

Manitoba



Government of Manitoba



Position Profile

Deputy Minister, Agriculture

Reports To: Clerk of the Executive Council and Cabinet Secretary

Organization: Government Of Manitoba

Date: July 2022

ABOUT MANITOBA AGRICULTURE

Manitoba, the gateway to Western Canada and an agricultural hub for over 140 years, is home to many of Canada's leading international agribusiness companies and industry associations. Manitoba's robust agricultural sector is the heart of innovation and technology advancements and a mature agri-food research and development ecosystem. Productive farmlands suitable for the production of various crops and animals, access to state-of-the-art research facilities and world-class transportation infrastructure, available highly-skilled labour and a business-friendly environment make Manitoba a unique place to invest in food and beverage processing. Manitoba has a collaborative business environment, with easy access to markets in North America and beyond. Many of Canada's leading international agribusinesses and related industries call Manitoba home. It also boasts farm revenues higher than the national average (an average of \$562,929 per farm compared to the national average of \$458,320) and reported \$8.2 billion in total operating revenues in 2020.

Manitoba has a rich history of farming with the third largest farm area in Canada. It is the birthplace of canola, a crop which accounted for almost 30% of Manitoba's 11.5 million acres of farmland in 2020. Manitoba also has the highest proportion of young farm and female operators with the highest proportion of operators under the age of 35 of any province in 2021. It also has the fourth highest number of oilseed and grain farms and the fourth highest number of farms in beef and feedlots in the country. Further, Manitoba has more pigs per farm than any province or territory (an average of 6,104 pigs per farm compared to 1,963), making up 23,7% of Canada's total reported pigs in 2021. Food and beverage manufacturing is the largest manufacturing sector in Manitoba, representing 30% of Manitoba's manufacturing sales and \$6.2 billion in revenue in 2021.

Vision

A Manitoba that innovates, inspires the entire agri-food value chain, and sustainably feeds the world while reducing our carbon footprint

Mission

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

We value:

- Sustainable responsible resource management and development
- The public's trust
- The participation of Indigenous peoples in the management and development of resources
- Each other's expertise, experience and leadership
- Science and evidence-based decision-making
- Working together in partnership to find solutions to public policy challenges
- Innovation, growth and continuous improvement
- Open and transparent communication



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With a mandate to foster the sustainable growth of Manitoba producers and agri-processors through innovative, reliable supports and services, Manitoba Agriculture focuses on the land and its clients in respective industries. In addition to the common challenges of working in a sector that is so dependent on elements outside of its control, recent weather events in the past two years, both flooding and drought, have significantly affected the lands and producers. Some of these services have never been more important. In addition to specific goals of enhancing the resilience of Manitoba's agriculture and natural resource sectors and protecting our people, animals, plants and natural resources, Manitoba Agriculture contributes to whole-of-government goals:

- Fostering investment, job creation and economic development
- Advancing reconciliation
- Fostering and advancing innovation
- Reducing red tape
- Engaging stakeholders in decision making
- Improving transparency
- Caring for the needs of our clients
- Building our capacity to deliver
- Advancing inclusion
- Strengthening respect in our workplaces
- Providing value for money
- Increasing accountability
- Balancing the budget
- Reducing operation costs

Manitoba Agriculture provides a wide variety of services to Manitobans through its three divisions. The Animal Health and Welfare branch protects animals, food and people by providing specialized veterinary advice and a wide variety of information to treat animals suspected of disease and who are suffering. The department serves as the gateway for production and agronomy information, diagnostic tools and timely reports on crop conditions. They also provide valuable tools and resources to assist in making sound agri-business decisions. The Food and Agri-Product Processing Branch provides services to entrepreneurs, businesses and organizations to strengthen Manitoba's competitive position in domestic and global markets.

Divisions

- Corporate Services and Innovation
- Industry Advancement
- Agriculture Production and Resilience

Various Boards and Committees

Manitoba Agricultural Services Corporation

By the numbers in 2022

- \$12.7 billion - Manitoba agribusiness sector revenues in 2020
- \$680 million protein investment, 600 new jobs since 2019
- 15,600 - Number of people working in the agribusiness industry in Winnipeg (CMA), December 2021
- 47,100 - Number of people working in the agribusiness industry in Manitoba, December 2021
- 653 - Agribusiness establishments in Winnipeg (CMA), December 2020
- 18 per cent of Canada's soybeans are grown in Manitoba
- 30 per cent of Canada's total pork production happens in Manitoba
- Manitoba is Canada's largest producer of sunflower seeds

The Canadian Agricultural Partnership-Ag Action Manitoba is a five-year agreement between Canada and Manitoba designed to support agricultural producers to grow and thrive. Forty-five companies have been supported through Capital Assets and Equipment projects and \$9.5 million in project supports, over \$150 million in private sector capital has been leveraged and 320 jobs created.

ABOUT THE DEPUTY MINISTER, AGRICULTURE POSITION

Working closely with the Minister of Agriculture and the Clerk of Executive Council and as a key member of the Government of Manitoba's leadership team, the Deputy Minister provides executive leadership and operational direction in the design and implementation of strategies, policies and programs that accelerate sustainable growth in the agriculture and agri-processing sector.

The Deputy Minister will establish, enhance and maintain positive relationships with other levels of government and the wide variety of stakeholders and interested parties in this sector and will ensure there is a rigorous framework to protect people, plants, animals and natural resources.

The Deputy Minister will establish a high-performance organization by promoting an empowering environment and culture, diversity, equity and inclusion, inspirational vision and goals, effective and efficient systems, processes and practices, strong fiscal stewardship and superior ability to mobilize government resources behind strategic priorities. Individuals who thrive in a rapidly changing environment and have the reputation for creating strong, trusting relationships will want to explore this rare opportunity.

KEY LEADERSHIP ACCOUNTABILITIES

Accountability 1: Strategy, Planning and Performance Measurement

- Develop and implement processes and practices to consistently evaluate the needs of citizens and the agriculture/ agri-business sector and the department's ability to meet needs and address future conditions or issues
- Develop and/or contribute to the creation of policy and legislation
- Build the capacity and capability to identify, collect and analyze data, information and insight to ensure the department has a current and nuanced understanding of the policy, legislative and external environment that will impact the agricultural and natural resource sectors
- Develop and lead the implementation of a progressive, comprehensive strategic plan that clearly articulates the mandate, vision, strategic directions and strategic goals and objectives for the organization
- Create strategies to position the organization 7 to 10 years in the future by anticipating and acting on trends such as the drive for national food security and the importance of more value-added processing
- Lead the development of an operational plan for the department that will ensure it meets its vision, goals and objectives
- Lead the development of annual branch and functional operational plans aligned with the strategic plan
- Translate the strategic and operational plans into operational objectives for all employees and appropriate stakeholders
- Develop and continuously evolve an engagement framework with all key stakeholders and interested parties that will continue to build trusting relationships
- Design and implement a performance measurement framework including key and operational performance indicators for the department that ensures you are collecting, analyzing and reporting the right information to inform progress
- Develop meaningful, impactful, informative annual reports and other documents that promote awareness and understanding of the department, its mandate, programs and services and goals and objectives
- Develop a risk management framework for the department that identifies and classifies potential risks to the achievement of goals and objectives and identifies mitigation strategies to address these risks

Accountability 2: Across Government Support, Advice and Guidance

- Provide the Manitoba government executive leadership and various departments with information, advice, and recommendations to support effective planning, policy formulation, program reviews and decision making
- Provide non-partisan information and sound advice to the Minister, Cabinet and senior government officials, drawing on internal and external expertise.
- Provide leadership, support, advice and guidance on interactions with major stakeholders with interests in agriculture and agri-business and natural resource management. This may include federal government departments and agencies, other provincial governments and Indigenous governments and organizations.

Accountability 3: Organizational, Financial and Service Delivery Leadership

- Establish departmental and branch budgets (operational and capital), monitor adherence to the budget, perform accurate forecasting and ensure meaningful financial reporting
- Lead the development/revision of departmental programs and services to meet the mandate and vision as well as the needs and expectations of Manitobans
- Develop an organizational structure and service delivery model for the delivery of departmental programs and services that support the achievement of goals and expected outcomes while ensuring efficiency and value for money
- Provide leadership to senior management including establishing goals and objectives, delegating authority, coordinating, monitoring and evaluating all activities, mentoring and coaching
- Develop and sustain a high-performance culture and environment where multiple perspectives are sought, appropriate risks are encouraged and all employees are committed to excellence in service delivery
- Establish strong human resource practices that ensure highly qualified staff are recruited and retained, performance expectations are clearly defined, workforce development and succession management are effectively implemented

EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The Deputy Minister is responsible for ensuring the overall success of the department and requires strong leadership skills and the ability to develop and maintain an environment aligned with the organization's key values. The Government of Manitoba will rely on the knowledge, skills and abilities of the individual in this role. Candidates must meet the following education and experience requirements and be able to demonstrate several leadership and technical competencies.

The successful candidate for this position will bring a post-secondary degree in agriculture, public or business administration or a related discipline complemented by extensive executive experience in a large multi-faceted complex organization. An equivalent combination of education and experience will be considered. In-depth experience and a strong understanding of the agriculture and agri-business sector is a must.

The ideal candidate will have proven experience developing engagement and consultation frameworks and processes and nurturing trust-based relationships with numerous stakeholders who may have conflicting perspectives. A demonstrated track record of leading organization-wide transformation, managing and enabling change and bringing stability to an organization that has undergone significant change is a must.

Experience providing advice and direction on drafting and implementing policies and programs and or legislation as well as large budget preparation within government estimates processes would be considered an asset.

COMPETENCY REQUIREMENTS

<p>Integrity, Professionalism and Resilience</p>	<ul style="list-style-type: none"> • Acts in the best interests of the Government of Manitoba • Makes principle-centered decisions • Demonstrates sincerity, honesty, respect, courage, empathy and adherence to the values of the Government of Manitoba • Builds others' trust in one's expertise and ability to get results • Assumes responsibility and accountability and follows through when making commitments • Appreciates the importance of and appropriately managing highly sensitive and confidential information • Maintains composure and perspective in difficult or volatile situations and is not threatened by ambiguity and conflict
<p>Visionary and Innovative Leadership</p>	<ul style="list-style-type: none"> • Clearly articulates a practical vision for the future, a credible case for change/enhancement and influences and inspires others to work as part of a team toward that vision • Makes tough decisions even when unpopular • Establishes positive relationships with stakeholders including government officials and executives, departmental leadership, boards, staff, businesses and the general public • Has broad knowledge and perspectives • Establishes a shared vision and common goals and creates the environment where the organization can achieve them • Adopts a long-term view of organizational strengths, weaknesses, opportunities and risks in a changing operational environment • Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside of the department ensuring everyone understands each others' roles, responsibilities and contributions • Identifies critical operational issues that will have an impact on the organization • Identifies new, creative and practical solutions to the challenges faced by the organization and its stakeholders • Promotes and rewards creative problem-solving in others and is willing to take measured risks in order to achieve improved performance
<p>Effective oral, written and presentation skills</p>	<ul style="list-style-type: none"> • Shares valid and thorough information appropriate to the individual or group and communicates ideas and actions to people at all levels of the organization and external stakeholders • Creates and conducts powerful presentations to small and large groups • Provides sound, credible and thorough information to the organization and ensures senior government is appropriately informed of issues • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships • Actively and empathically listens to messages being communicated by others • Articulates complex ideas in a clearly understandable way

	<ul style="list-style-type: none"> • Develops well-constructed documents and reports including politically sensitive and confidential materials for senior leaders and officials • Effectively communicates the rationale for decisions
<p>Excellent Judgment / Problem Solving</p>	<ul style="list-style-type: none"> • Efficiently and effectively analyzes and assesses situations • Uses factual information from a variety of sources to make decisions • Understands when decisions require input and when they do not • Asks the right questions to get the information needed • Identifies the impacts and risks associated with decisions and takes appropriate risks • Demonstrates the ability to analyze and establish effective business and operational processes and identify opportunities for improved efficiency • Thoroughly analyzes impacts and risks before making decisions • Collaborates across the organization to make effective strategic decisions that impact short, medium and long-term organizational results
<p>Political Acumen</p>	<ul style="list-style-type: none"> • Understands and respects the role of politicians, central government, boards, commissions and departments • Understands the extremely complex history and relevant issues involving Indigenous First Nations, Métis and Inuit peoples and communities including Indigenous history, culture, current jurisprudence and Constitutional obligations, historical negotiations, Treaties and the Truth and Reconciliation Calls to Action. • Demonstrates outstanding skills in influence and persuasion; ability to exercise diplomacy and discretion in all relationships and interactions within government and stakeholders • Possesses the presence, stature and ability to build credibility; be creative and innovative; be viewed and respected as a progressive, collaborative trusted leader of absolute integrity in approaching matters involving organizations and communities, and other levels of government.
<p>Fosters Commitment, Teamwork and Collaboration</p>	<ul style="list-style-type: none"> • Promotes cooperation, collaboration and partnerships between individuals or groups, both internal and external to the organization, ensuring everyone understands others' roles, responsibilities and contributions • Promotes government's diversity, equity and inclusion strategies • Collaborates to actively resolve issues, challenges and problems • Fosters open communication across the organization and is a champion for employee engagement • Removes barriers to effective communication • Removes barriers affecting teamwork • Builds effective networks and strategic relationships and partnerships • Creates the work environment to support a healthy team atmosphere • Exercises "calmness under pressure" and influences calm and rational problem-solving approaches across organizational lines to solve issues efficiently and effectively

<p>Results Orientation</p>	<ul style="list-style-type: none"> • Driven to meet a standard of performance • Provides direction and assists staff departments and staff in adapting to demands of changes and identifying opportunities for performance improvements • Monitors progress towards all goals and objectives and makes adjustments when necessary • Reviews and fine-tunes plans and multiple priorities on an ongoing basis, establishes procedures for regular review of progress and is accessible and available for questions, problems and issues that require attention
<p>Financial and Business Acumen</p>	<ul style="list-style-type: none"> • Understands the estimates and financial reporting processes and ensures processes are followed and deliverables are provided when required • Evaluates alternatives and opportunities against risks and obligations

About Manitoba

Founded in 1870, Manitoba means “where the spirit lives” in the languages of the Indigenous people who first lived in the region. Commonly referred to as ‘Friendly Manitoba’, the province’s urban and rural communities are diverse and welcoming.

Manitoba is the province at the longitudinal centre of Canada. One of the three prairie provinces, it is Canada’s fifth-most populous province with a population estimated at 1.2 million people. Manitoba has a widely varied landscape and is home to five distinct ecozones: prairie, boreal plains, boreal shield, taiga shield and Hudson plains.

Manitoba has a high standard of living, steady economic growth, diversified industry, and high employment. Our central location and excellent air, rail and roads make Manitoba a gateway to the rest of Canada, North America, and the world. Manitoba’s economy has a great reputation for innovation, quality, reliability, and sustainability in the national and global marketplace.

The average summer temperature in Manitoba is +26°C (79°F); the average winter temperature is -12°C (10°F)

Manitoba is fortunate to have an abundance of freshwater including lakes, rivers and wetlands making it a popular spot for outdoor enthusiasts. It is home to over 100,000 lakes including Lake Winnipeg, Lake Manitoba and Lake Winnipegosis and surface water covers approximately 16 percent of the province. Manitoba has more than 90 parks to explore, including two National Parks (Riding Mountain National Park and Wapusk National Park). Some of Manitoba’s most popular attractions include:

Churchill - Popularly known as the “Polar Bear Capital of the World,” lies on the harsh, rocky coast of Hudson Bay. Tours in tundra buggies - giant large-wheeled vehicles with caged windows - allow visitors close encounters with the bears.



Grand Beach - Encompasses a huge stretch of soft sand beach on the shores of Lake Winnipeg. It is considered one of the nicest beaches in Canada.

Riding Mountain National Park - This scenic park is a combination of a recreation area and a nature reserve. The deep lakes in Riding Mountain such as Clear Lake, Lake Katherine, and Deep Lake are popular fishing spots and there are numerous walking and cycling trails throughout the park.

Gimli - Gimli is a small resort town, approximately an hour's drive north of Winnipeg, on the shores of Lake Winnipeg. In the summer, Gimli comes to life as visitors and cottagers flock to this area to enjoy the beaches. One of the annual highlights is the Icelandic Festival of Manitoba, known as Islendingadagurinn, which takes place over the long weekend in August.

Whiteshell Provincial Park - About a 1.5-hour drive east of Winnipeg, Whiteshell Provincial Park is a popular summer destination. The landscape is typical of the Canadian Shield. The resort communities of Falcon Lake and West Hawk Lake to the east of the park are home to beaches and offer opportunities like boating and watersports.



Lower Fort Garry National Historic Site – Just outside Selkirk, the Fort Garry National Historic Park is the only stone fort from the fur trading era to survive intact anywhere in North America. Visitors to the fort will be able to view period furniture and household items and visit with costumed employees who act out the roles of the fort’s inhabitants.

Narcisse Snake Dens – In late April/early May, tens of thousands of garter snakes emerge from their winter dens. Visitors can watch the snakes from observation.

Pinawa Dam Provincial Park – Set in a picturesque area of the Canadian Shield, the ruins of the 1906 dam are the central feature of this park.

Hecla Island - Part of Hecla-Grindstone Provincial Park, Hecla Island is a popular getaway. There are hiking trails, an 18-hole golf course, a spa and a resort.

Canadian Fossil Discovery Centre – Located in Morden Manitoba, this museum contains Canada's largest collection of marine reptile fossils.

Mennonite Heritage Village - Located in Steinbach, the Mennonite Heritage Village recreates Mennonite life from the 16th century to the present day and features changing themes.

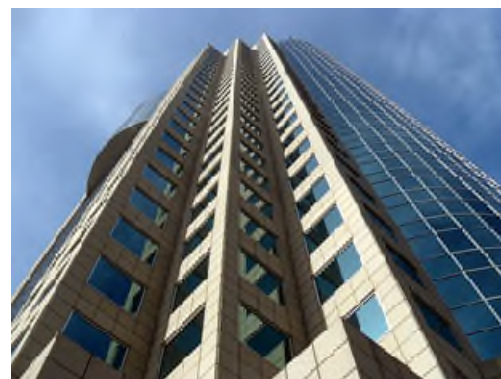


About Winnipeg

Winnipeg is the vibrant capital city of Manitoba and lies at the geographic heart of North America. “The Peg” is located in the fertile Red River Valley at the junction of the Red and Assiniboine Rivers. One of the most economically and culturally diverse cities in Canada, Winnipeg is well known for its cultural achievement, flourishing arts scene, and welcoming spirit.

A “City of Sunshine” we have the highest average number of sunlight hours in Canada with an average summer temperature of 25.4°C and an average winter temperature of -12.9°C.

Well known as a transportation hub and the “Gateway to the West”, key industries in Winnipeg include aerospace, agribusiness, finance and insurance, health and biotechnology, information and communications, electric power and apparel and furniture manufacturing. Major employers include Investors Group, MTS Allstream, Canada Life, Palliser Furniture, Motor Coach Industries, New Flyer, Boeing, Standard Aero, Pollard Banknote and Bristol Aerospace.



Our city is in the midst of expansive growth and development that is cementing our reputation as a community with growth opportunities in every industry and sector. Here we highlight but a few of the exciting initiatives underway:

CentrePort – The development of an inland port which will be a hub of transportation activity that brings together road, rail and air cargo to a central location for re-distribution with the intent of facilitating international trade and distribution and creating value-added services as goods move through the supply chain. Winnipeg’s proximity to the geographic centre of North America and 20,000 acres of land around the airport will be capitalized on to expand Winnipeg’s position as one of North America’s most important trading centres.

Assiniboine Park & Zoo Expansion – Winnipeg’s premier green space is already visited by millions of people annually and already boasts the Leo Mol Sculpture Garden, the Assiniboine Park Zoo, a Conservatory, and the Lyric Theater at which free concerts play throughout the summer season. With the establishment of the Assiniboine Park Conservancy, a private not-for-profit corporation dedicated to improving its infrastructure and services, the park and zoo are quickly expanding upon their world-class floral, zoological, artistic and activity-based attractions to deliver internationally renowned entertainment and recreation options. The Journey to Churchill exhibit and the planned Diversity Gardens will attract visitors from around the world.



The Canadian Museum for Human Rights – located in the heart of downtown Winnipeg, the Canadian Museum for Human Rights, Canada’s first federal museum located outside Ottawa, is housed in an iconic building and will be a national and international destination and a centre of learning where Canadians and people from around the world can engage in discussion and commit to taking action against hate and oppression. Opened in 2014, it enhances the public understanding of human rights, promotes respect for others, and further cements Canada’s reputation for championing human rights issues from right here in Winnipeg.

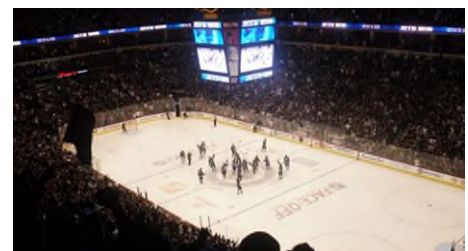
SHED – CentreVenture Development Corporation’s proposed Sport, Hospitality and Entertainment District (SHED) development plan for downtown Winnipeg includes an outdoor public square, two new mixed commercial developments, and additional parking facilities in addition to plans for expanded retail development and expansion of Winnipeg’s sheltered skywalk system.

True North Square - An iconic mixed-use development in the heart of Winnipeg’s burgeoning downtown. True North Square is more than a collection of buildings – it is a living entity ready to accommodate a dynamic Winnipeg community, drawing in and capitalizing on the synergies between working, living, socializing, and gathering all in one central location. When complete, True North Square will feature four towers spanning over one million square feet of Class A office, residential, retail, hotel and public space.

Investors Group Field – Home of the Winnipeg Blue Bombers and the Manitoba Bisons, Investors Group Field is a world-class athletic and recreation venue have been constructed near the University of Manitoba. The facility includes a new stadium with over 33,000 seats and 40 private suites with additional hospitality areas and a new fitness centre.



Winnipeg Jets – Adding to the excitement of two professional sports teams, the Winnipeg Blue Bombers and the Winnipeg Goldeyes, True North Sports and Entertainment brought us back our beloved Winnipeg Jets in the 2011/12 season.



James Richardson International Airport – The \$585 million transformation of Winnipeg’s airport including the construction of a new terminal, access road, parkade and an additional hotel means Winnipeg’s ever-increasing passenger and cargo traffic levels will continue to be managed safely and efficiently. With expanded retail services reflective of Winnipeg, the ability to accommodate more and larger international flights, the opening of a new bus terminal, and the relocation of the Canada Post plant nearby, Winnipeg’s airport is literally positioned to become one of the busiest in Canada.

With over 935 parks, 24 golf courses, 50 indoor arenas and curling rinks, 40 galleries, 50 theatres and performance venues, and 20 libraries we believe in community, recreation and fun. Some of the top attractions in Winnipeg include:

The Assiniboine Riverwalk - a lighted pathway that lies on the north shore of the Assiniboine River from The Forks to the Legislative Grounds.

The Manitoba Centennial Centre - home to Canada’s Royal Winnipeg Ballet, the Winnipeg Opera Company and the Winnipeg Symphony Orchestra, located in downtown Winnipeg includes the Concert Hall and Planetarium and the Manitoba Museum.

Rainbow Stage - located at Kildonan Park offers fun, superb, award-winning performances of popular Broadway hits in a covered outdoor setting.

The Manitoba Theatre Centre – Canada’s first English-speaking regional theatre and a model for regional theatres throughout North America; presents over 250 performances annually for more than 150,000 theatre lovers.

Fort Whyte Centre for Environmental Education - is a wild oasis offering forests; self-guided trails, an interpretive centre and a fresh water aquarium.



We enjoy numerous unique festivals in our community including the Red River Exhibition with Manitoba’s largest midway and a wide variety of family entertainment. Folklorama is the largest running multicultural event in the world of its kind, held throughout the city for two consecutive weeks during the summer months. The Winnipeg Fringe Theatre Festival is the second-largest fringe festival in North America. The annual Winnipeg Folk Festival is internationally renowned, 40 years old and running strong. The Festival du Voyageur is one of North America’s longest-running winter festivals. These along with numerous others including the Winnipeg International Children’s Festival, and the Winnipeg Jazz Festival, which hosts some of the finest Jazz musicians from around the world

and converges at the Winnipeg Art Gallery (Canada’s oldest public Art Gallery,) help ensure that our unique contemporary culture grows and thrives.

There is no shortage of entertainment options and we have a sophisticated and open cultural scene. Canada’s crossroads are easy to get to by land, rail or air; but difficult to leave.

For more information on Winnipeg please visit <https://www.travelmanitoba.com>, www.winnipeg.ca, www.economicdevelopmentwinnipeg.com, www.winnipeginlandport.ca, and www.centreventure.com.