

2025/26

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

BUDGET 2025

Manitoba Business, Mining, Trade and Job Creation

Affaires, Mines, Commerce et Création d'emplois 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 Business,
Mining, Trade and Job
Creation**

**Affaires, Mines,
Commerce et
Création d'emplois
Manitoba**

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Minister's Message



Minister of Business, Mining, Trade and Job Creation

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

I am honoured to present the 2025-26 Business, Mining, Trade and Job Creation Supplement to the Estimates of Expenditure. As Minister of Business, Mining, Trade and Job Creation, I am responsible for the formulation of this Supplement and for the realization of the objectives outlined herein.

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

Our government is prioritizing Manitoba's economic security and prosperity by strengthening trade and investment relationships, attracting direct investment to stimulate key sectors, and expanding export opportunities to global markets. We are facilitating responsible mineral resource development, forming strong Indigenous partnerships, and building a diverse and inclusive workforce bolstered by new skilled trades jobs.

These efforts aim to foster sustainable growth, increase Manitoba's competitiveness, and ensure long-term economic success for the province. Manitoba's diversified trading economy provides the resources, goods, and services that our neighbours want and need. We continue to make the case to our American counterparts that open trade creates good jobs on both sides of the border and is essential to our mutual growth, innovation, and prosperity.

Our newly formed U.S. Trade Council and planned trade office in Washington, D.C. will help us navigate the new realities of our trade relationship with the United States. At the same time, we recognize the importance of diversifying trade and expanding access to new markets. Manitoba will actively pursue opportunities in global markets, ensuring our province remains competitive and resilient in an increasingly interconnected world. These initiatives will showcase Manitoba's incredible industries including: agricultural, mining, life sciences, and manufacturing sectors.

Guided by our new *Securing Our Critical Mineral Future Strategy*, our government will work closely with industry and Indigenous Nations to unlock our full mining potential so that we can deliver the critical minerals the world needs, create more good-paying jobs for Manitobans, and bring new investments and opportunities to northern Manitoba communities.

Our approach to mineral exploration and development is fundamentally based on positive working relationships with Indigenous Nations that are built on trust and transparency. To advance economic reconciliation, industry and government must incorporate principles of respect, engagement, and understanding to integrate meaningful participation at the earliest, and every, stage of mineral development.

Manitoba's economic resilience and growth has only been possible because of its talented and determined workforce. As new trends and technologies evolve our work and workplaces, our government is committed to building the skilled, inclusive, and adaptive workforce we need for success in the modern economy.

To do this, we are future-proofing our training and skills infrastructure by modernizing our apprenticeship and certification system and continuing to align and target our workforce development programming to labour market needs. These and other important investments will advance our goal of creating 10,000 new jobs in the skilled trades, help small and medium-sized employers address skills and training needs, and build an inclusive and representative workforce.

By investing in our province's people and potential we are building a strong, dynamic economy that gives every Manitoban an opportunity to find and train for a good job and share in our prosperity. I look forward to continuing this work on behalf of all Manitobans.

[Original signed by]

Honourable Jamie Moses

Minister of Business, Mining, Trade and Job Creation



Message ministériel



Ministre des Affaires, des Mines, du Commerce et de la Création d'emplois

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

C'est avec un sentiment d'honneur que je présente le budget complémentaire 2025-2026 du ministère des Affaires, des Mines, du Commerce et de la Création d'emplois. En tant que ministre des Affaires, des Mines, du Commerce et de la Création d'emplois, 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 décrirons plus amplement les résultats des plans dont fait état le présent document dans le rapport annuel que nous déposerons pour cet exercice.

Notre gouvernement donne la priorité à la sécurité et à la prospérité économiques du Manitoba en renforçant les relations en matière de commerce et d'investissement, en attirant des investissements directs pour stimuler les secteurs clés et en élargissant les possibilités d'exportation vers les marchés mondiaux. Nous facilitons le développement responsable des ressources minérales, en établissant des partenariats solides avec les Autochtones et en bâtissant une main-d'œuvre diversifiée et inclusive, soutenue par de nouveaux emplois dans des métiers spécialisés.

Ces efforts visent à favoriser une croissance durable, à accroître la compétitivité du Manitoba et à garantir la réussite économique à long terme de la province. L'économie du Manitoba fondée sur des échanges commerciaux diversifiés fournit les ressources, les biens et les services que nos voisins recherchent et dont ils ont besoin. Nous continuons à faire valoir auprès de nos homologues américains que le libre-échange crée de bons emplois des deux côtés de la frontière et qu'il est essentiel à notre croissance, à notre capacité d'innovation et à notre prospérité mutuelles.

Notre nouveau Conseil du commerce avec les États-Unis et le bureau commercial prévu à Washington nous aideront à faire face aux nouvelles réalités concernant nos relations commerciales avec les États-Unis. Dans le même temps, nous reconnaissons qu'il est important de diversifier les échanges et d'élargir l'accès à de nouveaux marchés. Le Manitoba s'efforcera activement de saisir les occasions qui se présentent sur les marchés mondiaux, afin que notre province reste compétitive et résiliente dans un monde de plus en plus interconnecté. Ces initiatives mettront en valeur les remarquables secteurs industriels du Manitoba, notamment l'agriculture, l'exploitation minière, les sciences de la vie et l'industrie manufacturière.

Guidé par notre nouvelle stratégie visant à assurer l'avenir de nos minéraux critiques, notre gouvernement travaillera en étroite collaboration avec l'industrie et les nations autochtones pour libérer tout notre potentiel minier afin que nous puissions fournir les minéraux essentiels dont le monde a besoin, créer davantage d'emplois bien rémunérés pour les Manitobains, et apporter de nouveaux investissements et de nouvelles possibilités aux collectivités du nord du Manitoba.

Notre approche de l'exploration et du développement des ressources minérales repose fondamentalement sur des relations de travail positives avec les nations autochtones, fondées sur la confiance et la transparence. Pour faire progresser la réconciliation économique, les acteurs de l'industrie et le gouvernement doivent intégrer des principes de respect, de participation et de compréhension permettant d'obtenir une participation significative dès les premières étapes, et à chaque étape, de l'exploitation des ressources minérales.

La résilience et la croissance économiques du Manitoba n'ont été possibles que grâce à notre main-d'œuvre talentueuse et déterminée. Alors que les nouvelles tendances et technologies font évoluer notre travail et nos lieux de travail, notre gouvernement s'engage à former la main-d'œuvre qualifiée, inclusive et adaptable dont nous avons besoin pour réussir dans l'économie moderne.

Pour ce faire, nous assurons la pérennité de notre infrastructure de formation et d'acquisition de compétences en modernisant notre système d'apprentissage et de reconnaissance professionnelle et en continuant de cibler nos programmes de perfectionnement de la main-d'œuvre qui répondent aux besoins du marché de l'emploi et de veiller à ce qu'ils demeurent en adéquation avec ces besoins. Ces investissements importants ainsi que d'autres nous permettront d'atteindre notre objectif de création de 10 000 emplois dans les métiers spécialisés, d'aider les petites et moyennes entreprises à répondre à leurs besoins en matière de compétences et de formation, et de constituer une main-d'œuvre inclusive et représentative.

En investissant dans la population et le potentiel de notre province, nous bâtissons une économie forte et dynamique qui donne à chaque Manitobain la possibilité de trouver un bon emploi, de suivre une formation et de participer à notre prospérité. Je me réjouis à la perspective de poursuivre cette tâche au nom de toute la population du Manitoba.

[Original signé par]

Jamie Moses

Ministre des Affaires, des Mines, du Commerce et de la Création d'emplois



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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

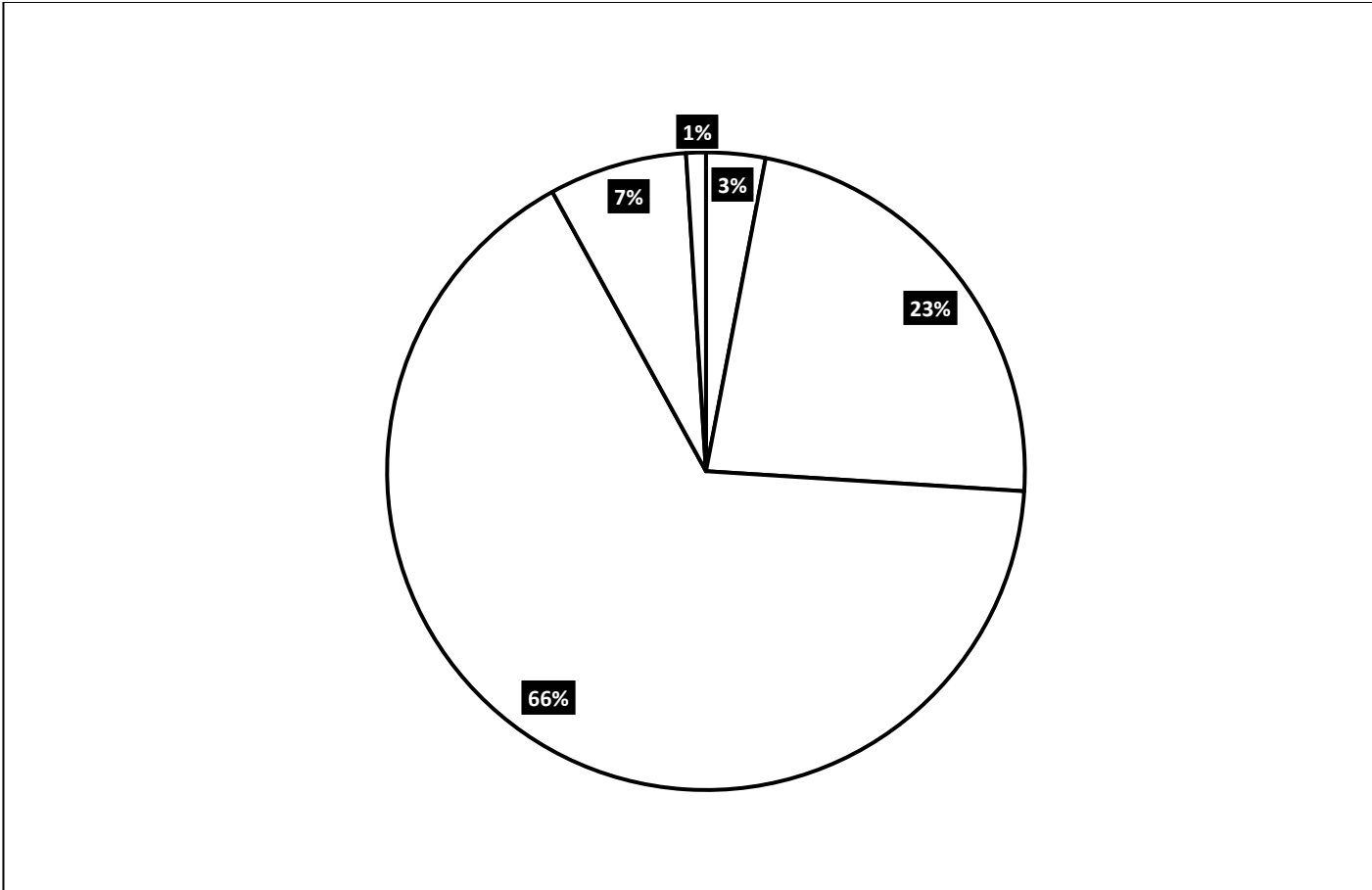
Department Description	Business, Mining, Trade and Job Creation is responsible for supporting economic growth for Manitoba through investment, trade, mineral resource development, and a skilled and diverse workforce.
Minister	Honourable Jamie Moses
Deputy Minister	Michael Jack

Other Reporting Entities	3	<ul style="list-style-type: none"> • Economic Development Winnipeg • Manitoba Development Corporation • Rural Manitoba Economic Development Corporation
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Summary Expenditure (\$M) Consolidated Core and ORE budgets that make up the department summary budget	
\$184	\$190
2025-26	2024-25

Core Expenditure (\$M) Departmental expenditures as presented in the Estimates of Expenditure		Core Staffing Department's total FTEs	
\$189	\$183	494.4	494.4
2025-26	2024-25	2025-26 FTE	2024-25 FTE

Percentage Distribution of Expenditures by Operating Appropriation, 2025-26



- 3% Administration and Finance
- 23% Investment and Trade
- 66% Workforce Development and Training
- 7% Minerals, Petroleum and Geoscience
- 1% Costs Related to Capital Assets (Non-Voted)
- 8% Interfund Activity

Vue d'ensemble du ministère

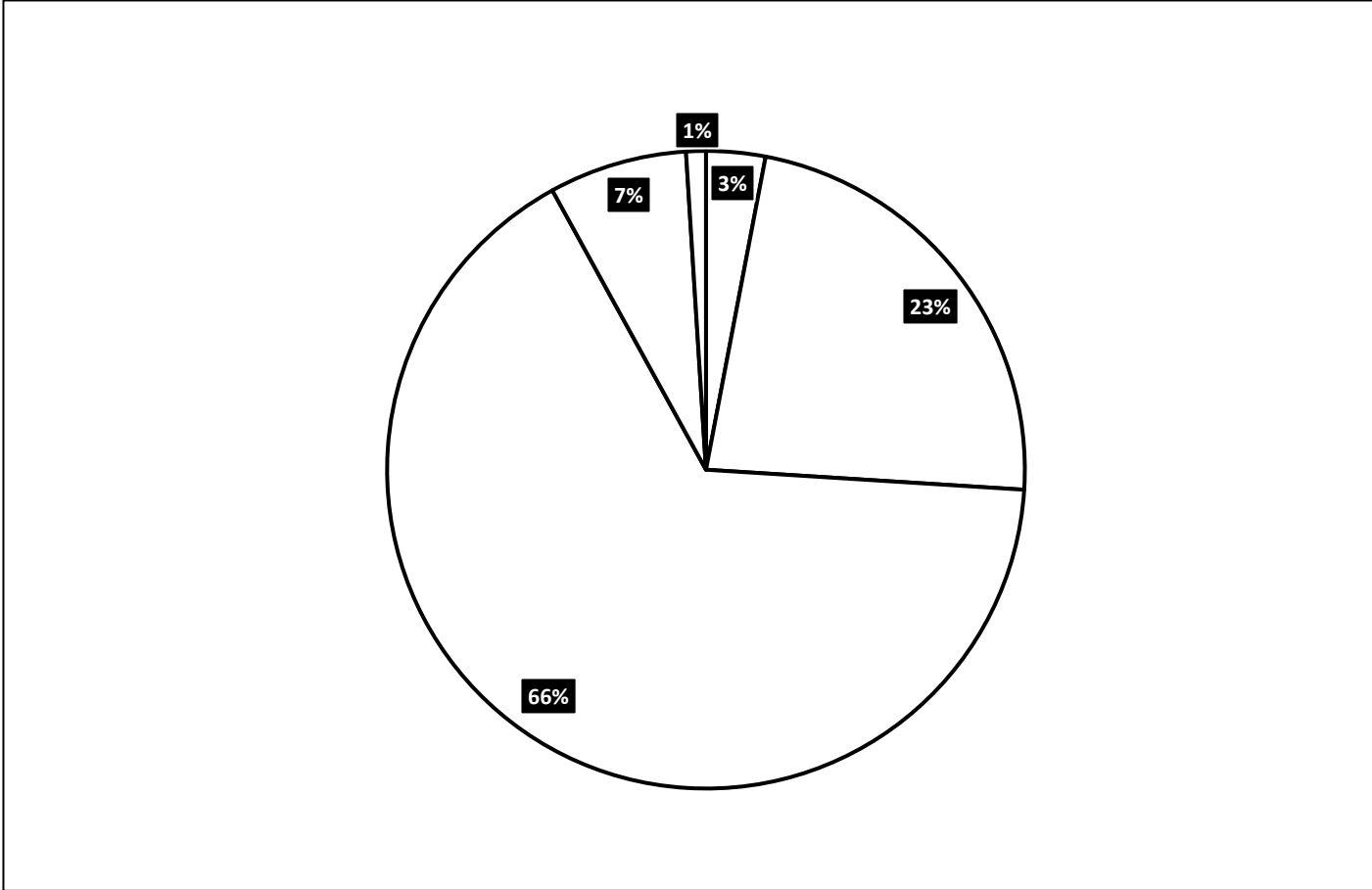
Description du ministère	Le ministère des Affaires, des Mines, du Commerce et de la Création d'emplois est chargé de soutenir la croissance économique du Manitoba au moyen des investissements, du commerce et du développement des ressources minérales, et grâce à une main-d'œuvre qualifiée et diversifiée.
Ministre	Jamie Moses
Sous-ministre	Michael Jack

Autres entités comptables	3	<ul style="list-style-type: none"> • Economic Development Winnipeg • Société de développement du Manitoba • Rural Manitoba Economic Development Corporation
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Dépenses globales (en millions de dollars)	
Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire	
184 \$	190 \$
2025-2026	2024-2025

Dépenses ministérielles (en millions de dollars) Dépenses ministérielles telles que présentées dans le Budget des dépenses		Personnel ministériel ETP totaux du ministère	
189 \$	183 \$	494,4	494,4
2025-2026	2024-2025	ETP en 2025-2026	ETP en 2024-2025

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



- 3 % Administration et finances
- 23 % Investissement et commerce
- 66 % Développement et formation de la main-d'œuvre
- 7 % Minéraux, pétrole et géoscience
- 1 % Coûts liés aux immobilisations (dépenses non votées)
- 8 % Transactions interfonds

Department Responsibilities

The Department of Business, Mining, Trade and Job Creation facilitates the creation of jobs and inclusive economic growth, leads sustainable management of Manitoba's mineral resources, and promotes economic reconciliation.

The overall responsibilities of the minister and Business, Mining, Trade and Job Creation include:

- Applying a whole-of-government approach to support business retention and expansion, regional economic development, trade, market diversification, and investment attraction.
- Delivering a suite of responsive economic development tools, supports, tax incentives, and financial programs that create the conditions for economic growth, private sector investment, trade development, and job creation.
- Supporting businesses to increase productivity, create jobs, drive economic growth, and fight inflation.
- Strengthening trade ties, protecting Manitoba jobs, and actively pursuing opportunities to diversify and expand our global trade relationships.
- Leading Manitoba's policy and programming to create an environment that supports wellbeing and an inclusive economy, with a skilled and diverse workforce.
- Advancing social equity by connecting Indigenous Peoples, immigrants, persons with disabilities, youth, and other underrepresented groups with good Manitoba jobs.
- Supporting employee-specific skills training to businesses entering or expanding in the Manitoba market.
- Modernizing the apprenticeship system so that it works in collaboration with stakeholders to develop the skilled workers needed to grow the economy.
- Leading Manitoba's engagement in intergovernmental labour market and economic development forums, while collaborating across government to champion initiatives to enhance internal trade and foster collaboration across provinces and territories.
- Working with the federal government to ensure economic and labour market investments and programming are accessible, inclusive, and meet the needs of Manitobans and local businesses and organizations.
- Promoting the responsible development of Manitoba's mineral resources.
- Ensuring the Crown fulfills its duty to consult on critical mineral development and oil and gas activities that may adversely affect Indigenous and Treaty rights.
- Facilitating an environment that supports Manitoba's commitment as a leader in the low-carbon economy.
- Guiding the responsible development of Manitoba's mineral, oil, gas, and aggregate resources to advance investment, economic growth opportunities, and reconciliation.
- Developing Manitoba's shared geospatial technology and information assets.
- Administering legislation under the statutory responsibility of the Minister.

The Minister is also responsible for:

- Apprenticeship and Certification Appeal Board
- Apprenticeship and Certification Board
- Mining Board
- Surface Rights Board

Three Other Reporting Entities that contribute to economic development and growth in Manitoba:

- Economic Development Winnipeg
- Manitoba Development Corporation
- Rural Manitoba Economic Development Corporation

Responsabilités ministérielles

Le ministère des Affaires, des Mines, du Commerce et de la Création d'emplois facilite la création d'emplois et une croissance économique inclusive pour tous les Manitobains, dirige la gestion durable des ressources minérales du Manitoba et favorise la réconciliation économique.

Les responsabilités générales de la personne occupant le poste de ministre des Affaires, des Mines, du Commerce et de la Création d'emplois comprennent les suivantes :

- Renforcer les liens commerciaux, protéger les emplois au Manitoba et travailler avec le gouvernement américain.
- Appliquer une approche pangouvernementale pour soutenir le maintien et le développement des entreprises, le développement économique régional, le commerce, la diversification des marchés et l'attraction des investissements.
- Fournir une série d'outils de développement économique, de mesures de soutien, d'incitatifs fiscaux et de programmes financiers adaptés qui créent des conditions propres à favoriser la croissance économique, l'investissement privé, l'expansion du commerce et la création d'emplois.
- Soutenir les entreprises pour accroître la productivité, créer des emplois, stimuler la croissance économique et lutter contre l'inflation.
- Renforcer les liens commerciaux, protéger les emplois au Manitoba et rechercher activement des possibilités de diversifier et d'élargir nos relations commerciales dans le monde.
- Diriger les politiques et les programmes du Manitoba afin de créer un environnement propice au bien-être et à une économie inclusive, s'appuyant sur une main-d'œuvre qualifiée et diversifiée.
- Promouvoir l'équité sociale en permettant aux Autochtones, aux immigrants, aux personnes handicapées, aux jeunes et aux autres groupes sous-représentés d'obtenir de bons emplois au Manitoba.
- Soutenir la formation professionnelle du personnel à l'intention des entreprises qui se développent sur le marché manitobain ou qui y font leur entrée.
- Moderniser le système d'apprentissage afin qu'il travaille de façon concertée avec les parties prenantes pour former les travailleurs qualifiés dont nous aurons besoin pour faire croître l'économie.
- Diriger la participation du Manitoba à des forums intergouvernementaux portant sur le marché du travail et le développement économique, tout en collaborant avec l'ensemble du gouvernement pour défendre les initiatives visant à améliorer le commerce intérieur et à favoriser la collaboration entre les provinces et territoires.
- Travailler avec le gouvernement fédéral pour veiller à ce que les investissements et les programmes relatifs à l'économie et au marché du travail soient accessibles, inclusifs et répondent aux besoins des Manitobains ainsi que des entreprises et des organismes locaux.
- Promouvoir le développement responsable des ressources minérales du Manitoba.
- Veiller à ce que le gouvernement s'acquitte de son obligation de consulter au sujet de la mise en valeur des minéraux critiques et des activités liées aux ressources gazières et pétrolières qui sont susceptibles d'avoir une incidence sur les droits ancestraux et issus d'un traité des peuples autochtones.

- Favoriser un environnement qui soutient l'engagement du Manitoba en tant que chef de file de l'économie sobre en carbone.
- Orienter le développement responsable des ressources minérales, pétrolières et gazières ainsi que des ressources en agrégats du Manitoba pour faire progresser l'investissement, les possibilités de croissance économique et la réconciliation.
- Développer des technologies géospatiales et des actifs informationnels d'utilisation partagée du Manitoba.
- Faire appliquer les lois qui relèvent de la personne occupant le poste de ministre.

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

- Commission d'appel en matière d'apprentissage et de reconnaissance professionnelle
- Commission de l'apprentissage et de la reconnaissance professionnelle
- Commission minière
- Commission des droits de surface

Trois autres entités comptables contribuant au développement économique et à la croissance dans la province :

- Economic Development Winnipeg
- Société de développement du Manitoba
- Rural Manitoba Economic Development Corporation

Statutory Responsibilities

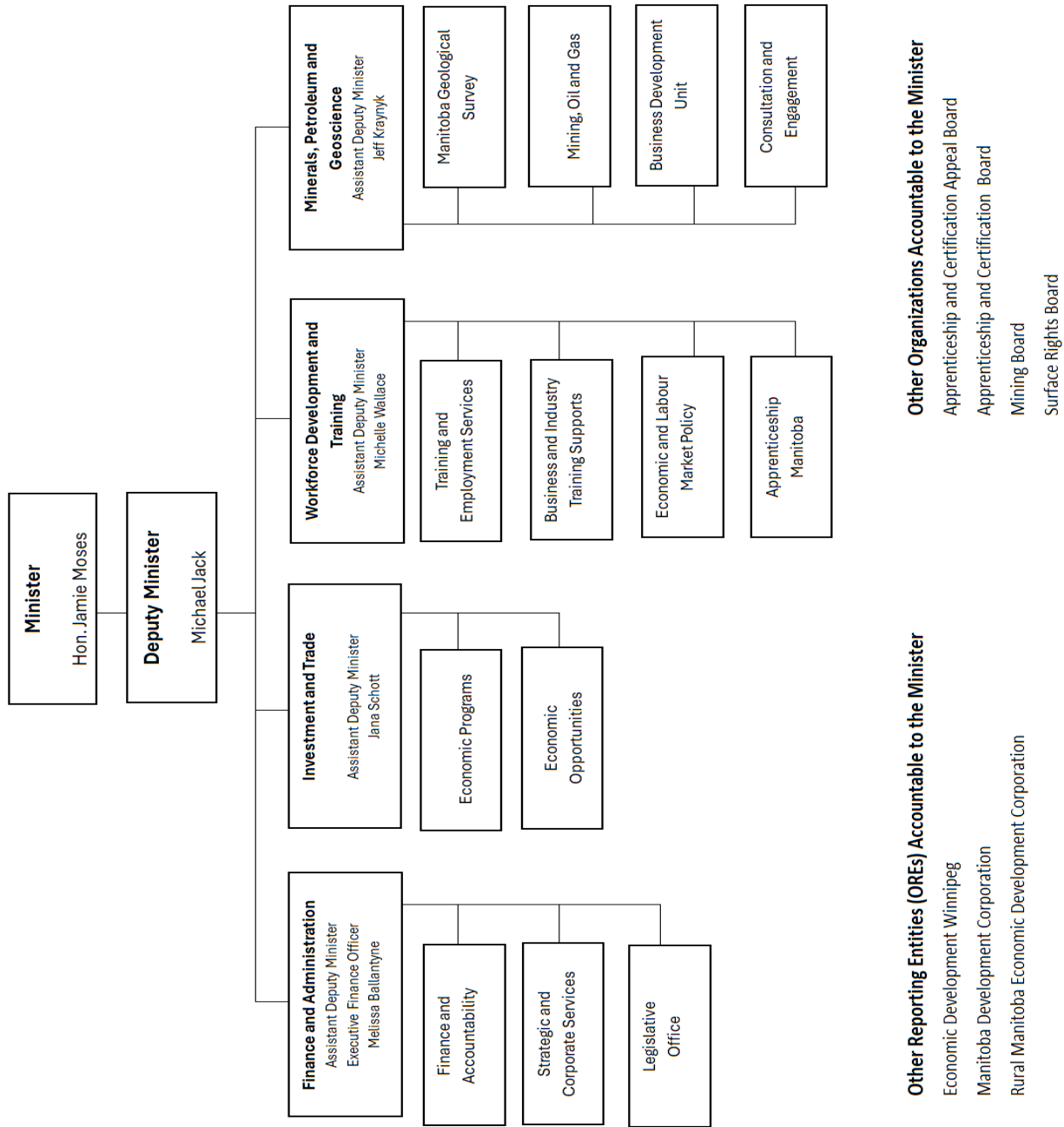
Any statutes that are not assigned to a particular minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

- The Apprenticeship and Certification Act (A110)
- The Captured Carbon Storage Act (C19)
- The Community Revitalization Tax Increment Financing Act (C166)
- The Convention Centre Corporation Act (S.M. 1998-89, c.39)
- The Crocus Investment Fund Act (C308) [except section 11]
- The Income Tax Act (I10) [sections 7.13 to 7.16 and 11.8 to 11.21]
- The Invest Manitoba Act (I99)
- The Labour-Sponsored Venture Capital Corporations Act (L12) [Part 2, and section 16 to 18 as they relate to Part 2]
- The Manitoba Development Corporation Act (D60)
- The Mines and Minerals Act (M162)
- The Mining and Metallurgy Compensation Act (M190)
- The Oil and Gas Act (O34)
- The Oil and Gas Production Tax Act (O37)
- The Peatlands Stewardship Act (P31)
- The Property Tax and Insulation Assistance Act (P143) [Part V, and section I to Part VI as they relate subjects covered under Part V]
- The Surface Rights Act (S235)

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

Organizational Structure

Manitoba Business, Mining, Trade and Job Creation as of April 1, 2025



Operating Environment and Departmental Risk

Business, Mining, Trade and Job Creation is committed to supporting an inclusive economy in Manitoba through economic reconciliation and creating an environment that produces good jobs, helps businesses grow, attracts investment, and showcases the bountiful mineral resources of our province. As we grow our economy, in partnership with Indigenous Nations, we can create positive outcomes and shared success for all Manitobans.

Manitoba continues to work with the federal government, our provincial counterparts, and labour and industry groups while global trade policies evolve. Manitoba has many strategic advantages to draw from and the department will continue to support local businesses and industry to build resiliency against trade disruptions, pursue market diversification, and build connections to strengthen Manitoba's supply chain. Please refer to the main budget paper for more information on Manitoba's Response to the tariff situation.

Located at the geographic centre of North America, Manitoba is a key part of the mid-continent trade corridor. Manitoba boasts Canada's only deep-water arctic port while also being connected to rail lines that reach as far south as Mexico. We will continue to work with Manitoba Transportation and Infrastructure in advancing initiatives to develop the Port of Churchill and Centreport as transportation and supply chain hubs, fueling Manitoba's economy, increasing international trade, and unlocking new economic opportunities for all Manitobans.

Manitoba is a leader in responsible mineral development and is home to critical minerals of global interest. Our province contains 30 of 34 minerals on Canada's 2024 list; 45 out of the 50 minerals on the United States critical mineral list; and 24 out of the 34 minerals on the European Union's list. Notably, Manitoba possesses all six that have been prioritized for their exceptional capacity to drive a low carbon economy, strengthen supply chains for critical minerals, and enhance national security. However, Manitoba's mineral industry relies heavily on the American market, making it vulnerable to potential tariffs. To mitigate this risk, strategically expanding marketing efforts to international jurisdictions will help diversify the sector and attract new investment. Manitoba's *Securing Our Critical Mineral Future* strategy underscores the province's role as a trusted trade partner that is committed to working with industry and Indigenous communities to advance mineral resource development projects safely and sustainably—ensuring a strong foundation for future generations.

The department remains committed to the ongoing process of establishing and maintaining mutually respectful relationships with Indigenous Peoples and upholding the principles of respect, engagement, understanding, and action defined in The Path to Reconciliation Act. The department will work in partnership with Indigenous Nations, communities, industry, and stakeholders to advance economic reconciliation and develop and implement mineral resource projects and labour force strategies to build a truly inclusive economy.

Manitoba is home to a young, growing, and diverse workforce and top tier educational, research, and training programs. Changing demographics, sector specific labour and skills shortages, and attrition of young Manitobans to other provinces are some of the ongoing challenges impacting businesses. Evolving global trade policies also adds uncertainty, which is weighing on consumer and business confidence and investment and hiring decisions. We will continue to work together to protect workers and ensure Manitobans can access the education and re-training they need to seize emerging job opportunities. At the same time, we must take proactive steps to inspire and support young Manitobans in building their careers here at home.

Now more than ever, we must work together to drive Manitoba's economic growth and diversification through enhanced trade partnerships, increased investment, improved productivity, and responsible mineral development. Strengthening our national economy at home and making it more resilient will help mitigate the impact of unwarranted tariffs and other global uncertainties. We must develop a clear plan to address challenges, capitalize on opportunities, and coordinate efforts across sectors—ensuring a more focused and effective approach to economic development and job creation.

We have a dedicated, skilled, and diverse team across the province committed to delivering positive outcomes for the people of Manitoba. The department will build on local relationships and strengthen partnerships with community and industry to advance our shared priorities.

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 where people, communities, and businesses thrive.

Mission

To grow an inclusive economy with a skilled and diverse workforce, through reconciliation, investment, trade, and responsible mineral resource development.

Values

- **Respect** – Building strong relationships, collaborating, embracing different perspectives, and focusing on diversity, equity, and inclusion.
- **Reconciliation** – Working in partnership with First Nations, Inuit, and Métis people, pursuing collaboration, and incorporating principles of respect, engagement, and understanding to integrate meaningful participation and promote economic empowerment for Indigenous Nations.
- **Accountability** – Acting in a socially and environmentally responsible way, translating our commitments into action and outcomes for Manitobans, and being transparent.
- **Innovation** – Continuing to learn, being evidence- and science-based, and adapting to change.
- **Responsiveness** – Prioritizing client service and responding to community and industry needs.
- **Inclusion** – Fostering an environment where all individuals, regardless of background or identity, feel valued, supported, and empowered to contribute and thrive within the economy.

Provincial Themes and Department Objectives

Healthier Families and Safer Communities

1. Support safer, healthier communities through local economic growth and job creation in every region of the province.

Growing Our Economy

2. Foster an inclusive, skilled, diverse workforce and prepare Manitobans for good jobs that support their families.
3. Support Manitoba businesses and increase investment and trade to grow our economy.
4. Advance responsible critical mineral development, with the participation of Indigenous Nations, and market Manitoba's minerals to the world.

A Government that Works for You

5. Enhance efficiency and productivity to improve service delivery.

Mesure de la performance du ministère

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Dans leurs budgets complémentaires, les ministères harmonisent leurs travaux 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 dans lequel les personnes, les communautés et les entreprises prospèrent.

Mission

Développer une économie inclusive s'appuyant sur une main-d'œuvre qualifiée et diversifiée, au moyen de la réconciliation, de l'investissement, des échanges et du développement responsable des ressources minérales.

Valeurs

- **Respect** – Établir des relations solides, collaborer, accueillir différentes perspectives et miser sur la diversité, l'équité et l'inclusion.
- **Réconciliation** – Travailler en partenariat avec les Premières Nations, les Inuits et les Métis, rechercher la collaboration et intégrer les principes de respect, de participation et de compréhension afin d'obtenir une participation enrichissante et de promouvoir l'autonomisation économique des nations autochtones.
- **Responsabilité** – Agir de manière responsable sur les plans social et environnemental, traduire nos engagements en actions et en résultats au bénéfice des Manitobains et faire preuve de transparence.
- **Innovation** – Continuer à apprendre, s'appuyer sur des données probantes et scientifiques et s'adapter au changement.
- **Réactivité** – Accorder la priorité au service à la clientèle et répondre aux besoins de la communauté et de l'industrie.
- **Inclusion** – Favoriser un environnement dans lequel toutes les personnes, indépendamment de leur origine ou de leur identité, se sentent valorisées, soutenues et habilitées à contribuer et à prospérer dans le secteur de l'économie.

Thèmes provinciaux et objectifs ministériels

Des familles plus en santé et des communautés plus sûres

1. Soutenir des communautés plus sûres et plus en santé grâce à la croissance économique locale et à la création d'emplois dans toutes les régions de la province

Faire croître notre économie

2. Favoriser une main-d'œuvre inclusive, qualifiée et diversifiée et préparer les Manitobains à occuper de bons emplois qui leur permettront de subvenir aux besoins de leur famille
3. Soutenir les entreprises manitobaines et accroître les investissements et les échanges pour développer notre économie
4. Promouvoir la mise en valeur responsable des minéraux critiques, en collaboration avec les nations autochtones, et commercialiser les minéraux du Manitoba dans le monde entier

Un gouvernement qui travaille pour vous

5. Rehausser l'efficacité et la productivité pour améliorer la prestation de services

Department Performance Measurement - Details

Healthier Families and Safer Communities

1. Support safer, healthier communities through local economic growth and job creation in every region of the province.

Key Initiatives

- **Economic Development Strategy:** We will work to advance an economic development strategy that grows our economy and creates good jobs for Manitobans with a focus on productivity and a streamlined approach to economic development that builds on the strengths of every region in the province.
- **Local Economic Growth:** In 2025/26 Manitoba will invest \$2 million to continue to drive local economic growth and protect Manitoba jobs as global trade policies continue to evolve.
- **Northern Manitoba Labour Force:** In partnership with industry, labour groups, post-secondary institutions, training providers, communities, and Indigenous Nations, the department will develop a Northern Manitoba Labour Force in a strategic way that promotes careers in the mining sector as part of its Securing our Critical Mineral Future strategy. The goal is to maximize local employment opportunities, support labour force needs for successful mineral development, and promote careers in the mining sector, especially to Indigenous Peoples, women, youth, and under-represented groups. The strategy will be critical to maximizing northern and Indigenous participation in meeting future labour force needs and providing Manitobans with pathways to good paying, sustainable jobs, while also developing strong communities, including in health care, childcare, and education.
- **Support the Oil and Gas Industry with Improved Oversight:** The department will continue to support responsible development in the oil and gas industry in Manitoba with improved oversight measures, such as more frequent inspections from petroleum inspectors and more reporting from industry. We will continuously review our processes to identify opportunities for improvement, which includes reviewing best practices from other jurisdictions and ensuring we receive accurate and timely information from industry.
- **Carbon Capture and Reduced Emissions:** The department will continue to collaborate and engage with industry, other departments, and Indigenous Nations on the development of regulations under the Captured Carbon Storage Act (passed on June 4, 2024), to be completed and come into force in 2025/26. The Act and Regulations will promote more sustainable industry development and support efforts to meet emission reduction targets.

Performance Measures

Measure	2022/23	2023/24	2024/25	2025/26
	Actual	Actual	Target	Target
1.a Number of inspections of rehabilitated oil well sites annually.	99	188	-	220

1.a Number of inspections of rehabilitated oil well sites annually: This measure will track the number of inspections of rehabilitated oil well sites annually. The measure will be calculated by counting the number of inspections carried out as recorded in the Manitoba Oil and Gas Well Information System (MOGWIS). Ensuring oil well sites are restored safely back to the original landscape mitigates potential public safety hazards and environmental impacts. This is a new measure for 2025/26, but data was available for prior years.

Growing Our Economy

2. Foster an inclusive, skilled, diverse workforce and prepare Manitobans for good jobs that support their families.

Key Initiatives

- **Apprenticeship Modernization:** Working collaboratively with the Apprenticeship and Certification Board, Manitoba will ensure the apprenticeship program continues to deliver the skilled trades workers require to build our future with good jobs for Manitobans. The department will advance plans to modernize the apprenticeship and certification system to ensure it meets the current and future needs of apprentices and employers. Manitoba is also investing \$400,000 in 2025/26 to help equip Manitoba's technical training institutions with modern tools, equipment, and materials, ensuring apprentices receive industry-relevant training that meets today's workforce demands.
- **Promoting the Skilled Trades as a Career of Choice:** Manitoba will promote the skilled trades through a partnership with Skills Canada Manitoba and its cost-shared agreement with Employment and Social Development Canada to deliver the Skilled Trades Awareness and Readiness (STAR) Program. The department will also launch a promotional campaign for Apprenticeship Manitoba's new brand, website, and client resources including a targeted approach for youth and under-represented groups.
- **Increasing Skilled Trades Jobs:** In 2025/26, we will work with other departments to develop and implement plans and actions to support the government's priority to create 10,000 new jobs in the skilled trades over eight years. This cross departmental approach will employ a range of short, medium, and long-term actions that support strategic objectives. The department will work with partners to continue efforts to expand the skilled trades workforce to meet growing demand by leveraging labour market transfer agreement funding to support the skills training of unemployed and under-employed Manitobans in high-demand skilled trades, including addressing employment barriers of under-represented groups.
- **Labour Market Investment Alignment:** Manitoba will continue to partner with the federal government to ensure economic and labour market investments meet the needs of the province and its partners through Labour Market Transfer Agreements. These investments increase Manitoba's ability to foster an inclusive economy and a skilled, diverse workforce by delivering employment and training programs for unemployed Manitobans, existing employees, industry, and employers.
- **Support the development of a diverse and inclusive labour force:** In 2025/26, the department will continue to undertake program enhancements and modernization that reduce barriers to participation in the labour market, focusing on underrepresented groups and addressing specific workplace needs. This includes investing \$2 million to support employment and training programs delivered by Manitoba social enterprises, to help low-income and marginalized individuals gain the skills and qualifications needed to secure good jobs. We will also be working collaboratively with other departments including Families, Advanced Education and Training, and Labour and Immigration to ensure workers are ready for jobs and progress along pathways is maximized.
- **Supports for Youth:** In 2025/26 the department will continue to deliver programming to ensure young Manitobans have the skills and knowledge needed to secure good jobs by providing targeted employment supports, including job search and referral services, promoting trades, and creating a new \$450,000 program focused on helping at risk youth find employment pathways to a brighter future.

Performance Measures

Measure	2022/23 Actual	2023/24 Actual	2024/25 Target	2025/26 Target
2.a Number of apprentices with active apprenticeship agreements annually.	10,870	11,878	-	12,500
2.b Percent of individuals with successful outcomes after participating in training and employment services, annually.	43.5%	53.6%	55%	55%

2.a Number of apprentices with active apprenticeship agreements annually: This measure will track the total number of apprentices with active apprenticeship agreements annually. This measure will be calculated by the number of active apprentices as recorded in the Apprenticeship Certification Information System data base. Apprenticeship Manitoba plays a central role in certifying individuals working in the skilled trades. By working closely with apprentices, employers, technical training providers, and other stakeholders, they are helping prepare Manitobans for good jobs and to grow Manitoba's economy. This is a new measure for 2025/26, but data is available for prior years.

2.b Percent of individuals with successful outcomes after participating in training and employment services, annually: This measure will track the percentage of individuals with successful outcomes in obtaining employment after participating in training and employment services, annually. This measure will be calculated by the number of employed, self-employed, and clients in training at exit from employment services, divided by the number of unemployed clients at intake. This number will be multiplied by one hundred giving the percentage of individuals with successful outcomes (are employed, self-employed, or in training) after participating in programs/services in the current fiscal year. Individuals with successful outcomes after employment training contribute to an inclusive, skilled, diverse workforce and are better prepared for good jobs to support their families. In 2024/25 this measure was listed in the department of Economic Development, Investment, Trade and Natural Resources.

3. Support Manitoba businesses and increase investment and trade to grow our economy.

Key Initiatives

- **Business Growth and Expansion:** The department will strengthen economic diversity, including supporting small and medium-sized businesses, by helping to create conditions to retain and expand businesses already in Manitoba and strengthen supply chains for key industries. This includes economic development and business support programs and continued efforts to support the development of a vibrant venture capital ecosystem through targeted tax credits.
- **Trade and Market Diversification:** The department will continue to support Manitoba businesses to diversify export opportunities, build new trade relationships and bring Manitoba's products and services to the world. Manitoba will maximize our international trade relationships to pursue trade and market diversification, create employment, bolster the provincial economy, and help insulate Manitoba exporters from potential future market shocks. Market diversification and advancing trade relationships with partners outside of Manitoba will be a priority.
- **Strengthening our Trade Connections:** Manitoba will participate in international trade conventions, strengthening our relationships with stakeholders, assisting Manitoba companies in expanding exports, and promoting Manitoba's export value proposition and business advantage, ensuring our province remains competitive and resilient. We will continue to work with the department of Transportation and Infrastructure to pursue initiatives to develop the port of Churchill and Centreport as transportation and supply chain hubs, fueling Manitoba's economy, increasing international trade, and unlocking new economic opportunities for all Manitobans.

Performance Measures

Measure	2022/23 Actual	2023/24 Actual	2024/25 Target	2025/26 Target
3.a Number of businesses approved for an SBVCTC, (Small Business Venture Capital Tax Credit) annually.	21	24	20	20

3.a Number of businesses approved for an SBVCTC, (Small Business Venture Capital Tax Credit) annually:

This measure will track the number of businesses approved for a Small Business Venture Capital Tax Credit (SBVCTC) each calendar year. This measure will be calculated by compiling the number of new applications approved for businesses each quarter. This tax credit supports small- and medium-sized businesses in their search for private equity, and in turn supports economic development and employment opportunities in those approved businesses. In 2024/25 the measure was listed in the department of Economic Development, Investment, Trade and Natural Resources and based on the fiscal year. In previous years this measure reported on a calendar year basis to align with the tax year. It will return to calendar year reporting in 2025/26.

4. Advance responsible critical mineral development, with the participation of Indigenous Nations, and market Manitoba's minerals to the world.

Key Initiatives

- Improve Indigenous and Metis Consultation:** In 2025/26, the department will work with Indigenous and Metis nations and organizations to improve the consultation process related to mineral exploration and development. This will provide clarity and predictability for industry while ensuring that Indigenous and Metis people are meaningfully engaged.
- Securing our Critical Mineral Future:** In 2025/26, the department will continue to collaborate with Indigenous Nations and industry partners to implement our critical minerals strategy, *Securing our Critical Mineral Future*. Led by the newly established Critical Minerals Office, implementation of this new strategy will bring new mines online with the support and participation of Indigenous Nations. We will position our province as an attractive jurisdiction for responsible mineral investment that prioritizes Indigenous inclusion to secure our mineral future by attracting new investment to mineral exploration, extraction, and processing. We will continue our partnership with the federal government investing in the port of Churchill, Canada's only deep-water arctic port and the ideal shipping location for Manitoba's mineral resources.
- Critical Mineral Sector Marketing Outreach:** In 2025/26, we will strengthen efforts to market Manitoba's minerals globally to promote Manitoba's critical minerals sector and attract investment. Showcasing the province's mineral resources, regulatory environment, and investment opportunities, will help attract international investors and businesses to explore partnerships, mining projects, and innovation opportunities in Manitoba. We will also pursue digitization of publications to facilitate increased access to information derived from geoscience research to support knowledge and understanding of mineral development in the rural, northern, remote, and Indigenous communities throughout Manitoba.

Performance Measures

Measure	2022/23 Actual	2023/24 Actual	2024/25 Target	2025/26 Target
4.a Number of geoscience publications accessed through the resource centre catalogue annually.	-	-	-	-

4.a Number of geoscience publications accessed through the resource centre catalogue annually: This measure will track the number of geoscience publications accessed through the resource centre catalogue annually. The Manitoba Geological Survey’s website contains extensive geoscience information that is important to the public, industry professionals, and potential investors. Providing awareness of, and access to, Manitoba’s geoscience information contributes to attracting new investments, creating good jobs for Manitobans and growing the economy. This is a new performance measure, and this year will be used to collect data to establish a baseline and target.

A Government that Works for You

5. Find efficiencies and enhance productivity to improve service delivery.

Key Initiatives

- **Digital Tracking System for Inspections:** In 2025/26, the department will implement a digital, spatial tracking system to improve efficiency and effectiveness of mining, quarry, and petroleum inspections. The system will allow the department to capture data, generate reports, and monitor corrective actions, ensuring efficiency and improved compliance with standards or regulations.
- **Workforce Development for Small and Medium-sized Employers:** In 2025/26, the department will refine and target programming that helps small and medium-sized employers address skills gaps, connect unemployed individuals to job opportunities, and improve their innovation, productivity, and competitiveness.

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)
Administration and Finance	57.00	6,009	57.00	5,379
Investment and Trade	40.00	35,126	40.00	34,693
Workforce Development and Training	295.40	132,541	295.40	127,465
Minerals, Petroleum and Geoscience	102.00	13,570	102.00	14,202
Costs Related to Capital Assets (Non-Voted)	-	1,577	-	1,442
TOTAL	494.40	188,823	494.40	183,181
Expense by Type				
Salaries And Emp Ben	494.40	40,661	494.40	39,196
Other Expenditures	-	14,283	-	13,571
Grant Assistance	-	27,773	-	27,290
Financial Assistance	-	104,529	-	101,682
Amortization	-	1,577	-	1,442
TOTAL	494.40	188,823	494.40	183,181

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)
Administration and Finance	57.00	5,449	57.00	4,819
Investment and Trade	40.00	3,016	40.00	3,566
Workforce Development and Training	295.40	23,816	295.40	22,071
Minerals, Petroleum and Geoscience	102.00	8,380	102.00	8,740
Costs Related to Capital Assets (Non-Voted)	-	-	-	-
TOTAL	494.40	40,661	494.40	39,196

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 January 31
Women	50%	69.2%
Indigenous People	16%	13.2%
Visible Minorities	13%	26.9%
Persons with Disabilities	9%	11.1%

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	570		245	1

	2025/26		2024/25	
Part C – Loans and Guarantees		\$(000s)		Expl.
Manitoba Development Corporation	60,000		40,000	2

	2025/26		2024/25	
Part D – Other Reporting Entities		\$(000s)		Expl.
Capital Investment				
Program Name	N/A		N/A	

Explanations:

1. Increase primarily reflects upgrades to mineral core sample storage facilities.
2. Increase to support economic growth and job creation investments.

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

Administration and Finance (Res. No. 10.1)

Main Appropriation Description

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

Sub-appropriations	2025/26		2024/25		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Minister's Salary	1.00	48	1.00	47	
Executive Support	8.00	978	8.00	780	
Finance and Administration	48.00	4,983	48.00	4,552	
TOTAL	57.00	6,009	57.00	5,379	

Expense by Type

Salaries and Employee Benefits	57.00	5,449	57.00	4,819	
Other Expenditures	-	560	-	560	
TOTAL	57.00	6,009	57.00	5,379	

Sub-Appropriation Description

Minister's Salary (10.1a)

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

Executive Support (10.1b)

Oversees the development and implementation of departmental policies and programs that are designed to achieve the goals set out in the department's mandate. Supports department employees in the offices of the Minister and Deputy Minister.

Finance and Administration (10.1c)

Provides corporate leadership in financial, administrative, information technology, strategic services, and legislative and regulatory development to support the department and related agencies in achieving their mandates

Key Objectives

- Cultivate an environment of financial accountability in the stewardship of public funds.
- Provide corporate policy, strategic initiative, and information technology support to divisions across the department.
- Guide the department's initiatives through successful legislative and regulatory development.

Main Activities

- Provide financial leadership and advice to support the department in delivering programs and services in a fiscally responsible manner.
- Promote corporate leadership in comptrollership, including the establishment, implementation, and monitoring of internal controls.
- Deliver accounting services, such as processing revenue and expenditure transactions.
- Oversee departmental expenditures, including summary financial forecasting and reporting.
- Lead and prepare departmental Estimates and the Summary Budget for the department.
- Oversee the department's administrative operations and reporting, which includes parking, records management, fleet vehicles, and routine disclosures.
- Advance the development of high-level strategic initiatives that deliver on government priorities.
- Lead the department's development of strategic planning and reporting materials, including the Annual Report, and Supplement to the Estimates of Expenditure.
- Lead the development and implementation of corporate policies including accessibility, diversity and inclusion, French language services, business continuity, and performance measurement.
- Manage department-wide content development for the department website, social media platform, and intranet site, coordinate and administer production requests for public materials, and create content for department proclamations.
- Leverage technology and other process improvement tools to support the department in streamlining and improving service delivery for Manitobans and businesses accessing programs and services.
- Lead legislation and regulatory development within the department.
- Coordinate the appointment of members to the agencies, boards, and commissions reporting to the Minister.

Expected Results

- Fiscally responsible use of operating and capital budgets to achieve the department's mandate.
- Informed decisions about budget allocations and investments.
- Effective implementation of strategic initiatives, corporate policy, and information technology services.
- Successful delivery of legislative and regulatory projects that meet the Minister's and government mandate.

Key Initiatives

- **Financial Reporting and Processes:** Improving financial reporting and processes, while enhancing budgeting and forecasting templates to support faster decision making.
- **Strategic Reporting and Project Management:** Implementing strategic reporting systems across the department and providing project management services that advance departmental priorities.
- **Legislative and Regulatory Processes:** Advancing legislative and regulatory changes that support major initiatives.

Investment and Trade (Res. No. 10.2)

Main Appropriation Description

Leads Manitoba's efforts to implement a streamlined approach to economic development, increase investment, and maximize trade relationships that build on Manitoba's strengths to grow the provincial economy. Facilitates a collaborative and inclusive approach to foster a competitive business environment, grow export markets, attract investment, build partnerships, support small business, further regional economic development, and advance economic reconciliation.

Sub-appropriations	2025/26		2024/25		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Economic Programs	14.00	31,693	14.00	31,633	
Economic Opportunities	26.00	3,433	26.00	3,060	
TOTAL	40.00	35,126	40.00	34,693	
Expense by Type					
Salaries And Emp Ben	40.00	3,016	40.00	3,566	
Other Expenditures	-	4,837	-	4,087	
Grant Assistance	-	27,273	-	27,040	
TOTAL	40.00	35,126	40.00	34,693	

Sub-Appropriation Description

Economic Programs (10.2a)

Delivers a suite of responsive and inclusive economic development tools, supports, tax incentives, and financial programs that create the conditions for economic growth, private sector investment, trade development, and job creation. Undertakes economic and financial analysis to facilitate investment decisions to advance government priorities. Coordinates with partners and service providers to advance regional economic development initiatives.

Key Objectives

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

Main Activities

- Administer various financial programs and initiatives in support of Manitoba's economic growth objectives.
- Complete economic and financial analysis to measure the impact of incentive growth programming to ensure it reflects government priorities and strategic direction.
- Develop a coordinated approach for collecting and using shared data and business intelligence to inform decisions to maximize the greatest potential for investment.

Expected Results

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

Economic Opportunities (10.2b)

Leads a whole-of-government approach to support business intelligence, sector development, retention and expansion of Manitoba companies, and trade and export development to increase investment and facilitate economic growth. Coordinates with partners and service providers to support a streamlined approach to investment attraction and promotion of Manitoba's competitive advantages.

Key Objectives

- Enhance relationships across government and with economic development stakeholders.
- Improve access to government services for businesses looking to invest, grow, and expand in Manitoba.
- Implement policy and programming to create an environment that supports business growth, innovation, and competitiveness.
- Increase global outreach visits and more presence on the international stage.

Main Activities

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

Expected Results

- Increased investment to grow and expand existing businesses or result in new ones entering Manitoba.
- Enhanced trade opportunities and market diversification to strengthen Manitoba's export potential.
- Increased local economic growth through promotion of buy local initiatives to raise awareness of local products and support local businesses.

Key Initiatives

- **Grow Export Markets:** Provide financial assistance to Manitoba small and medium-sized enterprises to participate in trade shows or missions outside of the province, with the goal of expanding existing or entering new export markets. This will assist Manitoba's business community in diversifying export opportunities, building new international trade relationships and bringing Manitoba's products and services to the world.
- **Support for Business:** Continue to deliver a comprehensive and inclusive suite of support programs to help businesses grow and innovate. This includes supports for business expansion and capital investment, commercializing new products and process development, tax credits, and export support programming.
- **Business Navigation:** Continue to support businesses looking to open, expand or invest in Manitoba through our Business Navigation Services by providing a pathfinding service for businesses of all sectors, working across government departments, with partners, and the federal government to provide companies and stakeholders with program and policy supports that address their needs, and encourage investment and growth in Manitoba.
- **Economic Development:** The department will consult with and engage business councils, industry leaders, labour and economic development agencies, and Indigenous Nations to identify gaps and establish a new streamlined approach to economic development in Manitoba that builds on strengths and supports every region in the province.

Workforce Development and Training (Res. No. 10.3)

Main Appropriation Description

Helps Manitobans prepare for and transition to sustainable employment through workforce development programs and industry partnerships. The division works with employers, industry groups, educational institutions, training providers, and community organizations to strengthen Manitoba's economy by developing a skilled workforce and supporting business growth and productivity. The division offers targeted training, certification pathways, and employment services that respond to changing labour market needs.

Sub-appropriations	2025/26		2024/25		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Training and Employment Services	197.40	81,826	197.40	78,081	1
Business and Industry Training Supports	16.00	27,153	16.00	26,999	
Apprenticeship Manitoba	55.00	20,572	55.00	19,777	
Economic and Labour Market Policy	27.00	2,990	27.00	2,608	
TOTAL	295.40	132,541	295.40	127,465	

Expense by Type

Salaries And Emp Ben	295.40	23,816	295.40	22,071	
Other Expenditures	-	3,796	-	3,712	
Grant Assistance	-	400	-	-	2
Financial Assistance	-	104,529	-	101,682	3
TOTAL	295.40	132,541	295.40	127,465	

Explanation:

1. Increase reflects general salary increases.
2. Increased funding to support modernizing Apprenticeship training.
3. Increased funding to support development of skilled workers.

Sub-Appropriation Description

Training and Employment Services (10.3a)

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

Key Objectives

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

Main Activities

- Deliver a suite of employment and training services through 12 Manitoba Jobs and Skills Development Centres and through partnerships with third-party service providers that deliver a range of targeted services for individuals under-represented in the labour market and facing barriers to employment, including persons with a disability, newcomers, Indigenous Peoples, and at-risk youth.
- Supply career development and labour market information to help Manitobans make informed career decisions aligned with their professional goals and the labour market.
- Provide skills development support to Manitobans in high demand occupations with skills shortages to help them obtain and maintain sustainable employment.

Expected Results

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

Business and Industry Training Supports (10.3b)

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

Key Objectives

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

Main Activities

- Business and Industry Training Consultants work with companies to offer a range of services and programs from government and other organizations to support their workforce needs.
- Deliver programs to incentivize private sector investment in human resource development and workplace training.
- Provide industry grants that support companies to hire, train and retrain Manitoban workers to capitalize on growth opportunities.
- Oversee and support Manitoba's Sector Council Program. The program facilitates greater private sector participation in workforce training and the development of industry-wide human resource plans through funding agreements with 21 industry organizations across 11 key sectors.

Expected Results

- Administer workforce development funding to increase the number of companies locating new operations to Manitoba or expanding existing operations by creating net new jobs.
- Assist small and medium-sized companies to develop their HR management capacity and train workers.

- Support non-profit industry organizations to deliver more workforce training programs that contribute to business growth and prosperity, including addressing short- and long-term skills and labour gaps.

Apprenticeship Manitoba (10.3c)

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

Key Objectives

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

Main Activities

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

Expected Results

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

Economic and Labour Market Policy (10.3d)

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

Key Objectives

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

Main Activities

- Provide technical expertise in the development of strategic and program-specific policy for the department's economic and workforce development programs, including research, analysis, policy development, and evaluation activities.
- Prepare communications, briefing material, and other analytical and authority-seeking documents for executive management.
- Develop and oversee engagement and consultation activities with external stakeholders.
- Responsible for supporting accountability requirements of the Labour Market Transfer Agreements including planning, reporting, and evaluation.
- Prepare the Senior Official, Deputy Minister, and Minister for their participation in the Forum of Labour Market Ministers.

Expected Results

- Effective participation in federal, provincial, and territorial forums, including the Forum of Labour Market Ministers.
- Accountability to the Government of Canada on the plans and results of the Canada-Manitoba Labour Market Development Agreement and the Canada-Manitoba Workforce Development Agreement.

Key Initiatives

- **Foreign Credential Recognition:** We will work to reduce financial barriers associated with foreign qualification recognition and supporting internationally educated professionals to enter the labour market in their profession.
- **Supporting Newcomers:** The department will continue to deliver programs to address the unique challenges newcomers face in the labour market. These include employment readiness supports and apprenticeship and training opportunities that help build a diverse and inclusive workforce. These supports will empower newcomers and their families to pursue meaningful careers, achieve sustainable employment, and contribute to long-term retention in Manitoba.
- **Encourage Young Manitobans to Build Their Careers in Manitoba:** We will work with the department of Advanced Education and Training to boost the retention of young Manitobans and align workforce development with labour market needs and economic opportunities. Manitoba's post-secondary institutions help people join the workforce with university and college degrees and apprenticeships in the skilled trades. We will work with tradespeople, their representatives, and educational institutions to create more apprenticeship positions in the skilled trades.
- **Advancing Futures Program:** In 2025/26, the department will continue the Advancing Futures Program which provides financial assistance to students currently or previously in the care of Child and Family Services and pursuing post-secondary education in Manitoba.

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

Main Appropriation Description

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

Sub-appropriations	2025/26		2024/25		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
Manitoba Geological Survey	37.00	5,214	37.00	5,401	
Mining, Oil and Gas	47.00	5,676	47.00	5,829	
Business Development Services	14.00	1,477	14.00	1,588	
Consultation and Engagement	4.00	1,203	4.00	1,384	
TOTAL	102.00	13,570	102.00	14,202	
Expense by Type					
Salaries and Employee Benefits	102.00	8,380	102.00	8,740	
Other Expenditures	-	5,090	-	5,212	
Grant Assistance	-	100	-	250	
TOTAL	102.00	13,570	102.00	14,202	

Sub-Appropriation Description

Manitoba Geological Survey (10.4a)

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

Key Objectives

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

Main Activities

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

- Support geological programs and dissemination of geoscience information to the mineral industry and stakeholders to help attract investment to Manitoba in support of Critical Mineral Strategy.
- Continue participation in the development and steering of the Atlas 2027 project, a new fully digital geological atlas of Western Canada.
- Continue to contribute to the Mineral Occurrence Databases, a federal initiative to create a map of known mineral resources in Canada.
- Participate in federal-provincial-territorial discussions to negotiate collaborations for the Targeted Geoscience Initiative and Geo-mapping for Energy and Minerals (GEM) GeoNorth multi year geological programs led and funded by the Geological Survey of Canada; multiple Manitoba-based proposals were submitted for consideration in the programs.
- Facilitate the development and management of oil and gas wells, review borehole applications, review the oil and gas land sale parcels, and inform policy, regulation, and procedures, including for potash.
- Provide ongoing updates to the aggregate inventory mapping program.
- Develop and implement multi-year plan for improvement of regional core facilities.
- Deliver technical presentations and attend conferences as delegates and exhibitors at geoscientific events.

Expected Results

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

Mining, Oil and Gas (10.4b)

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

Key Objectives

- Implement measures to simplify the process and requirements for the collection of oil and gas Crown royalties and taxes.
- Improve the quality of life and the environment for Manitobans by reducing green house gas emissions.

Main Activities

- Administer provisions under The Oil & Gas Act and The Oil & Gas Production Tax Act relating to exploration, development, production, and transportation of oil and gas
- Create a simpler method for the calculation for oil and gas royalties and taxes.
- Support the implementation of carbon capture and underground storage of carbon dioxide.
- Review and process license applications related to resource extraction from mines, quarries, and petroleum sites.
- Conduct inspections of mining, quarry, and petroleum sites.
- Develop, implement, and administer policies and legislation, to provide for the sustainable development of Manitoba's oil and gas resources.

Expected Results

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

Business Development Services Unit (10.4c)

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

Key Objectives

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

Main Activities

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

Expected Results

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

Consultation and Engagement (10.4d)

Leads consultation and engagement activities to build partnerships and collaboration with Indigenous Nations where mineral resource development projects have the potential to impact the exercise of Indigenous rights.

Key Objectives

- Build partnerships, strengthen relationships, and promote collaboration with Indigenous Nations to advance economic reconciliation.

Main Activities

- Lead consultation initiatives related to mineral resource exploration and development.
- Advance relationship building and information sharing with Indigenous Nations.
- Support economic reconciliation by promoting Indigenous partnerships and collaboration in mineral resource development projects.

Expected Results

- Stronger relationships with Indigenous Nations.
- Increased number of partnerships with Indigenous Nations for shared economic growth.

Key Initiatives

- **Mining Advisory Council:** In 2025/26, the Mining Advisory Council (the Council) will support Manitoba's *Securing our Critical Mineral Future* strategy and guide the sustainable growth of Manitoba's critical mineral sector. The Council will work closely with industry experts, Indigenous Nations, and government representatives to develop strategic recommendations focussing on aligning the mining industry's needs with environmental and social responsibilities, including policy development, regulatory adjustments, and market positioning. As well, the Council will recommend workforce development programs focused on training and upskilling Manitobans, particularly Indigenous and rural youth, for careers in the critical minerals sector, with the key objective of advancing Indigenous inclusion and partnerships in the mineral sector.
- **Enhanced Communications Supporting the Critical Minerals Sector:** Throughout 2025/26, the department will enhance communications to advance the Critical Minerals Strategy. This includes an updated and redesigned webpage that will share details and updates to help communities, Indigenous Nations, sector partners, and the public to better understand and access the mineral sector. The department will establish regular communications with industry to help foster engagement and collaboration, ensuring that industry stakeholders are aware of Manitoba's strategic priorities, available support programs, and opportunities for partnership. These efforts build transparency and trust, while also promoting Manitoba as a stable, sustainable hub for critical mineral development, attracting investment and skilled labour to the province.

Costs Related to Capital Assets (Non-Voted)

Sub-appropriations	2025/26		2024/25		Expl.
	FTE	\$(000s)	FTE	\$(000s)	
General Assets	-	1,577	-	1,442	
Infrastructure Assets	-	-	-	-	
Expense by Type					
Amortization	-	1,577	-	1,442	
TOTAL	-	1,577	-	1,442	

Appendices

Appendix A - Other Reporting Entities (ORE)

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

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

Economic Development Winnipeg

The lead economic development agency for Winnipeg, encompassing Economic Development Winnipeg, YES! Winnipeg, and Tourism Winnipeg. Economic Development Winnipeg facilitates investment promotion and attraction, capacity building, tourism development, and the management of market data.

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

Manitoba Development Corporation

Established under *The Manitoba Development Corporation Act* to foster economic development and investment, promote the diversification of economic activities, encourage the development of export markets for business, and support innovation, development, and commercialization of technologies.

Rural Manitoba Economic Development Corporation

The Rural Manitoba Economic Development Corporation is incorporated under *The Corporations Act* as a Non-Profit, Non-Share Corporation. The corporation was established to provide economic outcomes in Rural Manitoba through investment attraction, job creation, retention, and expansion of existing businesses thereby enhancing the prosperity and quality of life for Manitobans.

For more information please visit: <https://rmedcorp.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.