

# Natural Resources

Annual Report  
**2015–2016**

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Annual Report 2015–2016**

Province of New Brunswick  
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## Transmittal letters

### **From the Minister to the Lieutenant-Governor**

The Honourable Jocelyne Roy Vienneau  
Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Natural Resources, Province of New Brunswick, for the fiscal year April 1, 2015, to March 31, 2016.

Respectfully submitted,



Honourable Rick Doucet  
Minister

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### **From the Deputy Minister to the Minister**

Honourable Rick Doucet  
Minister of Energy and Resource Development

Sir:

I am pleased to be able to present the Annual Report describing operations of the Department of Natural Resources for the fiscal year April 1, 2015, to March 31, 2016.

Respectfully submitted,



Jean Finn  
Deputy Minister

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# Minister's message

Our natural resources are one of our province's most precious assets. Our forests, rivers, streams and wildlife are part of the social fabric of New Brunswick, and I am proud of the Department of Natural Resource's work to manage our resources in a sustainable manner.

From recreational fishing and hunting experiences to the responsible management of our forests, the dedicated and hardworking staff at the department continues to contribute to the ecological well-being of our resources and of New Brunswickers.

The department worked hard during the last year to develop new and innovative ways to derive the most economic benefit from our natural resources while using the best science available to ensure the sustainability of the resources for years to come. It is important to highlight that First Nations rely on the sustainability of our natural resources to practise their Aboriginal and Treaty rights to hunt, fish, gather; and for ceremonial use.

Crown lands continue to be an area of focus for the department. A collaboration with the Department of Agriculture, Aquaculture and Fisheries resulted in the lease of 1,538 ha (3,800 acres) of Crown land for wild blueberry development. The allocation and development of these lands will contribute to government's goal of making New Brunswick the largest producer of wild blueberries in the world. This initiative is estimated to grow our GDP by \$36.3 million, with 489 direct full-time jobs.

The department continued its work surrounding the provincial forest strategy, striving to ensure the appropriate balance between environmental and economic values are achieved. The department also continues to meet regularly with groups and individuals to ensure it understands concerns and views of its stakeholders.

The launch of Phase I of the new Fish and Wildlife e-licensing system for the thousands of New Brunswickers who angle, hunt and trap was an exciting undertaking for the department. More than 100,000 Outdoors Cards were distributed to New Brunswickers, making it easier and more efficient for them to apply for a variety of licences.

The newly formed Exotic Animal Task Force provided its recommendations on the management of exotic animals in New Brunswick. The provincial rabies prevention strategy was launched in Charlotte County, with a public education effort and the distribution of 200,000 oral rabies vaccine baits.

It was a busy year for the Department of Natural Resources. I look forward to even more activity in the coming year.



Honourable Rick Doucet  
Minister of Energy and Resource Development

# Deputy Minister's message

In keeping with government's commitment to create jobs, grow the economy and improve the province's fiscal health, the Department of Natural Resources continues to seek opportunities for strategic investments, efficiencies and improved service to our clients.

Our department remains cognizant of the fact that we are charged with the responsible and sustainable management of some of the province's most valued resources. That recognition guides our staff in their work on a daily basis.

Our department recognizes the importance of improving the First Nation consultation process as well as expanding the opportunity that the natural resource sectors present for employment as well as a potential economic engine for our First Nation communities.

During the past year, the department was pleased to collaborate with the departments of Agriculture, Aquaculture and Fisheries, Public Safety, Environment and Local Government and Service New Brunswick on a number of important files, including rabies prevention, implementation of e-licensing, enforcement of the laws designed to protect our resources and the responsible management of our resources.

Continued dialogue with stakeholder groups was a priority for the department during the last year, and I look forward to those conversations continuing and evolving.

In the year ahead, our department will maintain our focus on performance-based operations, exploring new ways to achieve the necessary balance between the development and the protection of our natural resources.



Jean Finn  
Deputy Minister

# Strategic priorities

## Strategy management

The **Government of New Brunswick (GNB)** uses a formal management system built on leading business practices to develop, communicate and review strategy. This process provides the public service with a proven methodology to execute strategy and continuously drive improvement.

The development of the strategy, using the formal management system, starts with a strategic vision of *Moving New Brunswick Forward*. This vision is anchored in four strategic themes which include:

1. **More jobs** – Creating the best environment for jobs to be generated by New Brunswickers, by businesses, by their ideas, by their entrepreneurial spirit, and by their hard work. This includes providing seamless support to businesses, leveraging new technologies and innovation by supporting research and development, and developing a skilled workforce by improving literacy and education.
2. **Fiscal responsibility** – Getting New Brunswick’s fiscal house in order through a balanced approach to decrease costs and increase revenues.
3. **Best place to raise a family** – Designing social programs to make life more affordable and make New Brunswick the best place to raise family.
4. **Smarter government** – Providing taxpayers with better value for their money by transforming the culture of government by eliminating waste and duplication, adopting new innovations in technology to improve services and savings and improving accountability measures.

# Highlights

During the 2015-2016 fiscal year, the Department of Natural Resources focused on the following strategic priorities:

- ◆ Continued to meet the challenge to get its fiscal house in order by coming in under budget for ordinary expenditure accounts in 2015-2016 by approximately \$50,000.
  - ◆ Obtained LiDAR ground elevation and forest inventory products for 2.5 million ha of New Brunswick.
  - ◆ Launched a web-based licensing system for anglers and hunters, in support of government's priority of efficiency and improved service, with 100,000 cardholders registered.
  - ◆ Continued development of Phase II of the web-based licensing system for launch in 2016.
  - ◆ Continued the department's commitment to protect forests from spruce budworm infestation through the Healthy Forest Partnership research initiative.
  - ◆ Continued to support forest sector competitiveness through finding opportunities for forest sector investment.
  - ◆ Offered 4,400 ha of land to be leased for maple sugar production.
  - ◆ Executed 180 new camp lot leases as a result of a camp lot draw process.
  - ◆ Protected the forests and supporting efforts throughout Canada and the United States through successful fire suppression, training and mobilization activities.
  - ◆ Supported the Syrian Refugee Program by providing incident management overhead personnel to assist in the coordination of their resettlement into the Moncton area.
  - ◆ Established an inter-agency implementation committee comprised of representatives from nine agencies who are working to address each of the Exotic Animal Task Force report recommendations.
  - ◆ Collaborated with the Department of Agriculture, Aquaculture and Fisheries and the Department of Health on a rabies prevention strategy, resulting in the distribution of 200,000 oral rabies vaccine baits in Charlotte County.
-



# Performance measures

| More jobs  | Measures   |
|--|--|
| More jobs.   | Forest sector contribution to Gross Domestic Product (GDP) from Crown forests. |
| Ensure responsible resource development.                   | Amount of Crown Annual Allowable Cut (AAC) fully utilized.                     |
| Fiscal responsibility                                      | Measures   |
| Grow revenue.  | Ratio of actual to budgeted revenue.   |
| Reduce expenditures.                                       | Ratio of actual to budgeted expenses.  |
| Smarter government   | Measures   |
| Eliminate waste and duplication.                           | Improvement rate via continuous improvement.                                   |
| Enhance employee involvement, commitment and productivity. | Total number of paid sick days used – Part 1.                                  |
|  | Percent performance reviews complete.  |

## More jobs

### Objective of the measure

*More jobs.*

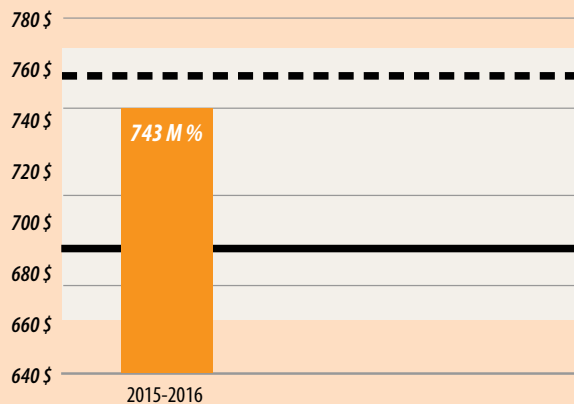
### Measure

*Forest sector contribution to Gross Domestic Product (GDP) from Crown forests.*

### Description of the measure

The forest sector is a major contributor (about five per cent) to New Brunswick GDP and, therefore, employment in the province. Wood consumption on Crown lands provides a key supply to the forest sector in addition to private wood supplies and imports. The forest sector's impact on GDP is largely influenced by commodity prices, but it is also influenced by total volume consumed.

*Forest sector contribution to Gross Domestic Product (GDP) (\$M).*



### Overall performance

The department improved its performance by reporting \$743 million (between baseline and target).

————— **Baseline:** \$689 million (2015-2016)  
- - - - - **Target:** \$758 million (2015-2016)  
      **Actual:** \$743 million (2015-2016)

### Why do we measure this?

This measure attempts to remove variation in commodity prices to allow the department to understand its influence on the GDP. The department's role is primarily to facilitate the consumption of volume to ultimately increase the forest sector contribution to GDP. Multipliers have been developed to associate roundwood production, manufactured wood products and pulp and paper product sales on direct and indirect GDP. The government cannot control commodity prices, but it can influence consumption of Crown roundwood.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The initiative undertaken to achieve the outcome was to use tactics to maximize the consumption of the sustainable Crown wood supply. The result was about 10 per cent short of the target, largely based on lower roundwood consumption forecast at a few key mills due to facility upgrades and higher-than-normal deliveries from private woodlots. As these mill upgrades are completed, the additional roundwood consumption will become an increasingly important factor to the sector GDP.

## More jobs

### Objective of the measure

*Ensure responsible resource development.*

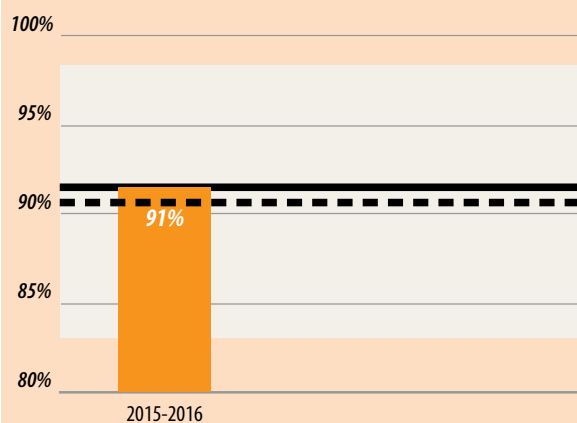
### Measure

*Amount of Crown Annual Allowable Cut (AAC) fully utilized.*

### Description of the measure

To judge progress in achieving the department's goal of full consumption of the roundwood volume referred to as the AAC.

*Crown Annual Allowable Cut (AAC) fully utilized (%).*



### Overall performance

The department has maintained its performance of the annual volume harvested to 91 per cent from 2014-2015 (between target and stretch of 95 per cent).

————— **Baseline:** 91% (2014-2015 actual)

- - - - - **Target:** 90% (2015-2016)

Actual: 91% (2015-2016)

### Why do we measure this?

Monitoring the volume of wood consumed by quarter provides insight on wood flows through the year, and can be compared to past consumption trends throughout the year. Significant divergence from past trends may indicate required interventions (approved export permits, transfers, temporary assignments) to keep wood flowing to New Brunswick facilities.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department's initiative was to develop a process to better monitor trend analysis and to improve the facilitation of wood flow tactics in the province. The department would have been at 85 per cent had it not undertaken actions via temporary assignments (330,000 cubic metres or 5.2 per cent) and export of biomass and pulp (50,000 cubic metres or 0.8 per cent) to move another six per cent to surpass the target measure of 90 per cent.

## Fiscal responsibility

### Objective of the measure

Grow revenue.

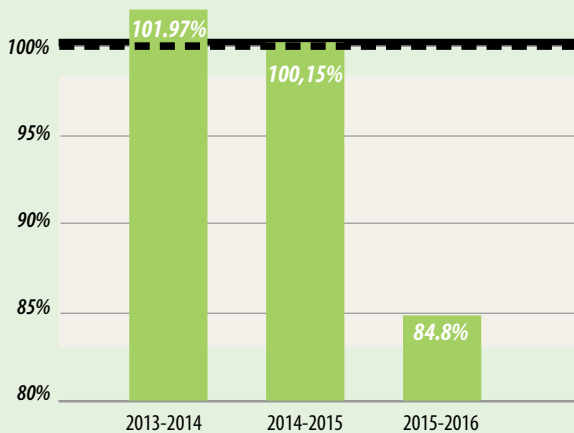
### Measure

Ratio of actual to budgeted revenue.

### Description of measure

The ratio measures whether the department is over-budget or under-budget on revenue. The ratio will exceed 100 per cent when revenue has exceeded budget and be less than 100 per cent when revenue has not achieved budget.

Ratio of actual to budgeted revenue.



### Overall performance

The department's revenue was below the baseline performance of 100.15 per cent.

— Baseline: 100.15%  
- - - Target: 100%  
Actual: 84.8%

### Why do we measure this?

This measure shows whether the department is accomplishing the projected revenue that it tabled at the beginning of the fiscal year.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department reached 84.8 per cent of the ordinary revenue budget due to lower-than-expected volume of wood of higher valued wood harvested.

## Fiscal responsibility

### Objective of the measure

*Reduce expenditures.*

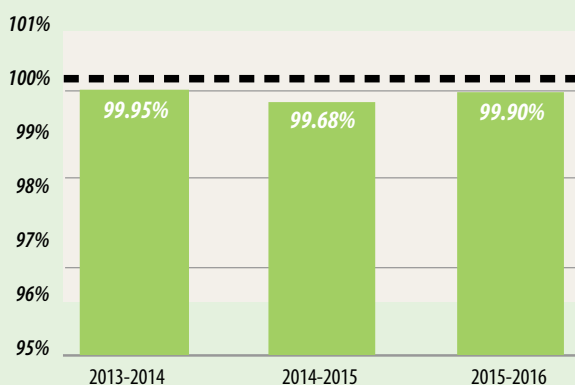
### Measure

*Ratio of actual to budgeted expenses*

### Description of measure

The ratio measures whether the department is over-budget or under-budget on expenditures. The ratio will exceed 100 per cent when expenses are over-budget and be less than 100 per cent when under-budget.

*Ratio of actual to budgeted expenditures.*



### Overall performance

The department was successful in managing expenditures to be under-budget (between target and stretch).

— Baseline: 99.68%  
- - - Target: 100%  
Actual: 99.9%

### Why do we measure this?

This measure shows whether the department is adhering to the expense budget that it tabled at the beginning of the fiscal year. It shows whether the department is able to implement and manage the various budget decisions incorporated into its expense budget plan, although there will be some variables that are not within government's control (floods, etc.).

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department was diligent in monitoring discretionary spending; used best practices on procurement of goods and services to ensure best price and quality; and continued Process Improvement initiatives to find efficiencies and savings. 99.9 per cent of the ordinary expenditure budget was spent. The department was able to absorb fire suppression over-expenditures, cost of the Outdoors Card, contribute toward LiDAR purchase and worker's compensation over-expenditures.

## Smarter government

### Objective of the measure

*Eliminate waste and duplication.*

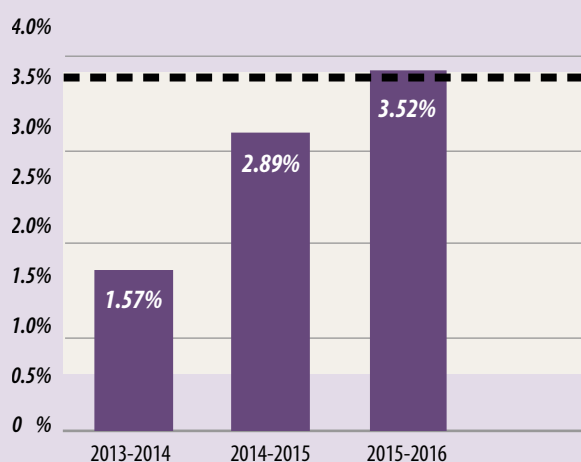
### Measure

*Improvement rate via continuous improvement.*

### Description of measure

This measure focuses on the dollars achieved via Lean Six Sigma continuous improvement initiatives.

*Improvement rate via continuous improvement (%).*



### Overall performance

The dollars saved per continuous improvement exceeded the target of 3.43 per cent of the ordinary budget.

### Why do we measure this?

An important aspect to the Formal Management system is for each department to undertake Process Improvement projects to reduce cost and increase efficiency of processes and services. This measure tracks the value of savings for these improvement projects. Some projects resulting in hard savings associated with this target include:

- monitoring managed stand performance – results based (Licence 7);
- reducing fire standby overtime (2015-2016);
- standardizing working near water;
- initiating results-based compliance tracking for Licences 1 and 8;
- piloting improvements to the delivery of firearm safety and hunter education;
- expanding and improving the delivery of wildlife immobilization services;
- forest planning insourcing (Licences 1,3, 5, 8 and 9);
- improving briefing note process;
- analyzing public service processes;
- improving Crown Forest scale administration (Licence 7); and
- improving the Crown Fuelwood Program.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Eleven Process Improvement projects were undertaken to eliminate and control costs. The department also achieved \$396,620 in staff time efficiency through Process Improvement projects and in Waste Walk activities, for a total savings of \$3,281,213.

## Smarter government

### Objective of the measure

Enhance employee involvement, commitment and production.

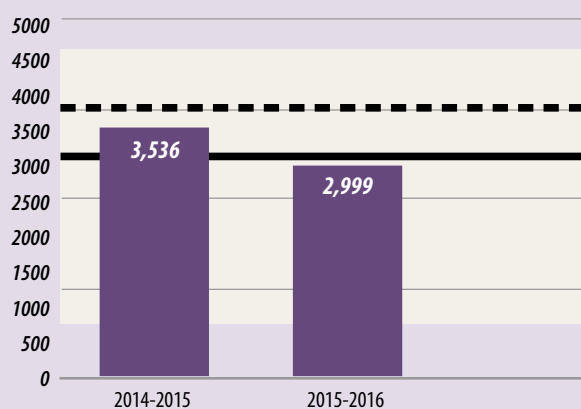
### Measure

Total number of paid sick days used – Part 1.

### Description of measure

This measure identifies the total of paid sick days used in the department.

Total number of paid sick days used – Part 1.



### Overall performance

The department employees used 2,999 paid sick leave days in 2015-2016, which reflects an average sick days per employee of 6.69 days (meets stretch of 3,513 of paid sick days leaves).

————— Baseline: 3,182  
- - - - - Target: 3,903  
Actual: 2,999

### Why do we measure this?

Government has set a 20-per-cent reduction target in sick leave usage by March 31, 2015 (three-year target) for employees in Parts 1, 2 and 3 of the Public Service. Lower absenteeism, and in particular, sick leave usage within certain employee groups, resulted in significant savings for government and helps reduce costs associated with a loss in productivity as well as staff replacement costs.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department continued to manage sick leave cases and held a debrief session with a work team to review process and identify improvements for 2015-2016. In addition, quarterly sick leave reports were sent to directors for their review and attention.

## Smarter government

### Objective of the measure

*Enhance employee involvement, commitment and production.*

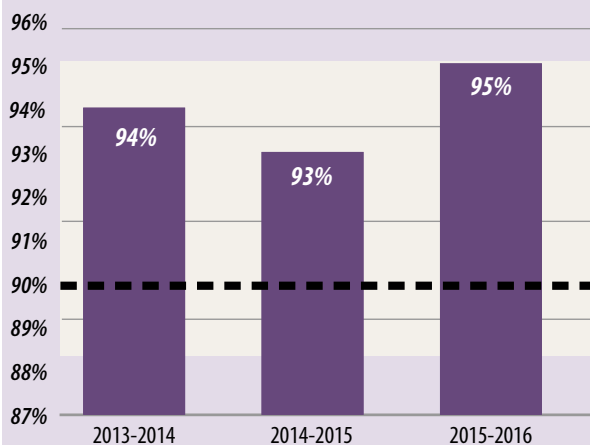
### Measure

*Percent of performance reviews complete.*

### Description of measure

The completion of performance reviews provides an opportunity to align and cascade goals throughout the department. Performance reviews also drive business results by linking individual performance to the overall departmental strategy.

*Performance reviews completed (%).*



### Overall performance

The department exceeded the target set at 90 per cent in 2015-2016 and reported a 95-per-cent completion rate for all performance reviews.

————— **Baseline: 84%**  
- - - - - **Target: 90%**  
          **Actual: 95%**

### Why do we measure this?

The completion of performance reviews provided an opportunity for managers and employees to discuss, review and assess the accomplishment of work objectives, demonstrated competencies and overall individual employee contribution against GNB's business results. Currently, completion rates for performance reviews vary across Part 1. Performance review targets have been established for Part 1. Departments are required to indicate their quarterly targets based on how many employees are eligible for a review within each quarter.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Early communications regarding target setting and timelines for completion of performance reviews ensured that a high percentage of performance reviews were completed in a timely matter. Initiatives included:

- Enhanced GNB Performance Management process rollout (commenced in April 2015);
- Holding a debrief meeting with a work team to identify improvements for the 2015-2016 year;
- Six weeks prior to the first fiscal quarter, the Department of Human Resources sent a list of performance evaluations due for the quarter as well as outstanding ones to directors.
- Providing quarterly reports to the Executive Management Committee with completed and outstanding performance evaluations.



# Overview of organizational operations

The Department of Natural Resources is responsible for the protection, development, operation and management of provincial natural resource activities to ensure that timber, fish, wildlife and Crown lands are managed in the best interests of New Brunswickers by fostering economic growth and balancing social and environmental values.

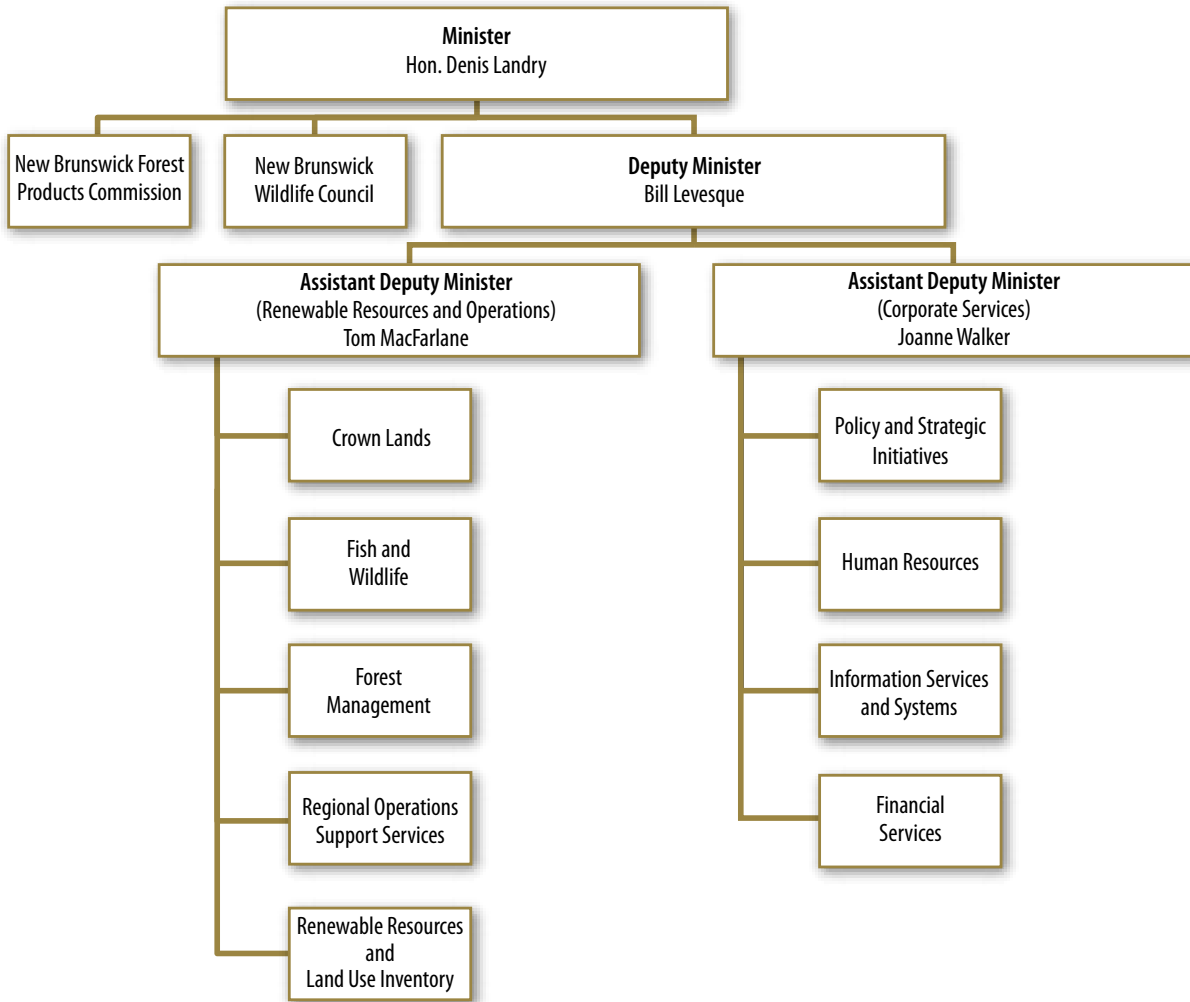
The Minister is responsible for the Department of Natural Resources, the New Brunswick Wildlife Council and the New Brunswick Forest Products Commission. He is also the chair of the board of directors of Forest Protection Ltd. (fire suppression and other services).

The Deputy Minister is the president of board of directors of the Forest Protection Ltd., serves on the board of directors of the Maritimes Forestry Complex Corp. (main office facilities) and is the senior official of the department.

The department is structured as follows:

- Minister and Deputy Minister Office.
- Renewable Resources and Operations Division – includes the Fish and Wildlife Branch, the Forest Management Branch, the Crown Lands Branch, the Renewable Resources and Land Use Inventory Branch and Regional Operations and Support Services.
- Corporate Services Division – includes the Human Resources Services Branch, the Information Services and Systems Branch, the Financial Services Branch and the Policy and Strategic Initiatives Branch.

## High-level organizational chart



# Division overview and highlights

## Corporate Services Division

The **Corporate Services Division** provides management and administrative support for programs and activities of the department.

The division consists of the Human Resources Branch, the Financial Services Branch, the Information Services and Systems Branch and the Policy and Strategic Initiatives Branch. The division continues to support the Department of Energy and Mines in financial, human resources and information services and systems.

The **Human Resource Services Branch** provides strategic and operational advice and assistance on all human resource management matters in support of the department's objectives. Services include the recruitment, training and development of quality staff; human resources planning; succession planning; engagement; Official Languages; performance management; classification and compensation; employee and labour relations; and health, wellness and safety.

The **Information Services and Systems Branch** is responsible to develop, manage and support the department's information technology and information management services and systems. The branch is responsible for coordinating the strategic data and application development of Geographic Information Systems (GIS); development and maintenance of software applications; departmental records management and internal and external sales and services. In addition, the branch is responsible for Information Assurance and Risk Management ensuring compliance with the Government Information Systems Security Policy.

The **Financial Services Branch** is responsible for financial resources management. It includes the management of expenditures and revenues in accordance to acts, regulations, policies and accounting standards. It provides financial advice, budgeting, financial reporting and accounting services.

The **Policy and Strategic Initiatives Branch** is responsible for executing the GNB formal management system within the department, including strategy development, and leading process improvement activities; supporting the development of policies and legislative proposals across the department and ensuring that these consider the Crown's duty to consult with First Nations; developing relationships with New Brunswick's First Nations; representing the department at inter-departmental and inter-governmental committees; co-ordinating the Minister's legislative business; and co-ordinating responses to requests under the *Right to Information and Protection of Privacy Act*.

## HIGHLIGHTS

### Human Resource Services Branch

- ♦ *Provided training on GNB's new Performance Management process to all managers/supervisors.*
- ♦ *Completed a Forest Ranger Inventory competition, which resulted in the hiring of 21 new forest rangers.*
- ♦ *Completed all HR work associated with the transfer of more than 80 Conservation Officer positions to the Department of Public Safety.*

### Information Services and Systems Branch

- ♦ *Developed several applications in support of departmental initiatives.*
- ♦ *Developed a five-year strategic plan for GIS services within the department.*
- ♦ *Achieved 76 per cent utilization from departmental staff of the Electronic Information Management System (EIMS).*
- ♦ *Implemented Daily Management in all sections of the branch.*

### Financial Services Branch

- ♦ *Provided cross training opportunities for employees.*
- ♦ *Supported management in ensuring the department delivered services and initiatives while managing budgets.*

- ◆ *Simplified the coding structure of the expenditure budget within the financial information system.*

### **Policy and Strategic Initiatives Branch**

- ◆ *Responded to 49 requests under the Right to Information and Protection of Privacy Act.*
- ◆ *Filed 33 Memorandums to Executive Council (MECs) and four Notices of Intent.*
- ◆ *Implemented 11 Black Belt/Green Belt Process Improvement projects.*
- ◆ *Conducted three Waste Walk training sessions for 32 employees.*
- ◆ *Engaged First Nations communities in consultations regarding departmental initiatives and in bilateral discussions.*
- ◆ *Installed Daily Management in 15 work areas and maintained the 19 previously installed.*

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### **Key Performance Indicators (KPIs)**

Key Performance Indicators for the Corporate Services Division at the departmental level are found in the department's Balanced Scorecard.

### **Renewable Resources and Operations Division**

The **Renewable Resources and Operations Division** is responsible for the administration and management of programs and activities within the Renewable Resources and Land Use Inventory, Fish and Wildlife, Forest Management and Crown Lands branches as well as Regional Operations and Support Services program areas that include resource protection.

The **Renewable Resources and Land Use Inventory Branch** is responsible for the development and maintenance of inventories addressing departmental priorities and management needs. The branch seeks to employ the latest in remote sensing technologies (e.g., LiDAR, aerial photography), for application in forest, wetland, fish, wildlife and other inventory and asset applications. It is also the primary contact for land use applications, and maintains the spatial information related to Crown land leasing activities such as camp lot leases, commercial leases, recreational ATV and snowmobile trail leases.

The **Fish and Wildlife Branch** is responsible for the management of programs related to the sustainable use of the fish and wildlife resources of the province and the conservation of biodiversity, including species at-risk and protected natural areas (PNAs). The management activities include monitoring the status of the fish and wildlife populations, management of harvest limits for all game species and 19 recreational fish species, administration of the Eastern Habitat Joint Venture in the province and, where necessary, developing strategies and actions to preserve, control or promote specific species or populations. The branch also administers all fish and game related licensing and coordinates conservation education activities related to hunting and trapping.

The **Forest Management Branch** is responsible for the sustainable management and administration of Crown forest resources. Its primary role involves the administration and oversight of all related aspects of sustainable forest management on Crown lands including: strategic planning and resource modeling, insect and disease monitoring and protection, forest operations, silviculture, wood products and timber royalty rates. The branch is responsible for the development and administration of agreements with Crown Timber Licensees and Sub-Licensees as described under the *Crown Lands and Forests Act*. The branch also administers provincial silviculture programs for Crown lands, private woodlots and maple producers.

The **Crown Lands Branch** is responsible for the management of the province's Crown lands, including coastal and submerged lands. The branch administers the legal responsibilities and manages initiatives associated with Crown lands of New Brunswick including all recreational and commercial land transactions; i.e., purchases, sales and exchanges or leasing. The branch also administers recreational ATV and snowmobile trail maintenance programs.

**Regional Operations and Support Services** is responsible for field operations related to departmental activities as well as protection, assessments and fire suppression. Regional Operations includes four regional offices and 18 district offices as well as a support services group that provides logistic and administrative support to operations and equipment throughout the department.

## HIGHLIGHTS

### Renewable Resources and Land Use Inventory Branch

- ◆ In partnership with SNB and other GNB departments and through funding support from the Environmental Trust Fund, the department was able to obtain high quality forest inventory and elevation products for 2.5 million ha of New Brunswick.
- ◆ Established an enhanced provincial forest inventory ground measurement program, including 285 LiDAR calibration plots on private and Crown land, and began implementation with department district field staff.

### Fish and Wildlife Branch

- ◆ Implemented special hunting permits for antlerless deer on private agricultural lands to reduce deer-human conflicts.
- ◆ Amended regulation to open Wildlife Management Zone (WMZ) 3 to deer hunting, thus providing additional recreational hunting opportunities.
- ◆ Amended regulation to open WMZ 20 to marten trapping to provide economic benefits to trappers.
- ◆ Prepared a draft strategic plan for the Jacquet River Gorge Protected Natural Area (PNA) for public review in 2016-2017.
- ◆ Initiated development of a provincial recovery strategy for Wood Turtle; a species classified as "Threatened" under Canada's and New Brunswick's species-at-risk legislation.
- ◆ Continued to move from a manual system to an electronic based system (e-licensing) to modernize angling, hunting and trapping licensing system. Phase II, set to launch in 2016, includes hunting and fur harvesting licences. Phase III, set to launch in 2017, will include varmint and bear licences.

### Forest Management Branch

- ◆ Produced 20.2 million seedlings from the Kingsclear Forest Tree Nursery.
- ◆ Completed the second year test of the Spruce Budworm Early Intervention Strategy and significantly reduced the budworm survival rates in the test blocks.
- ◆ Completed the analysis of 5,120 branch samples collected by the department, Crown Timber Licensees and Forestry Canada to aid in the forecast of Spruce Budworm population levels.
- ◆ Administered 5.748 million cubic metres of wood products provided to the forest sector from Crown lands, 260,113 cubic metres of which was provided through First Nations harvest agreements.
- ◆ Funded silviculture activities on Crown and private lands (see appendices A and B).
- ◆ Responded to findings of New Brunswick's Auditor General and committed to significant improvements in areas of silviculture oversight and private wood supply.
- ◆ Further developed the concept of results-based forestry for Crown Timber Licensees and expanded the system in both scope and area covered.
- ◆ Continued work on estimating past, present and future supply of wildlife habitats on Crown and small private lands in New Brunswick to inform conservation planning; expected to be completed in 2016-2017.

### Crown Lands Branch

- ◆ 511 Crown land applications received and processed.
- ◆ Issued 180 new camp lot leases as the result of a camp lot draw process.
- ◆ Issued 265 leases (i.e., renewals and new) and 113 licences of occupation on Crown lands.

## **Regional Operations and Support Services**

- ◆ *Continued to provide support for a number of department programs including auditing Crown land forestry operations; performing fish and wildlife management activities; responding to dead/injured wildlife; responding to environmental issues, performing Crown land tenure inspections; responding to public issues/complaints, and providing hunter/trapper education and firearm safety programs to the public.*
  - ◆ *Suppressed 221 fires that consumed 262 ha in 2015, making this a slightly below average fire season.*
  - ◆ *Mobilized 81 seasonal and full-time staff outside the province to assist with combating fires. This included fire crews, single resources, technical specialists and incident management teams.*
  - ◆ *Supported the Syrian Refugee Program by providing incident management overhead personnel to assist in the coordination of their resettlement into the Moncton area.*
- 

## **Key Performance Indicators (KPIs)**

Key Performance Indicators (KPIs) for the Renewable Resources and Operations Division at the departmental level are found in the department's Balanced Scorecard.

# Financial overview

| Expenditures 2015-2016 (\$)  |                   |                         |                   |                   |                 |
|------------------------------|-------------------|-------------------------|-------------------|-------------------|-----------------|
| Ordinary program             | Main estimates    | Appropriation transfers | Final budget      | Actual            | Difference      |
| Forest Management            | 71,632,000        | 120,300                 | 71,752,300        | 72,351,300        | 599,000         |
| Fish and Wildlife Management | 5,037,000         | 44,200                  | 5,081,200         | 5,041,300         | (39,900)        |
| Administration               | 6,464,000         | 37,800                  | 6,501,800         | 6,526,600         | 24,800          |
| Land Management              | 3,890,000         | 29,100                  | 3,919,100         | 3,528,100         | (391,000)       |
| Regional Management          | 6,244,000         | 77,800                  | 6,321,800         | 6,078,800         | (243,000)       |
| <b>Total 2015-2016</b>       | <b>93,267,000</b> | <b>309,200</b>          | <b>93,576,200</b> | <b>93,526,100</b> | <b>(50,100)</b> |

| Capital and Special Purpose Accounts                   | Main estimates   | Appropriation transfers | Final budget     | Actual           | Difference         |
|--|------------------|-------------------------|------------------|------------------|--------------------|
| Property and capital improvements (Musquash watershed) | 1,510,000        | -                       | 1,510,000        | 615,100          | (894,900)          |
| NB Wildlife Trust Fund                                 | 1,700,000        | -                       | 1,700,000        | 1,512,200        | (187,800)          |
| Trail Management Trust Fund                            | 1,400,000        | -                       | 1,400,000        | 1,206,500        | (193,500)          |
| Grand Lake Meadows                                     | 2,000            | -                       | 2,000            | 6,100            | 4,100              |
| Recoverable projects                                   | 200,000          | -                       | 200,000          | 49,500           | (150,500)          |
| <b>Total 2015-2016</b>                                 | <b>4,812,000</b> | <b>-</b>                | <b>4,812,000</b> | <b>3,389,400</b> | <b>(1,422,600)</b> |

| Revenue 2015-2016 (\$)     |                   |                         |                   |                   |                    |
|----------------------------|-------------------|-------------------------|-------------------|-------------------|--------------------|
| Ordinary program           | Main estimates    | Appropriation transfers | Final budget      | Actual            | Difference         |
| Return on investment       | 121,000           | -                       | 121,000           | 52,600            | (68,400)           |
| Licences and permits       | 4,751,000         | -                       | 4,751,000         | 4,968,800         | 217,800            |
| Sale of goods and services | 3,855,000         | -                       | 3,855,000         | 4,734,700         | 879,700            |
| Royalties                  | 87,100,000        | -                       | 87,100,000        | 76,139,200        | (10,960,800)       |
| Fines and penalties        | 255,000           | -                       | 255,000           | 296,300           | 41,300             |
| Miscellaneous              | 278,000           | -                       | 278,000           | 173,900           | (104,100)          |
| <b>Total 2015-2016</b>     | <b>96,360,000</b> | <b>-</b>                | <b>96,360,000</b> | <b>86,365,500</b> | <b>(9,994,500)</b> |

| Capital and Special Purpose Accounts | Main estimates   | Appropriation transfers | Final budget     | Actual           | Difference    |
|--------------------------------------|------------------|-------------------------|------------------|------------------|---------------|
| Capital recoveries – own source      | 40,000           | -                       | 40,000           | 19,700           | (20,300)      |
| Return on investment                 | 39,000           | -                       | 39,000           | 10,200           | (28,800)      |
| Licences and permits                 | 3,103,000        | -                       | 3,103,000        | 3,365,800        | 262,800       |
| Sales of goods and services          | 5,000            | -                       | 5,000            | 0                | (5,000)       |
| Miscellaneous                        | 0                | -                       | 0                | 8,900            | 8,900         |
| Conditional grants                   | 200,000          | -                       | 200,000          | 49,400           | (150,600)     |
| <b>Total 2015-2016</b>               | <b>3,387,000</b> | <b>-</b>                | <b>3,387,000</b> | <b>3,454,000</b> | <b>67,000</b> |

# Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for his or her respective departments. Please find below a summary of the staffing activity for 2015-2016 for the Department of Natural Resources.

The department advertised 28 competitions, including six open (public) competitions and 22 closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the department made the following appointments using processes other than the competitive process, to establish merit:

| Number of permanent and temporary employees, as of Dec. 31 of each year |            |            |
|---|------------|------------|
| Employee type   | 2015       | 2014       |
| Permanent   | 333        | 435        |
| Temporary   | 29         | 36         |
| <b>TOTAL</b>  | <b>362</b> | <b>471</b> |

| Appointment type                                  | Appointment description   | Section of the <i>Civil Service Act</i> | Number |
|---|---|---|--------|
| Specialized Professional, Scientific or Technical | An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> <li>– a high degree of expertise and training</li> <li>– a high degree of technical skill</li> <li>– recognized experts in their field</li> </ul> | 15(1)                                   | 0      |
| Equal Employment Opportunity Program              | Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.  | 16(1)(a)                                | 2      |
| Department Talent Management Program              | Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.  | 16(1)(b)                                | 2      |
| Lateral transfer                                  | The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school boards) and 3 (hospital corporations) of the Public Service.   | 16(1) or 16(1)(c)                       | 8      |
| Regular appointment of casual/temporary           | An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.  | 16(1)(d)(i)                             | 8      |
| Regular appointment of students/ apprentices      | Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.  | 16(1)(d)(ii)                            | 0      |

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of Natural Resources and one complaint was submitted to the Ombudsman.



# Summary of legislation and legislative activity

| Bill # | Name of legislation | Date of Royal Assent | Summary of changes |
|--------|---------------------|----------------------|--------------------|
|        | N/A – None          |                      |                    |

The acts and regulations for which the Department of Natural Resources is responsible are at:  
<http://laws.gnb.ca/en/deplinks?subjectnumber=15>

# Summary of Official Languages activities

## Introduction

The department continued to work on the existing *Official Languages Action Plan* to address the four sectors of activity identified in GNB's *Plan on Official Languages – Official Bilingualism: A Fundamental Value*. The following outlines some actions taken in each of the areas of focus.

## Focus 1

Ensure access to service of equal quality in English and French throughout the province:

The objective/challenge that the department wanted to address in 2015-2016 was to make certain that all written and oral communication with clients was done in the Official Language of their choice.

Random audits were conducted on employee's voicemails to verify that the active Offer of Service was provided in the client's Official Language of choice. Missed opportunities were addressed through case-by-case interventions. In addition, all linguistic profiles are updated biannually to ensure the department's ability to provide services in both Official Languages throughout the province.

## Focus 2

An environment and climate that encourages, for all employees, the use of the Official Language of their choice in their workplace:

The objective/challenge that the department wanted to address in 2015-2016 was to confirm that personnel services and other administrative services provided to employees were offered and provided in the employee's Official Language of choice.

An internal audit was completed with employees, which resulted in 96 per cent of respondents saying that they have opportunity to work in their Official Language of choice. Meetings are held in both Official Languages or in the Official Language of the client's choice (e.g., presentations slides in both Official Languages). The use of both Official Languages is encouraged for small meetings. Larger meetings provide simultaneous interpretation or, in some cases, may be offered in English and French separately.

## Focus 3

The objective/challenge that the department wanted to address in 2015-2016 was to make sure that employees take into account the Official Language of choice when meeting and consulting with the public. Correspondence and information are provided to the public in the Official Language of their choice.

## Focus 4

Ensure public service employees have a thorough knowledge and understanding of the *Official Languages Act*, relevant policies, regulations and the province's obligations with respect to Official Languages:

The objective/challenge that the department wanted to address in 2015-2016 was to make sure that the employee performance review process included a review of GNB's Official Languages obligations.

Training was provided to all supervisors/managers on the new annual employee performance agreement form. During this training it was emphasized that their employees must review and understand the Language of Service and Language of Work policies each year as directed in this new form.

## **Conclusion**

The department recognizes its obligations under the *Official Languages Act* and related policies and makes a conscious effort to provide quality services to clients in both Official Languages. The department supports the use of both Official Languages in the workplace and supports second-language training.

Meeting the departmental linguistic profiles for specialized bilingual job positions is an ongoing challenge in carrying out the *Official Languages Action Plan*.

# Summary of recommendations from the Office of the Auditor General

| Name and year of audit area with link to online document   | Recommendations |         |
|--|-----------------|---------|
|  | Total           | Adopted |
| 2015 Volume II – Chapter 3: Silviculture<br><a href="http://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2015V2/Agrepe.pdf">http://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2015V2/Agrepe.pdf</a>        | 26              | 5       |
| 2015 Volume II – Chapter 4: Private Wood Supply<br><a href="http://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2015V2/Agrepe.pdf">http://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2015V2/Agrepe.pdf</a> | 14              | 10      |

## Report on the *Public Interest Disclosure Act*

As provided under subsection 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Natural Resources did not receive any disclosures of wrongdoing in the 2015-2016 fiscal year.

# Appendix A – Silviculture

| Production at the Kingsclear Nursery and the Atlantic Forest Seed Centre |            |            |            |
|--|------------|------------|------------|
| Product  | 2015-2016  | 2014-2015  | 2013-2014  |
| Seedling produced  | 20,222,000 | 21,230,000 | 24,418,000 |
| DNR seed produced (kilograms)  | 330        | 44         | 73         |
| DNR seed stored (kilograms)  | 1,826      | 1,368      | 1,608      |
| Seed stored for clients (kilograms)                                      | 2,636      | 2,385      | 2,892      |

*Note: The number for seed produced and stored in the above table were erroneously represented in thousands (000s) in the department's previous reports. This has been rectified in the 2014-2015 report.*

| Crown silviculture by year (ha) |                             |           |                         |
|---------------------------------|-----------------------------|-----------|-------------------------|
| Year                            | Planting-related activities |           | Pre-commercial thinning |
|                                 | Tree planting               | Herbicide |                         |
| 2015-2016                       | 9,977                       | 16,131    | 14,855                  |
| 2014-2015                       | 10,073                      | 15,475    | 13,991                  |
| 2013-2014                       | 12,140                      | 14,214    | 14,219                  |

| Private land silviculture by year (ha) |                             |               |                    |                         |
|--|-----------------------------|---------------|--------------------|-------------------------|
| Year                                   | Planting-related activities |               |                    | Pre-commercial thinning |
|  | Site preparation            | Tree planting | Plantation tending |                         |
| 2015-2016                              | 709                         | 1,706         | 1,814              | 2,721                   |
| 2014-2015                              | 1,678                       | 1,757         | 1,512              | 3,008                   |
| 2013-2014                              | 793                         | 1,120         | 1,643              | 4,016                   |

# Appendix B - Harvesting volume

| Forest products harvested from Crown lands - Harvest by year (m <sup>3</sup> ) |          |                             |               |                |           |
|--|----------|-----------------------------|---------------|----------------|-----------|
| Year   | Species  | Licensees and Sub-Licensees | First Nations | Special permit | Total     |
| 2015-2016  | Softwood | 3,374,566                   | 205,914       | 14,387         | 5,813,640 |
|  | Hardwood | 2,115,845                   | 54,044        | 48,883         |           |
| 2014-2015*   | Softwood | 3,315,599                   | 201,251       | 5,203          | 5,475,332 |
|  | Hardwood | 1,874,654                   | 46,102        | 32,523         |           |
| 2013-2014  | Softwood | 3,086,099                   | 184,016       | 17,500         | 5,245,153 |
|  | Hardwood | 1,890,301                   | 46,537        | 20,700         |           |

*Note: Includes all species and products.*

*\* Calculations reported in the 2014-2015 Annual Report erroneously included the estimated volume of unutilized pulpwood.*

*These figures have been adjusted accordingly.*

# Appendix C – Wildland fires

| Area destroyed by fires (ha) |            |     |    |     |     |       |
|------------------------------|------------|-----|----|-----|-----|-------|
| Region                       |            | 1   | 2  | 3   | 4   | Total |
| 2015                         | Fires / ha | 56  | 30 | 110 | 25  | 221   |
|                              |            | 81  | 17 | 138 | 26  | 262   |
| 2014                         | Fires / ha | 30  | 21 | 101 | 28  | 180   |
|                              |            | 15  | 18 | 59  | 21  | 113   |
| 2013                         | Fires / ha | 74  | 54 | 161 | 67  | 356   |
|                              |            | 206 | 73 | 343 | 264 | 886   |

| 2015 fires by cause |            |              |
|---------------------|------------|--------------|
| Cause               | Number     | Ha           |
| Resident            | 81         | 63.5         |
| Incendiary          | 63         | 105.1        |
| Unknown             | 28         | 19           |
| Recreation          | 23         | 20.2         |
| Miscellaneous       | 8          | 4.9          |
| Lightning           | 8          | 45.6         |
| Forest Industry     | 6          | 2.9          |
| Other industry      | 3          | 0.8          |
| Railroad            | 1          | 0.3          |
| <b>Total</b>        | <b>221</b> | <b>262.3</b> |

| 2015-2016 Air Attack    |                  |              |
|-------------------------|------------------|--------------|
| Contractor              | Aircraft         | Hours        |
| Forest Protection Ltd.  | AT802            | 87.3         |
| Forest Protection Ltd.  | AT802 amphibious | 12.6         |
| Forest Protection Ltd.  | Cessna 337       | 15.1         |
| Forest Protection Ltd.  | Piper Aerostar   | 47.1         |
| JD Irving Forest Patrol | Thrush           | 17.6         |
| <b>Total</b>            |                  | <b>179.7</b> |

| 2015-2016 Fire Detection |                |           |
|--------------------------|----------------|-----------|
| Contractor               | Aircraft       | Hours     |
| Forest Protection Ltd.   | Cessna 337     | 0         |
| Forest Protection Ltd.   | Piper Aerostar | 31        |
| <b>Total</b>             |                | <b>31</b> |

# Appendix D - Fish and Wildlife

| Angling licences issued |               |               |               |
|-------------------------|---------------|---------------|---------------|
| Species                 | 2015-2016     | 2014-2015     | 2013-2014     |
| Atlantic Salmon         | 12,535        | 20,108        | 22,687        |
| Other species *         | 53,431        | 46,507        | 47,597        |
| <b>Total</b>            | <b>65,966</b> | <b>66,615</b> | <b>71,401</b> |

\* Includes ice fishing licence sales.

| Details of licences issued 2015-2016 |          |                |
|--------------------------------------|----------|----------------|
| Angling                              | Resident | Non-resident   |
| Salmon                               | 9,240    | 3,295          |
| Trout, etc.                          | 49,480   | 3,114          |
| Ice Fishing                          | 759      | 78             |
| Crown Reserve*                       |          | Residents only |
| Miramichi                            |          | 1,337          |
| Restigouche                          |          | 694            |
| Patapedia                            |          | 57             |

\* Regular stretches only.

| Licences issued        |               |              |                 |               |              |              |
|------------------------|---------------|--------------|-----------------|---------------|--------------|--------------|
| Licence Type           | Deer          | Moose *      | Bear            | Small Game    | Varmint      | Minors **    |
| Resident               | 48,521        | 4,560        | 4,014           | 11,565        | 9,440        | 1,527        |
| Designated Hunter      | -             | 3,282        | -               | -             | -            | -            |
| Non-resident           | 314           | 100          | 2,101           | 387           | 11           | -            |
| <b>Total 2015-2016</b> | <b>48,835</b> | <b>7,902</b> | <b>6,115</b>    | <b>11,952</b> | <b>9,451</b> | <b>1,527</b> |
| Resident               | 49,102        | 4,576        | 3,968***        | 11,775        | 9,261        | 1,662        |
| Designated Hunter      | -             | 3,382        | -               | -             | -            | -            |
| Non-resident           | 374           | 100          | 2,016***        | 365           | 11           | -            |
| <b>Total 2014-2015</b> | <b>49,476</b> | <b>8,058</b> | <b>5,984***</b> | <b>12,140</b> | <b>9,272</b> | <b>1,662</b> |
| Resident               | 49,239        | 4,586        | 3,485           | 11,939        | 8,934        | 1,621        |
| Designated Hunter      | -             | 3,401        | -               | -             | -            | -            |
| Non-resident           | 374           | 100          | 1,818           | 413           | 8            | -            |
| <b>Total 2013-2014</b> | <b>49,613</b> | <b>8,087</b> | <b>5,303</b>    | <b>12,352</b> | <b>8,942</b> | <b>1,621</b> |

\* Resident moose hunters may designate a hunter to accompany them. The bag limit for the party remains one moose.

\*\* The equivalent of a small game licence for a person aged 12 to 15 years.

\*\*\* Due to administrative error, amendments have been made to amounts reported in 2014-2015.