
Costs Related to Capital Assets (NV)	-	1,141	-	1,142
TOTAL	379.00	228,975	383.00	226,313

Expense by Type

Salaries And Employee Benefits	379.00	39,579	383.00	35,361
Other Expenditures	-	12,419	-	12,003
Grant Assistance	-	175,741	-	177,712
Capital Grants	-	95	-	95
Amortization	-	1,141	-	1,142
TOTAL	379.00	228,975	383.00	226,313

Please refer to the Manitoba Estimates of Expenditure for the Reconciliation of the 2024-25 Adjusted Print.

Departmental Staffing

Full Time Equivalent (FTE) and Salaries and Employee Benefits by Appropriation

Main Appropriations	2025/26		2024/25	
	FTEs	\$(000s)	FTEs	\$(000s)
Financial and Administrative Services	42.00	3,875	42.00	3,349
Industry Advancement	143.00	15,693	143.00	14,050
Agriculture Production, Innovation and Resilience	103.00	11,152	107.00	10,180
Strategic Planning, Policy and Programs	91.00	8,859	91.00	7,782
TOTAL	379.00	39,579	383.00	35,361

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.

Equity Group	Benchmarks	% Total Employees as of December 31
Women	50%	64%
Indigenous People	16%	5%
Visible Minorities	13%	27%
Persons with Disabilities	9%	4%

Overview of Capital Investments, Loans and Guarantees

	2025/26	2024/25	
Part B - Capital Investment	\$(000s)		Expl.
Provides for the acquisition of equipment.			
General Assets	2,511	2,585	

	2025/26	2024/25	
Part C - Loans and Guarantees	\$(000s)		Expl.
Provides expenditure authority for non-budgetary capital and operating investment requirements.			
Manitoba Agricultural Services Corporation	247,430	247,430	

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

Financial and Administrative Services (Res. No. 3.1)

Main Appropriation Description

Provides executive planning, management and comptrollership of departmental policies, programs, and resources. Delivers central administrative and financial reporting services across the department.

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Minister's Salary	1.00	48	1.00	47	
Executive Support	10.00	1,192	10.00	1,017	
Fiscal Planning and Reporting	18.00	1,963	18.00	1,763	
Comptrollership	13.00	1,216	13.00	1,082	
TOTAL	42.00	4,419	42.00	3,909	
Expense by Type					
Salaries And Employee Benefits	42.00	3,875	42.00	3,349	
Other Expenditures	-	494	-	510	
Grant Assistance	-	50	-	50	
TOTAL	42.00	4,419	42.00	3,909	

Sub-Appropriation Description

Minister's Salary (3.1A)

Provides for the additional compensation an individual appointed to the Executive Council is entitled to.

Executive Support (3.1B)

Provides effective leadership in achieving the department's vision, mission, goals, and priorities.

Fiscal Planning and Reporting (3.1C)

Provides financial leadership and promotes sound fiscal management by leading the estimates process and providing senior management with value added reporting and analysis.

Key Objectives

- Improve consistency, effectiveness, and efficiency of the financial reporting processes. Provide leadership and coordination on all aspects of financial management and financial reporting requirements.
- Lead the department toward ensuring the development of the budget that supports both our department and the government's mandate.
- Lead and participate in the training and development of staff within the branch and our department with a focus on increasing capacity of all aspects of the financial cycle while promoting retention and succession planning. Build digital competencies across the branch to support the automation of financial systems and improve financial analysis for the decision-making process.

Main Activities

- Standardize the forecasting process through the continued development of tools and reporting standards.
- Standardize the estimates process through the continued development of tools and reporting standards.
- Update training plans and close competency gaps.

Expected Results

- Meet or exceed the percentage of deadlines met throughout the fiscal year for expenditure, revenue, and capital forecasting within the fiscal year end. The expected service standard to maintain has been deemed 90 per cent.
- Meet or exceed the percentage of deadlines met throughout the Estimates process within the fiscal year end. The expected service standard to maintain has been deemed 90 per cent.
- Develop and lead three learning opportunities by the end of the fiscal year.

Comptrollership (3.1D)

Provides financial leadership to the department in promoting sound comptrollership activities, including internal audit, process standards, and accountability reporting.

Key Objectives

- Review internal controls and implement processes to support improvements to year-end processes and the validation of financials to support attestations for Public Accounts.
- Lead and coordinate efforts across the organization fostering comptrollership in alignment with the government's Comptrollership Framework and Internal Control Policy.
- Lead and participate in the training and development of staff in the branch and department with a focus on developing financial competencies and capacity and the understanding of comptrollership in government.
- Lead our department's audit and review process including both internal and external audit functions and the coordination of the Departmental Audit Committee.

Main Activities

- Conduct General Ledger reconciliations and in-year reviews of accounts and balances.
- Review and update the departmental Comptrollership Plan.
- Provide training on comptrollership topics.
- Undertake audits and reviews.

Expected Results

- Complete 12 monthly General Ledger reconciliations.
- Update nine sections of the Comptrollership Plan.
- Develop and lead three learning opportunities.
- Complete three audits and/or reviews.

Key Initiatives

- **Forecasting Process Standardization:** Standardizing the forecasting process will ensure that all financial analysts (FAs) understand their role and responsibilities and provide a consistent and aligned approach to forecasting. This means that leaders will receive the same level of service and aligned advice regardless of which FA is assigned to their branch. Standardizing will improve the effectiveness and efficiency of this process. In 2025-26 our initiative will involve process mapping, eliminating process waste and creation of deliverables such as a guideline to the process, templates, and standard operating procedures (SOPs) followed by training, coaching and quality assurance (accountability) checks to ensure the process is being followed.
- **Estimates Process Standardization:** Standardizing the estimates process will ensure that all FAs understand their role and responsibilities, and provide consistent and aligned approach to providing support, guidance, and the right data to leaders to support decision making. In 2025-26 our initiative will involve process mapping, eliminating process waste and creation of deliverables to support implementation such as a guideline to the process, template, check lists, and SOPs (written, and/or video). Training, coaching and quality assurance (accountability) checks will take place to ensure the process is being followed.
- **Training and Development:** In 2025-26 our department will review the existing training plans for FAs to ensure they accurately reflect the competencies needed. After reviewing the training plans, our department will conduct a needs assessment of each staff member to see where additional training is required to bring everyone up to a consistent level of knowledge, skill, and ability. Training plans lay out the strategy for how employees will gain the knowledge, skill, and ability to carry out the responsibilities of the position, provide structure, role clarity and ensure the onboarding of new staff is done in a consistent and aligned way. Training plans help with succession planning as the knowledge, skill and abilities required are documented and therefore can be planned for.
- **Year-End Process Review:** Reviewing the balances of accounts held at the department level is an important way to ensure that our financial statements accurately reflect account balances. In 2025-26, our department will review our accounts on a monthly basis, examine information that requires updating, and provide certainty in reconciling against available records.
- **Comptrollership Plan Review:** Our department Comptrollership Branch is responsible for providing leadership to our department in all matters concerning financial policy, accountability, and general comptrollership. The document that outlines the core processes of how to ensure that these principles are applied is called the Comptrollership Plan. The Office of the Provincial Comptroller has developed a framework to modernize each department's Comptrollership Plan. This initiative involves an intensive review of the existing plan and updating it not only into a new format but reviewing all aspects of the

risk management framework. This multi-phase project has spanned two fiscal years, and in 2025-26 we are targeting to complete the final sections.

- **Comptrollership Training Development:** In 2025-26, our department will review knowledge gaps and determine training topics that would increase the ability of department staff to fulfill their duties with accountability. Comptrollership topics vary from learning about audit processes, financial policies, and resources, delegated financial spending authorities, and others. Some training topics relate specifically to comptrollership department staff, and other topics may be more applicable across the broader department. In 2025-26, our target is to develop and lead three learning opportunities.
- **Departmental Audit Reviews:** In 2025-26 our department will review departmental activities, processes, transactions, and controls, to determine effectiveness, appropriateness, and compliance. Items selected for review can be recommended by department leadership, selected by random sample, or determined based on a risk assessment. Risk management is the ultimate result of this initiative, enabling our department to assess, manage, and avoid exposure to audit qualifications and fraud.

Risk Management, Credit and Income Support Programs (Res. No. 3.2)

Main Appropriation Description

Manitoba Agricultural Services Corporation (MASC): Supports the sustainability, development, and diversification of agriculture in Manitoba by providing unique insurance, targeted lending, and access to agricultural services.

Agricultural Business Risk Management: Provides Manitoba's share of assistance under risk management programs, intended to help farmers manage significant financial risks to their operations.

Farmland School Tax Rebate: Provides rebates of the school taxes charged on farmland.

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
MASC Administration and Lending Costs	-	17,877	-	16,378	1
AgriInsurance	-	75,636	-	91,883	2
MASC Wildlife Damage Compensation	-	6,976	-	5,172	3
Recoverable Interest from Lending	-	(14,400)	-	(14,400)	
AgriStability	-	42,184	-	33,845	4
AgriInvest	-	15,966	-	15,966	
Farmland School Tax Rebate	-	23,040	-	22,831	
TOTAL	-	167,279	-	171,675	
Expense by Type					
Grant Assistance	-	167,279	-	171,675	
TOTAL	-	167,279	-	171,675	

Explanations

1. The variance is primarily due to costs associated with operating two new service centres in western Manitoba, increase to the Young Farmer Rebate loan limit, general salary increases and an information technology upgrade for the Livestock Price Insurance program.
2. The variance is mainly the result of decreased insured crop values and premium rates.
3. The variance is mainly due to an increase in both volume of claims and average compensation per claim for crop damage caused by wildlife and livestock predation.
4. The variance is mainly due to the anticipated continued downward pressure on commodity prices, resulting in lower margins for producers.

Sub-Appropriation Description

MASC offers Manitoba producers:

- Business risk management
- Agriculture industry financing

Manitoba Agricultural Services Corporation Administration and Lending Costs (3.2A)

Administration of all Manitoba Agricultural Services Corporation (MASC) lending and loan guarantee programs plus the provincial share of AgriInsurance and Livestock Price Insurance program administration.

Key Objectives

- Enhance financial stability in rural Manitoba through the effective and efficient delivery of risk management solutions, lending options, and other programs and services that address emerging needs.
- Provide short-term, intermediate, and long-term financing with reasonable interest rates to farmers for the purpose of economic development.

Main Activities

- Administer the AgriInsurance program.
- Offer unsubsidized Hail Insurance for crops.
- Make direct loans for land purchases and other farming activity, including the purchase and retention of calves and feed cattle.
- Guarantee agricultural loans made by the private sector.
- Administer the Young Farmer Rebate to assist young and beginning farmers to develop or expand their farming operations.
- Implement a young farmer lending fee credit.

Expected Results

- Effectively deliver services within budget.
- Insure \$4.2B of AgriInsurance liability, covering 9.9 million acres on 7,600 farm operations.
- Insure \$1.6B of Hail Insurance liability, covering 4.3 million acres on 3,400 farm operations.
- Insure \$68M of Livestock Price Insurance liability, covering 35,200 animals.
- Approve 665 direct loans totaling \$185M.
- Provide \$2.2M in Young Farmer Rebate benefits.

AgriInsurance (3.2B)

Provides Manitoba's share of AgriInsurance premiums under the cost sharing arrangement outlined in the Sustainable Canadian Agricultural Partnership. AgriInsurance stabilizes producers' incomes by minimizing the economic impacts of crop production shortfalls and quality losses caused by natural perils.

Key Objectives

- Protect Manitoba farmers against crop production shortfalls and quality losses caused by natural perils. For most AgriInsurance programs, premiums are paid 40 per cent by insured producers, 36 per cent by the Government of Canada, and 24 per cent by the Manitoba Government.

Main Activities

- Administer the AgriInsurance program.

Expected Results

- Collect \$316.6M in premiums from participating producers, the Government of Canada, and Government of Manitoba.

Wildlife Damage Compensation (3.2C)

Provides producers with financial assistance for damage to agricultural crops and related products caused by predators, big game, and migratory waterfowl, as well as for injury or death of domestic livestock caused by designated natural predators. Compensation up to 80 per cent of the value of the loss is shared between Canada and Manitoba (60 per cent, 40 per cent), with the top level of protection (from 80 to 90 per cent) funded entirely by the Manitoba government.

Key Objectives

- The Wildlife Damage Compensation program reduces financial losses to producers caused by predators, big game, and migratory waterfowl.

Main Activities

- Administer the Wildlife Damage Compensation program.

Expected Results

- Provide \$7.0M in compensation on 4,530 claims.

Less Recoverable: Interest from Lending (3.2D)

Net interest revenue generated from the direct lending programs which provide capital to eligible agricultural producers. Net interest includes interest earned on loans to producers less interest accrued on borrowed funds.

Key Objectives

- Assist agricultural producers in developing, diversifying, and expanding their farms.

Main Activities

- Make direct loans for purposes such as purchasing land and buildings, equipment, breeding livestock, and quota for supply-managed commodities; constructing or renovating farm builds (including farm homes); and consolidating and refinancing debts.
- Make stocker loans, which provide producers with short-term financing for purchasing feeder cattle and lambs, or as a cash advance on their own retained feeder animals.
- Manage risk associated with financing business.

Expected Results

- Generate \$14.4M in net interest revenue from lending.

AgriStability (3.2E)

Provides producers with assistance to manage financial difficulty arising from risks related to market disruption, weather impacts, and production problems; thereby assisting the agriculture industry to be resilient and competitive.

Key Objectives

- Help farmers manage income risk by providing financial assistance when their farm business experiences a large margin decline.

Main Activities

- Support the AgriStability Program.

Expected Results

- Anticipate participation of 32 per cent of Manitoba producers.

AgrilInvest (3.2F)

Provides producers with assistance to manage financial difficulty arising from risks related to market disruption, weather impacts, and production problems; thereby assisting the agriculture industry to be resilient and competitive.

Key Objectives

- Help farmers by matching their contributions to a special program savings account.
- Use funds in AgrilInvest accounts to cover small margin declines, reduce risk, and invest in farm-related improvements.

Main Activities

- Support the AgrilInvest program.

Expected Results

- Anticipate participation of 68 per cent of Manitoba producers.

Farmland School Tax Rebate (3.2G)

Provides rebates of a fixed portion of the school tax on farmland to support the rural economy. MASC is responsible for administering the Manitoba government's Farmland School Tax Rebate program, which provides farm property owners with a refund of a portion of their education property taxes.

Key Objectives

- The Farmland School Tax Rebate supports the rural economy by providing Manitoba farmland owners with school tax relief.

Main Activities

- Promote and administer the rebate to Manitoba farmland owners.

Expected Results

- Pay \$23.0M in farmland school tax rebates to 24,000 landowners.

Industry Advancement (Res. No. 3.3)

Main Appropriation Description

Enables and supports sustainable growth, market access and resilience of the agriculture and agri-food industries.

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Industry Development	24.00	4,776	25.00	4,565	
Value Added	22.00	3,515	23.00	3,560	
Food Safety and Inspection	31.00	3,626	31.00	3,305	
Animal Health and Welfare	66.00	13,035	64.00	11,185	1
TOTAL	143.00	24,952	143.00	22,615	

Expense by Type

Salaries And Employee Benefits	143.00	15,693	143.00	14,050
Other Expenditures	-	7,217	-	6,948
Grant Assistance	-	1,947	-	1,522
Capital Grants	-	95	-	95
TOTAL	143.00	24,952	143.00	22,615

Explanation

1. The increase is primarily due to general salary increase, higher animal welfare enforcement costs, and an increase in funding to support enhancements to the Veterinary Care Initiative in rural, northern, remote and Indigenous communities.

Sub-Appropriation Description

Industry Development (3.3A)

Supports strategic development and resilience of the agriculture and agri-food industries.

Key Objectives

- Grow the agriculture and agri-food workforce for today's needs and position these industries for future growth and resilience.
- Advance the Value-Added Strategy.
- Attract new investment and jobs in agriculture and food industries.

- Enable economic development in Manitoba through innovation and growth of the bioeconomy sector in Manitoba (agricultural focus).

Main Activities

- Advance the Workforce Development Action Plan.
- Increase the value of crops, livestock and poultry produced by growing and attracting more processing operations in the province.
- Support the Investment Attraction Framework.
- Implement Bioeconomy Action Plan deliverables.

Expected Results

- Implementation of the Workforce Development Action Plan.
- Increased value of crops, livestock and poultry produced in Manitoba by growing and attracting more processing operations in the province.
- Support a number of industrial development projects.
- Bioeconomy opportunities identified, action plan developed and implemented.

Value Added (3.3B)

Supports creation of new value from agriculture industries through food and agri-product commercialization and processing at the business level.

Key Objectives

- Grow Manitoba food processing businesses.
- Advance economic reconciliation.
- Advance the Value-Added Strategy.
- Position the Food Development Centre to successfully support future food processing innovation needs.

Main Activities

- Increase Manitoba agri-food businesses utilization of branch training and interprovincial and international trade and increase agri-food and agri-product businesses awareness and utilization of consultation, pathfinding services, and business development tools.
- Foster strategic partnerships with Manitoba Indigenous individuals, businesses, communities, organizations, groups, and/or governments to advance economic reconciliation.
- Increase the value of crops, livestock and poultry produced and processed in Manitoba.
- Increase awareness and utilization of the Food Development Centre.

Expected Results

- Businesses have developed and implemented skills developed through training opportunities, resources viewed and downloaded, one-on-one business consultations for entry or expansion of trade into new local, domestic, and international markets.
- Strategic partnerships with Manitoba Indigenous individuals, businesses, communities, organizations, groups, and/or government.
- Advanced the Value-Added Strategy.
- Investment in Food Development Centre equipment and increase the number of agri-food and agri-product businesses and organization fee-for-service agreements.

Food Safety and Inspection (3.3C)

Contributes to the security of Manitoba's food supply, economic growth, and market access by creating confidence in Manitoba's food processing system and safeguarding the health of Manitobans.

Key Objectives

- Support our Value-Added Strategy.
- Complete food processing and abattoir regulations under The Public Health Amendment Act.
- Increase the resiliency of provincial abattoirs.
- Advance Indigenous economic reconciliation.

Main Activities

- Assist Food and Beverage Manitoba to provide food safety/quality assurance to support industry adapting to the new food safety (processing and abattoir) regulation and increase new market entry.
- Develop an outcome-based Food Safety (Food Processing and Abattoir) regulation to ensure safe food, enable innovation and business growth.
- Launch a new Sustainable CAP funding program to support the resilience of harvest operations of abattoirs.
- Collaborate with Canadian Food Inspection Agency, Agriculture and Agri-Food Canada and Ontario Ministry of Agriculture, Food and Agribusiness to engage with Indigenous groups and explore an opportunity for an interprovincial trade pilot project.

Expected Results

- Food Safety/Quality Assurance incumbent assisting businesses, developed resources and tools and the delivery of training sessions to industry.
- Register Food Safety (Food Processing and Abattoir) Regulation in 2025.
- Funding applications and funding for abattoirs in Manitoba to improve operations and resilience.
- Engagement activities with Indigenous groups.

Animal Health and Welfare (3.3D)

Provides leadership, technical expertise, and an appropriate regulatory and enforcement framework to protect human, animal and plant health, and industry competitiveness.

To support an immediate, effective, and coordinated response by government and industry to an animal disease emergency and improve resiliency and preparedness for animal disease outbreaks.

Key Objectives

- Support northern/remote/Indigenous communities with issues related to public health, safety, health, and animal welfare challenges.
- Implement the branch specific components of the Office of the Auditor General Audit Action Plan to increase animal disease preparedness and response.
- Lead, promote and facilitate One Health Programming collaboration on complex challenges and responsibilities related to human, animal, and environmental health.
- Provide animal health leadership and technical support to further the development of a Manitoba-specific preparedness plan for African Swine Fever (ASF).
- Strengthen Veterinary Diagnostic Services (VDS) to ensure continued capacity to provide diagnostic services in Manitoba.
- Provide a rapid response to a significant animal disease emergency.
- Support preparedness for disease response.

Main Activities

- Support access to veterinary services in northern, remote and Indigenous communities through a partnership with Winnipeg Humane Society (WHS) to provide mobile spay and neuter and animal health clinics; develop a multi-year pilot project with two Indigenous communities to support the development of a vision and action plan; and support access to basic vaccines and deworming through Manitoba Veterinary Medical Association's Community Vaccinator Program.
- Conduct a risk assessment with industry stakeholders on the diseases of greatest risk to the livestock and poultry industries in Manitoba; create a detailed disease response framework and plans for the five diseases of greatest impact on the livestock and poultry industries; and complete business requirements for Decision Support System for Animal Emergencies (DSSAE).
- Complete joint management strategies for diseases and issues of greatest impact across the One Health sphere with One Health partners.
- Enhance the joint ASF response plan with Manitoba Pork.
- Complete ISO 17025 accreditation for virology testing from the Standards Council of Canada; conduct a costing review of VDS services; develop a costing model to update fee schedule; and develop an updated capital plan with prioritization to complete maintenance, repairs, and modernization projects.
- Support expenditures to mobilize an emergency response to significant diseases.
- Conduct an assessment with industry to determine diseases of greatest risk.
- Create response plans for the diseases at greatest risk.

Expected Results

- Mobile spay and neuter clinics and other animal health services provided to northern, remote, and Indigenous communities through the WHS One Health Program and two communities identified and engaged in developing visions and action plans and hosting mobile spay and neuter/animal health clinics.
- Animal Disease Response Framework project stakeholder engagements, and disease plans completed. DSSAE Replacement Project business requirements completed.
- Completion of the One Health Program Chronic Wasting Disease Management Plan.
- Completion of the ASF Preparedness Plan.
- Whole lab accreditation complete, updated fee schedule complete, and progress on the VDS Excellence plan.
- Rapid response to significant animal disease emergencies.
- Diseases at greatest risk identified.
- Response plans for the diseases at highest risk documented.

Key Initiatives

- **Workforce Development Action Plan:** Agricultural labour shortages have been identified as an issue by industry stakeholders. Our department developed a Workforce Action Plan to address labour shortages across Manitoba's agriculture and agri-food sectors and position the sectors for growth through access to a skilled and available workforce. To address agriculture labour shortages and skills gaps, our department will work with industry partners and other government departments to implement initiatives under the six priority areas identified in the action plan. The priority areas include Industry Awareness, Recruitment and Retention, People Workplace and Culture, Immigration and Foreign Workers, Skills Development, Automation and Technology and Data Management.

- **Value-Added Strategy:** Our department will implement a Value-Added Strategy that focuses on increasing the value of crops, livestock and poultry produced in Manitoba by growing businesses and attracting more processing operations in the province. The strategy will outline initiatives to create value and strengthen resilience to trade barriers for the Manitoba agri-food and agri-product industry.
- **Investment Attraction Framework:** Our department leads investment attraction and industrial development for agriculture and agri-food/product processing, including developing a marketing strategy and tools that support a broader provincial economic development strategy and approach. Our department works with other provincial departments and economic development partners of government to create strong alignment and maximize use of resources to achieve attraction and growth outcomes. They will support and maintain 15 industrial development projects in the value-added agriculture sector and will monitor value of investments in the food and agri-product processing sector, the number of new agri-food jobs added to the province and the increase in export value of processed food.
- **Bioeconomy Action Plan:** In 2025-26, our department plans to grow bioeconomy opportunities in the agri-food sector by increasing awareness, supporting collaboration, and attracting investment opportunities to leverage available biomass generated from the value-added and agriculture sectors. The key deliverables of the plan are a Manitoba Agriculture Bioeconomy white paper project, the biomass inventory map/dashboard, and a stakeholders' event on building a bioeconomy cluster. The key objective of the white paper is to study/represent opportunities for value-added cluster development in Manitoba, resulting in economic growth, sustainability, and creation of good jobs.
- **Agri-Food Business Training:** Our department will develop an annual Manitoba Agri-Food Business Training plan that focuses on hosting in-person workshops and webinars with topics determined through consultation with the agri-food industry. Training will build business, marketing, and technical capacity of Manitoba agri-food businesses to accelerate market growth inside and outside of the province. In 2025-26, we are targeting that 60 Manitoba agri-food participants.
- **Agri-Food Business Resources:** Our department will continue to create and update business tools and resources that focus on the development of new and update of existing factsheets, applications, and website/webpages. The development, updating and retention of existing resources will be determined through consultation with the agri-food industry. The development and updating of resources will build business and marketing capacity of Manitoba agri-food businesses which support and accelerate their sustainable growth inside and outside of the province. In 2025-26, we are targeting 50,000 department resources viewed and downloaded.
- **Agri-Food and Agri-Product Business Consultation Services:** In 2025-26, our department will increase the number of Manitoba agri-food and agri-product businesses that access consultation and pathfinding services. These services will build business and marketing capacity of agri-food businesses, accelerating their market growth inside and outside of the province. In 2025-26, we are targeting 400 Manitoba agri-food and agri-product business consultation and pathfinding services provided.
- **Agri-Food Market Development and Trade Resilience:** Our department will develop an annual Manitoba Agri-Food Market Development and Trade plan that focuses on one-on-one business consultations and pathfinding services, training, resources, and program funding. These services will build the market development capacity of agri-food businesses, resulting in entering and/or expanding into new domestic and international markets. In 2025-26, we are targeting 75 Manitoba agri-food and agri-product participants that will participate in these activities to grow and build resilience to market access and tariff actions.

- **Economic Reconciliation Advancement:** Our department will create and foster relationships and partnerships with Manitoba Indigenous individuals, businesses, communities, organizations, groups and/or governments through networking activities, programs, and services. Fostering strategic partnerships will build awareness and increase the utilization of programs and services and build business and marketing capacity of Indigenous businesses and advance economic reconciliation.
- **Food Development Centre (FDC) Awareness:** In 2025-26, our department will increase the number of agri-food and agri-product businesses and organizations accessing food commercialization and innovation services at FDC. We will build awareness and utilization of FDC services by participating in networking activities, promoting FDC services in marketing initiatives, FDC tours, FDC Open House, improving current agri-food business client experiences and encouraging referrals. Our department will improve client experiences by tailoring FDC services to individual business needs and cataloging all client interactions in the department portal. The FDC services provided will build product and process development capacity of agri-food and agri-product businesses which support and accelerate their sustainable growth inside and outside of the province. In 2025-26, we are targeting 20 Manitoba agri-food and agri-product business and organization product development and innovation projects.
- **Food Development Centre (FDC) Investment:** In 2025-26, the FDC will invest up to \$1.6M to update and add to equipment to support agri-food and agri-product processing. This investment will support increased innovation in food and co-product/circularity and build product and process development capacity to support the Value-Added Strategy.
- **Food Safety/Quality Assurance Specialist:** From 2025-26 through 2027-28, our department is providing funding to Food and Beverage Manitoba for a food safety/quality assurance position to help food processing businesses develop food safety and/or quality assurance plans, resources, and training. This position will be the primary liaison between industry and the department with a focus to assist micro and small businesses meet and understand the requirements of the new outcome-based Food Safety (Processing and Abattoir) regulation and to prepare for opportunities outside local markets.
- **Food Processing and Abattoir Regulation:** In 2025-26 our department will develop an outcome-based regulation with a strong alignment with the Safe Food for Canadians approach to allow an easier transition for businesses to expand distribution of their product(s) outside of Manitoba in the future.
- **Provincial Abattoir Improvement Program:** Provincially permitted abattoirs contribute to the availability of local food, food security and are an important service for livestock and poultry producers. In 2025-26 our department will launch a new Sustainable CAP funding program to support the operations of abattoirs. The Provincial Abattoir Improvement Program will provide financial support to increase abattoir harvesting operations, enhance animal welfare, encourage innovation, invest in new technologies, support a knowledgeable labor force and local food options.
- **Indigenous Economic Reconciliation:** In collaboration with the Canadian Food Inspection Agency, Agriculture and Agri-Food Canada and Ontario Ministry of Agriculture, Food and Agribusiness, our department will engage with Indigenous and Metis Nation leadership to develop an interprovincial trade pilot project. In 2025-26, our department will seek to address food sovereignty and food security challenges by reducing barriers to reclaiming traditional food systems while improving access to safe, traditional foods.
- **Northern and Remote Veterinary Care Initiative:** In 2025-26 our department will increase access to mobile spay and neuter clinics and other animal health services in northern, remote, and Indigenous communities through an increase in funding to Winnipeg Humane Society for its One Health Program. Our department will also introduce a four-year pilot program, based on One Health principles, to work with two northern, remote and Indigenous communities to develop community visions and action plans

for dog population control, to reduce risk from dog bites and rabies as well as host multiple mobile spay and neuter/animal health clinics per year. Our department will also support the Manitoba Veterinary Medical Association's Community Vaccinator Program, which will build local capacity to provide in-community vaccinations for dogs and cats under the supervision of a licensed veterinarian. Our department will evaluate and analyze the pilot program to inform future policy and pursue collaboration with Indigenous Services Canada and other stakeholders.

- **One Health Programming:** In 2025-26, our department will continue to use the One Health approach to support communities, to address public safety, health, and animal welfare challenges in underserved communities. This includes actions that improve veterinary access, increase public health and safety, and provide training and career development in a manner that will empower communities to take the lead in addressing these issues. Incorporating both One Health and reconciliation targets into our activities will support meeting multiple government outcomes including actions to address the Truth and Reconciliation Commission Call to Action 19 and the United Nations Declaration on the Rights of Indigenous Peoples by bridging gaps in access to health services and outcomes between Indigenous and non-Indigenous communities.
- **Disease Risk Assessment and Response:** Our department will develop a disease risk assessment framework and disease specific response plans for the five diseases of highest risk. This will strengthen Manitoba's preparedness to respond to animal disease emergencies by strengthening capabilities for early warning and early reaction to animal disease outbreaks. This work furthers our objective to protect our people, animals, plants, and land. This initiative will also directly address a key recommendation of the 2021 Office of the Auditor General (OAG) Audit Report on Animal Disease Preparedness. The final result will be a framework for assessing diseases of risk to Manitoba.
- **Decision Support System for Animal Emergencies (DSSAE) Case Management System Modernization:** In 2025-26, our department will continue to develop and implement an enhanced and modernized DSSAE case management system for responding to agricultural outbreaks. The DSSAE Case Management System Modernization project also includes an update to the Premises Identification (PID) database which is critical as the provincial component to support the National Traceability Strategy and to keep producers compliant to the updated federal Health of Animals Act. This project also addresses a recommendation in the 2021 OAG Audit Report for Animal Disease Preparedness.
- **Chronic Wasting Disease (CWD) Management Plan:** The One Health Program within the Animal Health and Welfare Branch collaborates with key provincial and national partners, including Public Health and Wildlife Health, on cross-jurisdictional issues with a veterinary component. Our focus is to complete joint management strategies for diseases and issues of greatest impact across the One Health sphere with One Health departmental partners, prioritizing the CWD Management Strategy in 2025-26, including diagnostic test capacity and regulatory review.
- **African Swine Fever (ASF) Preparedness:** Funding was provided through the federal ASF Fund for the Manitoba Pork Council (MPC) to develop a joint ASF Response Plan with our department. With the assistance of a third-party contractor, our department and MPC completed a plan for review and consultation. In 2025-26, the plan will be finalized with the document to be updated based on new knowledge. Our department is an active participant in the national surveillance program (CanSPOT ASF) covering laboratory, abattoir, and wild pig surveillance within Manitoba. Our department is contributing to planning and participating in two nationally coordinated ASF exercises in the 2025-26 fiscal year. Department staff will continue to work with MPC and the Squeal-on-Pigs Program to support the reporting, removal and testing of wild pigs in Manitoba.

- **Veterinary Diagnostic Services (VDS) Quality Management Program:** Our department continues to work towards Whole Lab ISO 17025 accreditation and to strengthen the VDS Quality Management Program with prioritization of ISO 17025 for Salmonella testing from the Standards Council of Canada. The accreditation audit is expected to occur in early spring and corrective actions from this audit are expected to be resolved within six months, allowing the lab to achieve accreditation in 2025.
- **Diagnostic Services Capital Plan:** In 2025-26, our department will work with Public Service Delivery to develop an updated capital plan with prioritization provided to complete maintenance, repairs, and modernization projects over the next seven years to ensure continued capacity for VDS to provide diagnostic services in Manitoba. The focus in 2025-26 will be on the Foreign Animal Disease Laboratory upgrades necessary to become part of the national network of FAD labs supporting Canadian Food Inspection Agency.

Agriculture Production, Innovation and Resilience (Res. No. 3.4)

Main Appropriation Description

Enables resilient agri-ecosystems and sustainable production of crops and livestock through science-based innovation, programming, and extension to address key challenges and opportunities of the agriculture sector.

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Sustainable Agriculture	30.00	4,266	30.00	3,741	
Agriculture Production	36.00	4,948	36.00	4,483	
Science, Innovation and Extension	37.00	5,477	41.00	5,344	1
Sustainable Agriculture Incentives Program	-	2,000	-	1,500	2
Less: Recoverable from other appropriations	-	-	-	(1,500)	3
TOTAL	103.00	16,691	107.00	13,568	
Expense by Type					
Salaries And Employee Benefits	103.00	11,152	107.00	10,180	
Other Expenditures	-	3,193	-	3,042	
Grant Assistance	-	2,346	-	346	
TOTAL	103.00	16,691	107.00	13,568	

Explanations

1. Permanently transferring four FTEs to the Diversification Centres and maintaining associated grant funding.
2. Increase to available grant funding to advance resilience and sustainability of Manitoba's agriculture sector by supporting farmers in adopting techniques that improve soil health, reduce environmental impact and increase overall farm resilience.
3. The variance is due to the elimination of the recovery for the Sustainable Agriculture Incentives grant program.

Sub-Appropriation Description

Sustainable Agriculture (3.4A)

Provide leadership, technical expertise, and regulatory support to enable the long-term sustainability, productivity, and resilience of Manitoba's agri-ecosystems by promoting beneficial land management practices, developing programming, and supporting policy and planning related to land use and land management.

Sustainably manage Crown lands suitable for agricultural use through the delivery of the Agricultural Crown Lands (ACL) program to provide agricultural production opportunities and maintain the ecological goods and services.

Provide engineering support and services to address animal health and welfare, emergency response preparedness, water management, agricultural production, and strengthening the resilience of the agriculture and agri-food sector.

Key Objectives

- Enhance the affordability and sustainability of the ACL Program.
- Advance economic reconciliation with Indigenous communities and rights holders.
- Ensure ACL is affordable and flexible to leaseholders and promote grassland health and biodiversity.
- Promote sustainable agriculture, focusing on soil health, water, biodiversity, and circularity.
- Lead the development of a comprehensive Agricultural Soils and Landscapes Framework and Action Plan related to soils and agricultural landscapes through collaboration with relevant branches in the department and other government departments.
- Build agricultural engineering capacity in Manitoba.
- Enhance emergency response preparedness to animal diseases, livestock infrastructure, and water management.

Main Activities

- Continue the review of the ACL program and its regulations.
- Develop an ACL geospatial database and facilitate the return of approximately 100 acres of culturally significant lands in the Ste. Madeleine area to the Red River Métis.
- Formalize the maintenance and services provided by the Association of Manitoba Community Pastures (AMCP) to ensure the ongoing management and administration of Manitoba's Community Pasture program.
- Develop a Greenhouse Gas (GHG) emission calculator tool for inclusion the Environmental Farm Plan; implement commitments under 4R Nutrient Stewardship Memorandum of Understanding (MOU) with Keystone Agricultural Producers and Fertilizer Canada; implement program activities under the Water Strategy and develop a sustainable irrigation expansion plan.
- Draft Manitoba's Agricultural Soils and Landscapes Framework (ASLF) and action plan.
- Review current engineering capacity and programming in the department.
- Research and develop emergency response preparedness projects for animal diseases, livestock infrastructure, and water management.

Expected Results

- Completion of the ACL program review.
- Completion of ACL geospatial inventory update and MOU land transfer.
- Completion and implementation of the AMCP services agreement.
- Emission reduction content and science-based decision support tools available for public use; development of workplan and support extension activities; implementation of activities under the Water Strategy and completion of an Irrigation Supply Expansion Plan.
- Development of ASLF and action plan.
- Completion of Manitoba Agriculture's Engineering Capacity Review.
- Initiation of engineering projects in the areas of animal disease preparedness, livestock environment, and water management.

Agriculture Production (3.4B)

Enable economic and environmental sustainability and resilience of the production of crops and livestock to advance the competitive position of Manitoba's agriculture industry.

Provide leadership, technical expertise (including plant health surveillance and diagnostics) and an appropriate regulatory and enforcement framework to protect human, animal and plant health including Manitoba's food supply while ensuring industry competitiveness.

Key Objectives

- Reduce livestock theft and fraud.
- Ensure the Crop Diagnostic Laboratory services meet the needs of industry to protect plant health.
- Increase sustainable, local food production in northern, Indigenous and First Nation communities.
- Modernize agriculture production webpages to improve knowledge transfer.

Main Activities

- Explore forming an industry-led working group.
- Develop and implement a plan for recommendations for the Crop Diagnostic Laboratory.
- Develop and support delivery of extension projects that assist local production of livestock and crops.
- Review and lead the update of the agriculture production webpages.

Expected Results

- Formation of an industry chaired working group to study the development and implementation of livestock inspection.
- Develop and implement a plan for the Crop Diagnostic Laboratory.
- Extension projects delivered in collaboration with Northern Healthy Food Initiative partners.
- Updated webpages and extension documents.

Science, Innovation and Extension (3.4C)

Foster research and innovation to address key challenges and opportunities of the agriculture and agri-food industry that promote sustainable agri-ecosystems in Manitoba.

Enhance diversification and climate resiliency to anticipate, mitigate and respond to agriculture production risk through applied research and innovation.

Enhance the science, capacity, and baseline weather and soil data to respond and support sustainable production, enhance emergency preparedness responses, and land use planning, increase climate resilience, and respond to extreme weather patterns.

Key Objectives

- Develop a coordinated approach for research and innovation and knowledge transfer in Manitoba.
- Enhance the operation and coordination of applied research at the four diversification centres in Manitoba.
- Foster the growth of sustainable crop and livestock production.
- Align soils data capacity to industry and government needs.

Main Activities

- Develop a provincial research and innovation framework.
- Implement year one of the three-year strategic plan for standardization and knowledge transfer for Crop Diversification Centres.

- Develop and implement a communication strategy and create and implement a plan to develop and modernize extension calendar, tools, and resources.
- Review current Soil Survey programming capacity and soil data requirements of industry and government.

Expected Results

- Completion of the research and innovation framework.
- Implementation of action items in year one of the strategic plan for standardization and knowledge transfer for Crop Diversification Centres.
- Completion and implementation of the communication strategy and knowledge transfer plan.
- Complete Soil Survey Program capacity review.

Sustainable Agriculture Incentives Program (3.4D)

To improve land, air, and water resource management through cost shared investment in Beneficial Management Programs (BMP) on farm.

Key Objectives

- Sustainable Agriculture Incentives Program (SAIP) funding is delivered under the Sustainable Agriculture Manitoba program of the Environment and Climate Change priority area of the Sustainable Canadian Agricultural Partnership (Sustainable CAP) framework.
- Provides incentive-based programming to support farmers and land managers in adopting techniques to enhance the environmental outcomes of agricultural operations in Manitoba.

Main Activities

- Funding is available for various beneficial management practices under three streams including cropland management, manure and livestock management, and water management.
- Agri-environmental Best Management Practice (BMP) cost-share programming for 11 BMPs in alignment with the new Federal/Provincial agriculture policy framework, Sustainable CAP.

Expected Results

- Adoption of on-farm BMPs that reduce environmental impacts of farming, including reduced GHG emissions, and improved water quality and soil health.
- This initiative advances Manitoba's commitment to achieving net-zero emissions by 2050, enhancing biodiversity, and addressing goals and actions outlined in Manitoba's Water Strategy to protect waterways and Lake Winnipeg.

Key Initiatives

- **Agricultural Crown Lands (ACL) Geospatial Database:** Our department will develop a geospatial inventory of ACL to improve accessibility to information, advance truth and reconciliation, and support informed decision-making for government agencies and stakeholders. This will provide a centralized, accurate, and accessible platform for managing information about Crown land parcels managed and administered by our department. This facilitates informed decision-making essential for sustainable management and economic reconciliation. In 2024-25 our department updated community pastures maps. In 2025-26, the ACL Program will continue to update the inventory including any ACL leased or permitted lands under administration of the department and vacant Crown lands coded for agriculture.

- **Land Transfer Initiative:** In 2025-26, our department will participate in a collaborative working group to facilitate discussions to transfer approximately 100 acres of culturally significant land in the Spy Hill Ellice Community Pasture in the Ste. Madeleine area to the Red River Métis peoples. In 2024-25 Manitoba and the Manitoba Métis Federation signed a Memorandum of Understanding (MOU). The Government of Manitoba will initiate consultation with Indigenous peoples in Treaty 4 and surrounding areas as part of the transfer process.
- **Association of Manitoba Community Pastures (AMCP) Services Agreement:** AMCP supports sustainable land management and the preservation of community pastures throughout the province. By fostering collaboration among ranchers and stakeholders, AMCP promotes agricultural productivity while ensuring the ecological health of these vital lands. A formalized agreement to continue the relationship between Manitoba and AMCP will be completed in 2025.
- **Livestock Greenhouse Gas (GHG) Emissions Calculator:** Our department aims to develop emission reduction content and science-based decision support tools for the Environmental Farm Plan (EFP) under crop and livestock production and energy use. This educational tool will be created to help farmers experiment with strategies for reducing GHG emissions by integrating this content into the existing EFP framework. In 2023-24, the crop production component was developed and tested, and both the crop and livestock components will be launched in the online EFP in spring 2025. In 2025-26, the energy component will be completed and added to the tool.
- **4R Nutrient Stewardship:** In 2025-26 our department will continue to connect producers to the 4R Nutrient Stewardship approach of applying the Right source, at the Right rate, at the Right time, and in the Right place to enhance soil health, optimize crop yields, reduce environmental impact, and promote sustainable farming practices through information extension. This initiative was renewed in February 2025 and commits our department to providing extension activities to December 31, 2030. In 2025-26, our department will work with Fertilizer Canada and Keystone Agricultural Producers to develop an annual workplan and support extension activities outlined in the plan.
- **Water Strategy Action Plan:** In 2025-26, our department will review the Water Strategy Action Plan for agriculture actions and link actions with the appropriate department branches. Our department activities will be reported annually to Environment and Climate Change.
- **Manitoba's Agricultural Engineering Capacity Review:** In 2025-26, our department will review current agriculture engineering programs and activities including the University of Manitoba Biosystems Engineering Partnership, Manitoba's Engineering Services Team, and the establishment of a new Agricultural Engineering section in the branch with two new engineering fulltime employees (FTEs). In 2024-25, the new section was established, and FTEs and reclassifications were completed. In 2025-26, our department will complete a review of the current programming and explore opportunities to continue supporting the sector through engineering activities.
- **Agricultural Engineering Services:** Our department has committed a total of \$990K over three years (2023-24 to 2025-26) through Sustainable CAP funding for agricultural engineering services through Prairie Agricultural Machinery Institute (PAMI). PAMI will collaborate with our department for numerous agricultural engineering service requests received from external and internal clients, based on department priorities. In addition, our department has \$83K in funding available to contract engineering services work to support the livestock sector. In 2025-26, our department will ensure that 75 per cent of the engineering projects funded under these two programs will be in the areas of animal disease preparedness, livestock environment, and water management.

- **Irrigation Supply Expansion Plan:** In 2025-26, our department will work with agriculture industry stakeholders to develop a sustainable irrigation expansion plan to enhance economic development and reduce climate risk. This plan will take two years to develop. In 2024-2025, an Irrigation Supply Working Group was established by the department to lead the development of an initial discussion document to summarize known information and studies around water supply, and soil suitability for irrigated potato production in Manitoba and initiate discussions with industry and Environment and Climate Change to discuss information, infrastructure, regulatory, and water efficiency opportunities for the potential expansion of the industry. In 2025-26 department staff will consult with industry and develop an action plan to prioritize sustainable actions to expand irrigation in Manitoba.
- **Livestock Industry-Led Working Group:** Manitoba Beef Producers passed a resolution at their Annual General Meeting on February 20, 2025, calling for the organization to work with the provincial government to implement mandatory livestock inspection. Livestock inspection is an important tool for deterring cattle theft and fraud. Our department will participate in a working group that will assess how to create an industry-led inspection system in Manitoba. The working group will identify the financial resources, regulatory changes, and potential service delivery agent needed to support livestock inspection.
- **Crop Diagnostic Laboratory Plan:** Based on information from Treasury Board Strategic Initiatives and supplementary analysis, our department will develop and implement a plan for recommendations for the Crop Diagnostic Laboratory to ensure the laboratory is meeting the needs of industry to protect plant health. The plan will be developed and implemented by March 31, 2026.
- **Sustainable Food Production:** Our department will work with Northern Healthy Food Initiative partners to deliver online or in-person events and resources to support local production of livestock and crops.
- **Website Modernization:** Our department will review and lead the update of at least 20 per cent of the agriculture production webpages (livestock, crop, plant health, farm management) to improve knowledge transfer of unbiased technical information for agriculture production. The results of this initiative will be determined by the number of webpages and documents updated for livestock, crop, plant health and farm management.
- **Provincial Research and Innovation Framework:** In 2024-25, our department conducted a planning session with industry, academia, and other sector partners, to collect information on research priorities, challenges, and opportunities to develop the foundation of a provincial framework. Based on the outcome of the strategic planning initiative, in 2025-26, our department will work with industry, academia, and other sector partners, to develop a provincial framework for research and innovation and knowledge transfer. The goal of the framework will be to enhance communication and coordination of research and innovation in Manitoba.
- **Applied Research and Innovation Strategic Plan:** In 2024-25, our department developed a three-year strategic plan to increase standardization of operating procedures and knowledge transfer at Crop Diversification Centres (DC). In 2025-26 our focus will be the implementation of four action items under year one of the strategic plan. These action items focus on developing assessment criteria and tool to identify and prioritize research projects, identifying regional research capacities by each DC, including an equipment inventory and infrastructure review, creating an expertise inventory, and developing a transparent cost recovery fee for service model. The expected result of this initiative is the development of standardized project selection process and service costing model for the DCs. These will help to improve the productivity, sustainability, and quality of applied research and innovation.

- **Sustainable Crop and Livestock Production Communication Strategy:** In 2025-26, our department will develop a communication strategy to connect producers to regional staff to highlight Manitoba Agriculture activity in rural and urban communities. The communication strategy will help foster the growth of sustainable crop and livestock production by increasing our one-to-many approach for knowledge and technology transfer to clients and implementing relevant time sensitive communication platforms with clients. These include publications (Manitoba Crop Protection Guide, Beef and Forage Technical Bulletin and Cost of Production Bulletins), webinars (Crop Talk and Stock Talk), and schools (Horticulture School and Crop Diagnostic School). This will result in improved knowledge transfer of unbiased technical information for agriculture production.
- **Extension Modernization Plan:** In 2025-26, our department will develop and implement a plan to modernize our extension calendar, tools, and resources that will focus on event lists which will be set up to assist with event tracking and reporting. The event list will be multi-purpose and help streamline the process of organizing and promoting and allow staff and clients to know what events are upcoming and prevent same date conflicts.

Strategic Planning, Policy, and Programs (Res. No. 3.5)

Main Appropriation Description

Leads policy and program development and delivery that fosters an environment for competitiveness, adaptability, sustainability and public trust of Manitoba’s agriculture, agri-food, and agri-product sector.

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Policy and Legislation	28.00	4,913	28.00	4,299	
Strategic Analysis and Systems Support	32.00	3,714	32.00	3,491	
Client Services and Program Administration	31.00	5,866	31.00	5,614	
TOTAL	91.00	14,493	91.00	13,404	

Expense by Type

Salaries And Employee Benefits	91.00	8,859	91.00	7,782	
Other Expenditures	-	1,515	-	1,503	
Grant Assistance	-	4,119	-	4,119	
TOTAL	91.00	14,493	91.00	13,404	

Sub-Appropriation Description

Policy and Legislation (3.5A)

Fosters science-based policy analysis and development, effective program development and delivery relative to government priorities, and appropriate legislative and regulatory reform.

Key Objectives

- Support ongoing program negotiation and development of performance measures associated with Sustainable Canadian Agricultural Partnership including Business Risk Management and ad hoc emergency programs developed in response to stakeholder emergencies.
- Lead and support analysis on Manitoba Agriculture statutes and regulations to deliver on the department mandate and priorities.
- Support the department's public trust and engagement initiatives through collaboration and outreach.
- Develop policies and processes to support the department's boards and committees.
- Support the minister, deputy minister, and assistant deputy minister through the provision of policy advice to support government decision making and actions.
- Support the minister, deputy minister and assistant deputy minister through provision of trade policy advice and related materials to support trade and market access.

Main Activities

- Deliver ongoing program negotiation and development of performance measures.
- Review statutory framework to develop legislative and regulatory amendments.
- Develop departmental Engagement Guide.
- Deliver annual training to boards.
- Drive the annual Federal, Provincial and Territorial (FPT) process.
- Support and drive advocacy efforts in major trade markets.

Expected Results

- FPT Agricultural Framework development.
- Development of legislative and regulatory amendments.
- Development of departmental Engagement Guide for implementation in April 2026.
- Offer and delivery of annual board training.
- Pre-FPT stakeholder engagement opportunities identified.
- Deliver advice and enable engagement to support the departments trade advocacy and engagement efforts.

Strategic Analysis and Systems Support (3.5B)

Creates the environment that enables the department to achieve its strategic direction and ensure industry-leading knowledge and technology solutions are available to effectively inform government policies, deliver client programs and engage the public.

Key Objectives

- Foster and support strategic planning including initiatives spanning the department.
- Equip leaders with the knowledge, skill, and ability to effectively perform in their roles.
- Establish the performance measure program as a core department administrative and reporting process.
- Provide data-driven insights about the agriculture and agri-food sector to maximize the use of information and support decisions.
- Enhance analytical tools and end products to allow users to access and engage data in different ways.
- Identify, address, and implement information technology (IT) priorities in conjunction with partners to ensure timely completion of projects.

Main Activities

- Standardize planning and reporting processes for the department.
- Execute year-one of the Leadership Development Framework Initiative (LDFI).
- Develop Department of Agriculture specific performance measurement training opportunities.
- Leverage data to generate in-depth analysis and new insights.
- Develop products such as infographics, interactive dashboards.
- Establish project communication standards.

Expected Results

- Completed branch plans submitted by January 15, annually.
- Initiative launched and first projects recommended by Executive Management Committee implemented.
- Department specific performance measurement training opportunities in place.

- Completed in-depth analytical reports including analysis on alternative markets for Manitoba commodities and agri-food products; exploratory work on predictive analytics; analysis on specific risk management products; and the adoption of beneficial farm management practices in Manitoba.
- Development of new tools that display market and economic information including an internal crop dashboard highlighting current and historical provincial crop data; infographics displaying the most current information on the economic contributions of the crops, livestock, and food processing sectors.
- Communication standards document completed.

Client Services and Program Administration (3.5C)

Leads a client-centric approach to all external communications and ensuring the effective, efficient, consistent, and transparent administration of programs, permits and licences.

Key Objectives

- Continue to implement and refine Sustainable Canadian Agricultural Partnership (Sustainable CAP) Program administration, and performance measure processes as well as, collaborate on framework negotiations and development.
- Maintain, monitor, and update the department's public website as well as other digital content (e.g. Growing Manitoba Ag e-Newsletter) to ensure the quality of user experience.
- Build on progress made of transferring program administration of existing programs in our department to Client Services and Program Administration branch.
- Review, develop, and communicate service standards as necessary, ensuring service targets are being met.
- Assess and implement improvements to permit and licence administrative processes.
- Establish client services standards for the department in alignment and agreement with those of Manitoba Agricultural Services Corporation (MASC) as appropriate.

Main Activities

- Implement the Sustainable CAP Framework to meet key government priorities.
- Update digital communications.
- Continue to transfer existing programs to Client Services and Program Administration as appropriate.
- Review, develop, and communicate client service standards.
- Modernize permit and licence administration.
- Document client services standards.

Expected Results

- Percentage of dollars approved (80 per cent or above) in Sustainable CAP programs compared to annual target.
- Increased number of external client subscribers (three per cent in total subscriptions) for Growing Manitoba Ag e-Newsletter and X.
- Two programs transferred to Client Services and Program Administration Branch.
- Implementation of two additional client services standards.
- Implementation of Point of Sale (POS) terminals and development of electronic applications to improve effectiveness and efficiency for clients and staff.
- Continued collaboration with MASC on maintaining excellence in client service delivery.

Key Initiatives

- **Program Negotiation and Performance Measure Development:** Department staff regularly participate in Sustainable CAP Federal/Provincial/Territorial (F/P/T) Task Team and Working Group meetings, working in five-year cycles to develop government funding frameworks for agricultural policy initiatives including non-Business Risk Management and Business Risk Management (BRM) programs. Ongoing program negotiation and development of performance measures associated with Sustainable CAP including BRM and development of ad hoc emergency programs. This supports the mandate of positioning Manitoba as a leader in innovation, research, and job creation.
- **Statutes and Regulations Analysis:** In 2025-26 our department will compile quarterly reports on progress of legislative and regulatory projects to support alignment with department mandate, policy direction and priority. Completed legislative and regulatory amendments are published on the Manitoba Laws website. Reports are made to the department's executive management committee on a bi-monthly basis to receive input and feedback to prioritize work on legislative and regulatory amendments to meet the department mandate.
- **Public Trust and Engagement:** In 2025-26, our department will work to establish the foundation to support the department's public trust and engagement work. Over the next 24 months our department will develop and rollout a departmental Engagement Guide, (a key recommendation of the Public Trust and Engagement Listening Tour conducted in 2024), and associated processes for the department.
- **Boards and Committees Policies and Processes:** In 2025-26, our department staff will work to ensure that each board member receives regular access to training and development opportunities to support the capacity of Agencies, Boards and Commissions in the Department of Agriculture. Each board member will have access to at least one annual training or development opportunity. In 2024-25, all new members received and completed their required training, and all members were offered access to at least one additional development opportunity.
- **Policy Development Support:** In 2025-26, our department staff will prepare two FPT ministerial engagement opportunities to support and guide policy development. This will ensure that Manitoba's industry/sector needs are reflected in larger policy dialogues including framework development. A "what we heard" report will be prepared and posted on our department webpage in the interest of transparency.
- **Standardized Planning and Reporting:** In 2025-26, our department will standardize our department's planning and reporting process. Standardization introduces structure, role clarity and accountability mechanisms, which will improve process efficiency and ensure the department moves forward in an aligned and consistent manner. The expected result will be a standardized process that reflects a change in process, systems, tools, critical behaviors, and mindset.
- **Leadership Development Framework Initiative (LDFI):** This initiative will span multiple years, with the end goal of creating a thriving leadership team that is engaged, confident, knowledgeable, and skilled. The objectives of this project include meeting the learning and capacity development needs of leaders, foster a culture of trust and collaboration in our department and remove barriers and challenges faced by leaders. In 2025-26 our department will launch the initiative and implement the first projects identified by the project management team and recommended by the Executive Management Committee.
- **Performance Measurement Capacity:** Increasing the capacity of performance measurement (PM) branch representatives will help establish the PM program as a core department administrative and reporting process. In 2025-26 we will focus on utilizing the Government of Manitoba PM training content and modifying to reflect the Department of Agriculture, increasing value for PM representatives

and the broader department. The Community of Practice will be used to discuss current and future measures, training content and resources to help build internal capacity.

- **Analytical Reporting:** Generate insights to support evidence in government policy, programs, and operations, and uncover challenges or opportunities. This includes analytical work to address industry/government needs for economic analysis, competitive analysis, risk analysis, market research, market impact, predictive analysis.
- **Analytical Tools and Resources Development:** The development of products and/or tools will allow internal and external users to access and engage data in different ways, such as interactive dashboards, infographics, and data tools. In 2023-24, infographics on the economic contributions of the crops, livestock and food processing sectors were added to our public-facing website as well as an infographic displaying the profile of Manitoba's farm operations. Manitoba's trade statistics and international market research reports are available to industry and the public. Market information showing crop and livestock prices are displayed on the website as reports and dashboards. In 2025-26, our department plans to develop sector specific production dashboards that will inform users.
- **Communication Standardization:** In 2025-26 the department will continue to improve the client experience by establishing project communication standards to focus on improving transparency. This includes posting timely project status update information in a centralized location and clearly outlining the standard process/timeline a project follows within our department, enabling client awareness. We will continue to explore options for increasing consistent communication, to enhance our collaborative relationship.
- **Digital Communications:** Client interactions are critical for sharing accurate information, supporting education, and strengthening public trust. By regularly updating our department's digital communications, we are promoting high quality services and attracting more public interest that relies on and continuously consumes our digital communications such as Growing Manitoba Ag e-Newsletter and X.
- **Program Administration Re-Alignment:** The department will continue transferring permit and licensing processes from other branches within the department to client services and program administration to provide a collaborative, consistent and aligned service delivery. In 2025-26, we will be focusing on transferring the bee licensing and pesticide licensing process and will continue to discuss any additional program administration to transfer.
- **Service Standard Review:** Our department will review, develop, and communicate service standards to clients to improve client experience and transparency, in addition to increasing effectiveness, efficiency and accountability for staff. This will be measured by the number of new client services and program administration standards reviewed/developed in total. In 2025-26 the department will focus on developing and implementing the service standards and the following fiscal year will focus on evaluating success.
- **Standard Operating Procedures:** In 2025-26, our department will continue to update Sustainable CAP standard operating procedures for processes and systems to support consistent execution and delivery of programming.

Costs Related to Capital Assets (Non-Voted)

Sub-appropriations	2025/26		2024/25		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
General Assets	-	1,141	-	1,142	
TOTAL	-	1,141	-	1,142	
Expense by Type					
Amortization	-	1,141	-	1,142	
TOTAL	-	1,141	-	1,142	

Appendices

Appendix A - Other Reporting Entities (ORE)

OREs are accountable to the minister. OREs are directly or indirectly controlled by government as prescribed by the Public Sector Accounting Board.

The following OREs form part of the department's consolidated results:

Manitoba Agricultural Services Corporation (MASC)

MASC offers three main products: AgriInsurance, Hail Insurance, and lending to agricultural producers. Other programs administered by MASC include the Wildlife Damage Compensation program, the Farmland School Tax Rebate program, the Livestock Price Insurance program, inspection services, and any and other programs, such as emergency assistance, assigned to it by the province.

- **AgriInsurance** protects against crop production shortfalls and quality losses caused by natural perils. Losses within a producer's control are not covered. AgriInsurance covers 80 annual crops and forages during establishment and production, as well as the inability to seed in the spring due to wet conditions.
- **Hail Insurance** is a separate policy covering spot-loss hail damage for producers who participate in AgriInsurance. Producer premiums fund all hail insurance costs, including administrative expenses. This insurance also provides coverage of losses due to accidental fire.
- **Agricultural lending** provides Manitoba's agricultural producers with reasonable access to credit. MASC provides direct lending to clients and guarantees loans made by private sector financial institutions. MASC offers short, intermediate, and long-term financing at reasonable interest rates to eligible Manitoba agricultural producers and guarantees various types of loans made by private sector lending institutions that are generally considered to be higher risk.

Website: <https://www.masc.mb.ca>

Glossary

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

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by September 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.

Provincial Themes: Themes are the overarching strategic priorities that align departmental activities with government's direction.

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.