



# Department of Natural Resources

Annual Report  
2013-2014





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Department of Natural Resources  
Government of New Brunswick  
P.O. Box 6000  
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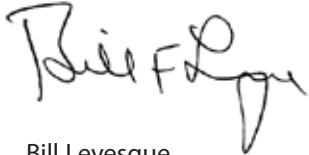
The Honourable Jocelyne Roy-Vienneau

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, 2013, to March 31, 2014.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Bill Levesque". The signature is written in a cursive style with a large initial "B" and a stylized "L".

Bill Levesque  
Deputy Minister

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# Table of Contents

<b>Deputy Minister’s Message</b> . . . . .	<b>1</b>
<b>Highlights from the Past Year.</b> . . . . .	<b>2</b>
<b>Strategic Priorities.</b> . . . . .	<b>3</b>
Strategy Management . . . . .	3
The Perspectives of the Strategy Map . . . . .	3
Department of Natural Resources Strategy Map . . . . .	4
<b>Performance Measures.</b> . . . . .	<b>5</b>
<b>Overview of Departmental Operations</b> . . . . .	<b>11</b>
High-level organizational chart . . . . .	12
Division overview and highlights. . . . .	13
Corporate Services Division . . . . .	13
Renewable Resources and Operations Division. . . . .	14
<b>Financial Information.</b> . . . . .	<b>16</b>
<b>Summary of Staffing Activity.</b> . . . . .	<b>18</b>
<b>Summary of Legislation and Legislative Activity</b> . . . . .	<b>19</b>
<b>Summary of Official Languages Activities.</b> . . . . .	<b>20</b>
<b>Summary of Recommendations from the Office of the Auditor General.</b> . . . . .	<b>21</b>
<b>Appendix A – Silviculture</b> . . . . .	<b>22</b>
<b>Appendix B – Crown Timber Licence Management</b> . . . . .	<b>23</b>

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# Deputy Minister's Message

This year's Annual Report is newly designed to be in line with the Government of New Brunswick's formal management system which focuses on performance reporting and aims to provide better accountability to the public.

Performance reporting provides the department a structure to demonstrate its progress on meeting its goals and how it aligns with the strategic themes of GNB.

The Department of Natural Resources is now in its third year of creating a culture of continuous improvement. It uses Lean Six Sigma methodology and other tools to increase efficiency and accountability, improve services to the public, and streamline administration.

Department staff continued to work on a wide range of areas of interest to the public. They included developing *A Strategy for Crown Lands Forest Management* so that our forestry sector can remain competitive. The forestry sector is vital to the province, sustaining more than 22,000 jobs. The new strategy resulted in private investments in mill modernizations of more than \$600 million across the province, and it helped create more than 500 jobs. The department equally was very involved in the areas of development for maple sugar producers; assisted in Crown land acquisition for blueberry farming; and in the areas of recreation where a number of changes were made that benefited hunters, anglers and outfitters in New Brunswick.

Our future challenge is to ensure that continuous improvement is not simply an initiative, but a permanent shift in our business culture to ensure the department supports New Brunswick in developing a stronger economy. The team at the Department of Natural Resources has done an exceptional job in transforming the department toward a performance-based organization, and we look forward to reaching our new goals and targets throughout the next year.

Bill Levesque  
Natural Resources

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# Highlights from the Past Year

The Mobile Workforce Initiative for conservation officers placed computers in their vehicles, improving their immediate access to information and devoting more time to their duties in the field. This initiative received the Government Technology Exhibition and Conference Distinction Award in the category of Transforming the Business of Government.

The department successfully completed its third year under the GNB Performance Excellence Process. This formal management system has focused the department on performance management leading to improved strategy development with measures and initiatives to ensure the department's performance is met.

The department completed the identification of candidate Protected Natural Areas and obtained GNB approval to amend the *Establishment of Protected Natural Areas Regulation – Protected Natural Areas Act* to increase the number of PNAs on Crown lands. Amendments to the regulation are scheduled for the second quarter of the 2014-2015 fiscal year.

The department implemented measures to increase utilization of Crown reserve angling waters. It also developed a public portal system for the 2014 angling season to allow Crown reserve anglers to determine what stretches of water are available; submit an application; book unclaimed stretches; and pay their Crown reserve licence online.

The department released *A Strategy for Crown Lands Forest Management* to encourage private sector investment in a forestry sector that is facing many global pressures. This will allow the province to maintain more than 22,000 direct and indirect jobs in New Brunswick, help to create 500 new permanent jobs and 1,200 construction jobs, and spur \$600 million in investments in mills across the province. The forestry sector contributes \$1.45 billion to the provincial GDP annually.

Natural Resources was one of the first departments to completely migrate their data servers to the GNB Allison Data Centre and closed their on site server room. This initiative has saved the department \$300,000 in replacement costs.

Amendments to the *Fish and Wildlife Act* were introduced, that will allow the department to begin the development of a web-based licensing system for angling, hunting and trapping. Target for implementation is scheduled for 2015-2016.

The department played a significant role in support of the government's blueberry strategy by working with the Department of Agriculture, Aquaculture and Fisheries to identify suitable Crown lands.

The *Species at Risk Act* was proclaimed in June 2013. It recognizes and protects 5 New Brunswick species as extirpated, 44 as endangered, 20 as threatened and 24 as being of special concern.

The department acquired approximately 700,000 hectares of LiDAR and digital photography in southern New Brunswick. This information was used to produce a new, high-resolution, operational scale forest inventory.

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# Strategic Priorities

## Strategy Management

The Government of New Brunswick (GNB) has implemented 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 in both public and private sectors to execute strategy.

The formal management system starts with a strategic vision. The government expresses its vision through the themes for a stronger economy and an enhanced quality of life while living within our means. This strategic vision is articulated through the strategy map, which is a tool to provide focus and overall direction for improvement.

## The Perspectives of the Strategy Map

The strategy map focuses on what is important to citizens: stimulating job creation and getting more people working; access to necessary programs and services; and providing value for their tax dollars.

The financial perspective addresses the financial requirements needed to sustainably support the commitment to citizens, stretching across all three themes of the vision. The financial perspective focuses on supporting the private sector to stimulate growth, ensuring the government lives within its means by achieving a sustainable budget and funding priority programs to contribute to an enhanced quality of life.

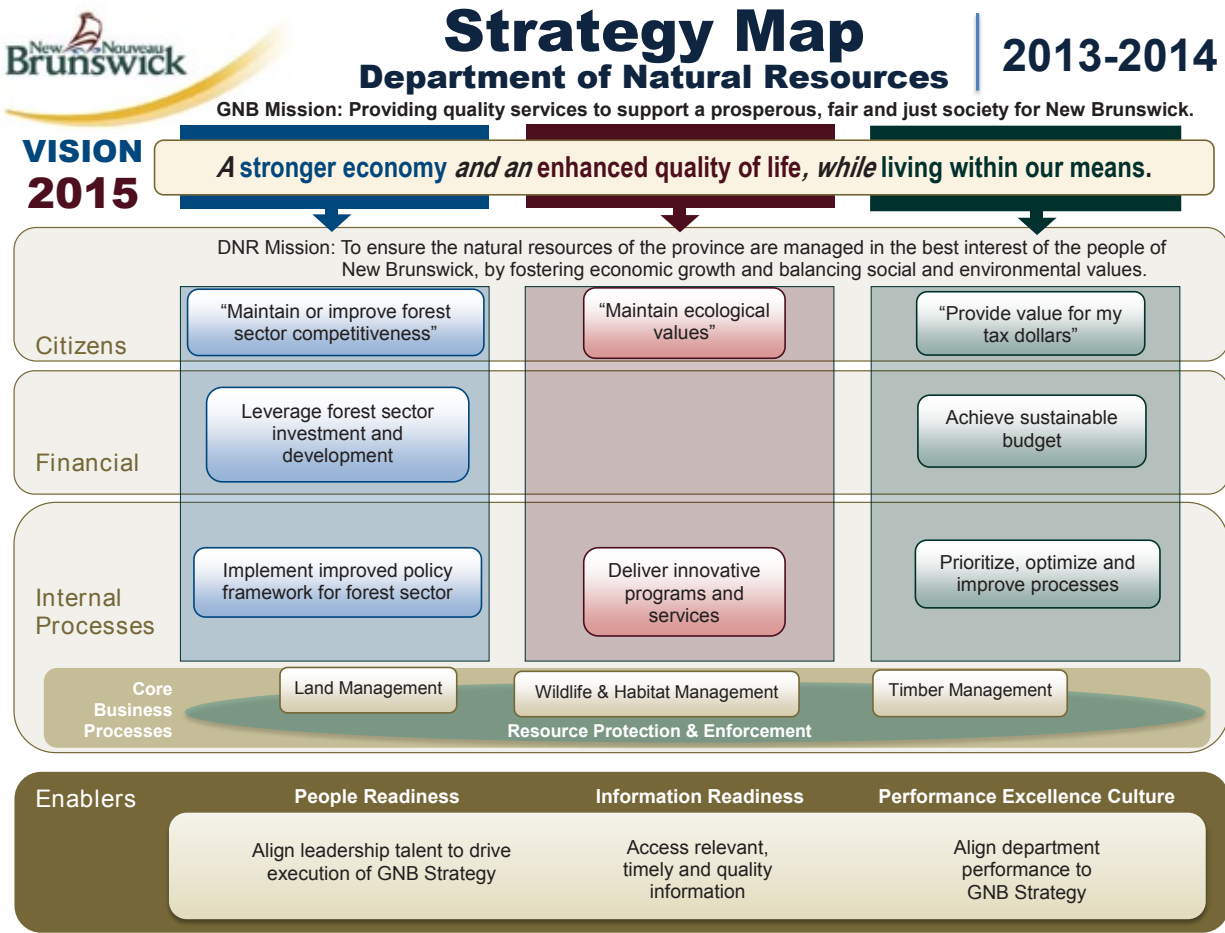
The internal processes are government's direct role in achieving the vision. They are the strategic improvements government needs to successfully implement to achieve the vision. Each department sets its own goals and priorities within the strategic themes to match its programs and specialized needs.

The enablers ensure that GNB is ready to execute the strategy through internal processes. Leaders and employees need to develop and demonstrate behaviours that engage others to ensure the success of strategic projects. Leaders need the right information at the right time to make strategic decisions, and the culture must align and recognize those who contribute to achievement of the strategy.

# Department of Natural Resources Strategy Map

The Department of Natural Resources focused on achieving forest sector objectives to improve competitiveness and leverage investment under the stronger economy theme. Objectives set under the enhanced quality of life theme sought to create a balance by increasing area under the *Protected Natural Areas Act* and to enhance access to recreational activities as well as improve DNR services for clients.

The department aligned its strategy map objectives under living within our means and the enabler themes with GNB to ensure that fiscal and organizational readiness objectives were measured with appropriate actions taken during the fiscal year to remain on track. DNR recognizes the important role that employees played in achieving the strategy in 2013-2014 and their ongoing role as we mature as a department under the formal management system.



NB PUBLIC SERVICE VALUES: **COMPETENCE – IMPARTIALITY – INTEGRITY – RESPECT – SERVICE**

# Performance Measures

<b>Strategic theme: A Stronger Economy</b>	<b>Measure</b>
Leverage forest sector investment and development.	Commitments to invest in forest sector.
<b>Strategic theme: Enhanced Quality of Life</b>	<b>Measure</b>
Deliver innovative programs and services.	Number of new or improved programs or services.
<b>Strategic theme: Living Within Our Means</b>	<b>Measures</b>
Achieve sustainable budget.	Ratio of actual to budgeted expenditures.
	Ratio of actual to budgeted revenue.
Prioritize, optimize and improve processes.	Dollars saved per continuous improvement.
<b>Enablers (HR, IT, Performance Excellence Culture)</b>	<b>Measure</b>
Align department performance to GNB strategy.	Average number of sick leave days in the department.

# Strategic Theme A Stronger Economy

### Objective of the measure

Leverage forest sector investment and development.

### Measure

Commitments to invest in the forest sector.

### Description of measure

Total investment dollars committed by forest industry partners.

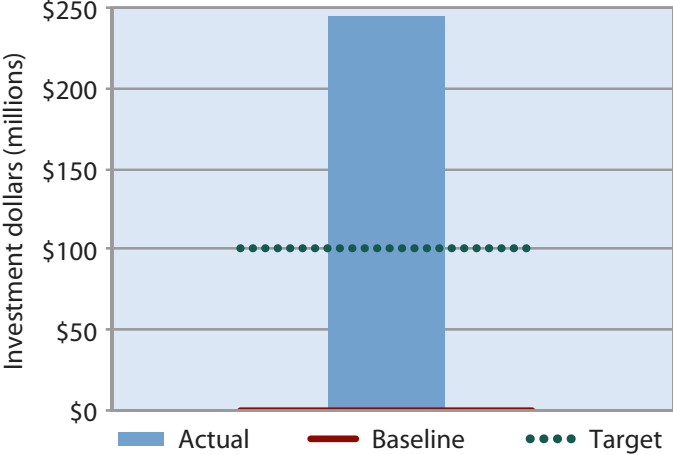
### Overall performance

Exceeded stretch target of \$116 million.

Baseline: \$0

Target: \$100 million

Actual: \$245.2 million



### Why do we measure this?

This measure assesses the department’s success in creating a forest strategy that would support growth and competitiveness in the forest sector.

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

With an increase in wood supply and a movement to less duplication and fewer reduced costs in the management of the forest, *A Strategy for Crown Lands for Forest Management* supports \$600 million of industry investments. This strategy will allow the province to maintain more than 22,000 direct and indirect jobs in New Brunswick, and to help create 500 new permanent jobs and 1,200 construction jobs. The forestry sector contributes \$1.45 billion to the provincial GDP annually.

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## Strategic Theme Enhanced Quality of Life

### Objective of the measure

Deliver innovative programs and services.

### Measure

Number of new or improved programs or services.

### Description of measure

To improve client experience by implementing programs or to increase access to necessary programs and services.

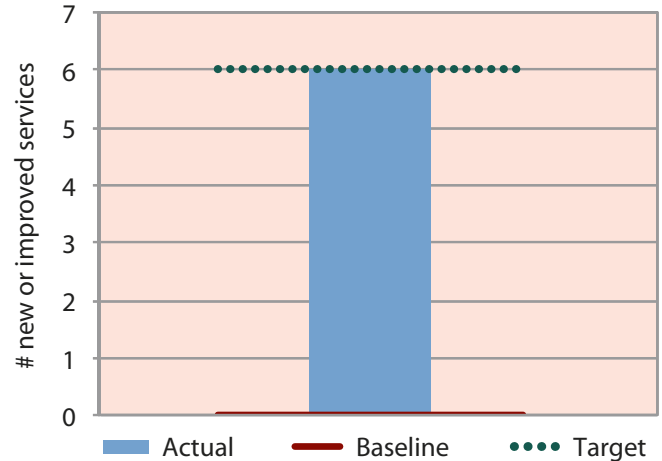
### Overall performance

Met target of six new or improved programs or services.

**Baseline:** 0

**Target:** 6

**Actual:** 6



### Why do we measure this?

The department has a number of new programs under consideration along with some programs improvements to meet our client needs. It is expected that these new or improved programs or services will ultimately provide the public with access to more activities related to natural resources.

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

The department enhanced its fish stocking programs; implemented the new *Species at Risk Act*; modernized the Conservation Education Program (e.g., developed a conservation education system); and developed and implemented a consolidated New Brunswick hydrology network.

# Strategic Theme

## Living Within Our Means

### Objective of the measure

Achieve sustainable budget.

### Measure

Ratio of actual to budget for revenue and expenditures.

### Description of measure

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

### Overall performance

Revenue – Exceeded stretch target of 100.5%

Expenditures – Between target and stretch of 98%

**Baseline:** Revenue – 99.68%

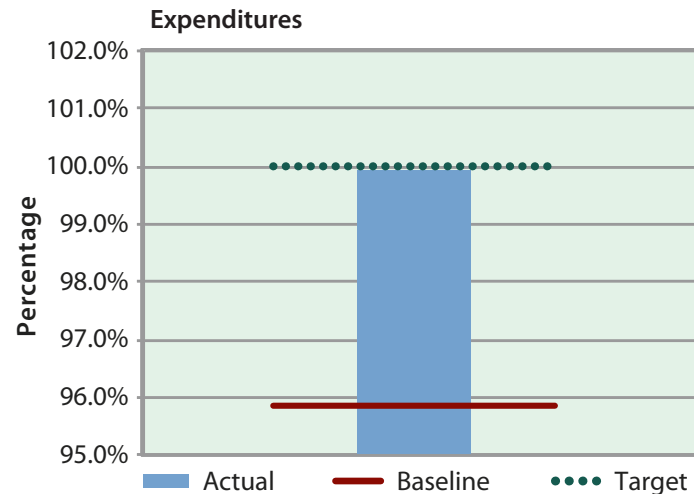
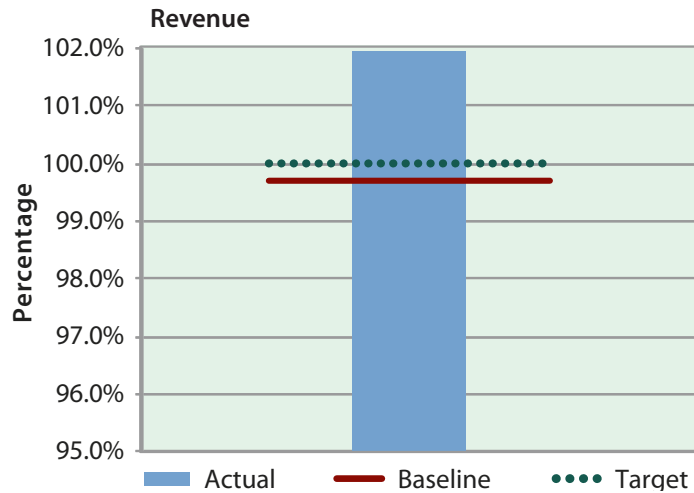
Expenditures – 95.84%

**Target:** Revenue – 100%

Expenditures – 100%

**Actual:** Revenue – 102.0%

Expenditures – 99.95%



### Why do we measure this?

These indicators measure the department’s ability to manage its expenses within budget and to accurately estimate revenue based on information at the time budgets are prepared.

### What 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.



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## Strategic Theme Living Within Our Means

### Objective of the measure

Prioritize, optimize and improve processes.

### Measure

Dollars saved per continuous improvement.

### Description of measure

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

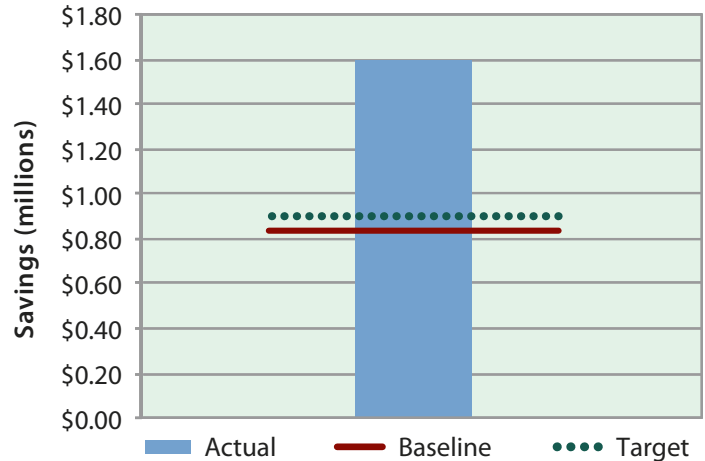
### Overall performance

Exceeded stretch target of \$1.2 million.

**Baseline:** \$835,000

**Target:** \$900,000

**Actual:** \$1.6 million



### 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.

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

Thirteen process improvement projects were undertaken to eliminate and control costs. Some projects resulting in hard savings associated with this target include::

- \$201,000 from three waves of Waste Walk;
- \$937,000 by reducing infrastructure and storage costs for istrict Offices;
- \$52,000 by reducing District telephone calls volume; and
- \$145,000 by improving the Crown land use application process.

The department also achieved \$406,529 staff time efficiency through Process Improvement projects and in Waste Walk activities, for a total savings of \$2,009,058.

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## Strategic Theme Enablers

### Objective of the measure

Align department performance to GNB strategy.

### Measure

Average number of sick leave days in the department.

### Description of measure

The measure shows how many sick days were taken, on average, per full time employee.

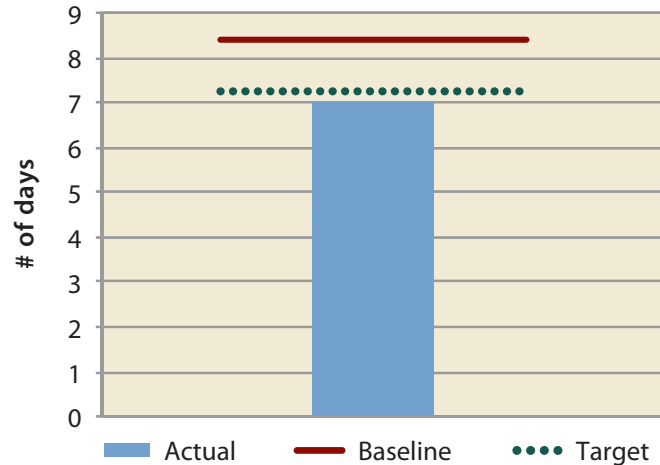
### Overall performance

Between target and stretch of 6.52 days.

**Baseline:** 8.4 days.

**Target:** 7.2 days.

**Actual:** 7 days.



### Why do we measure this?

Government has set a 20% reduction target in sick leave usage by March 31, 2015 (3-year target) for employees in Parts I, II and III of the Public Service. Lower absenteeism, and in particular, sick leave usage within certain employee groups, will result in significant savings for government and will help reduce costs associated with a loss in productivity as well as staff replacement costs.

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

The following activities assisted in meeting sick leave targets:

- Developed a strategy to promote wellness.
- Held Attendance Management Sessions for all Managers.
- Provided information about the Attendance at Work Policy and the Attendance Support Guide for Immediate Supervisors to all employees.
- Developed inventory of best human resource practices and implemented select ones.

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# Overview of Departmental Operations

The department 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 Chairman of the board of directors of the Forest Protection Limited (fire suppression and other services).

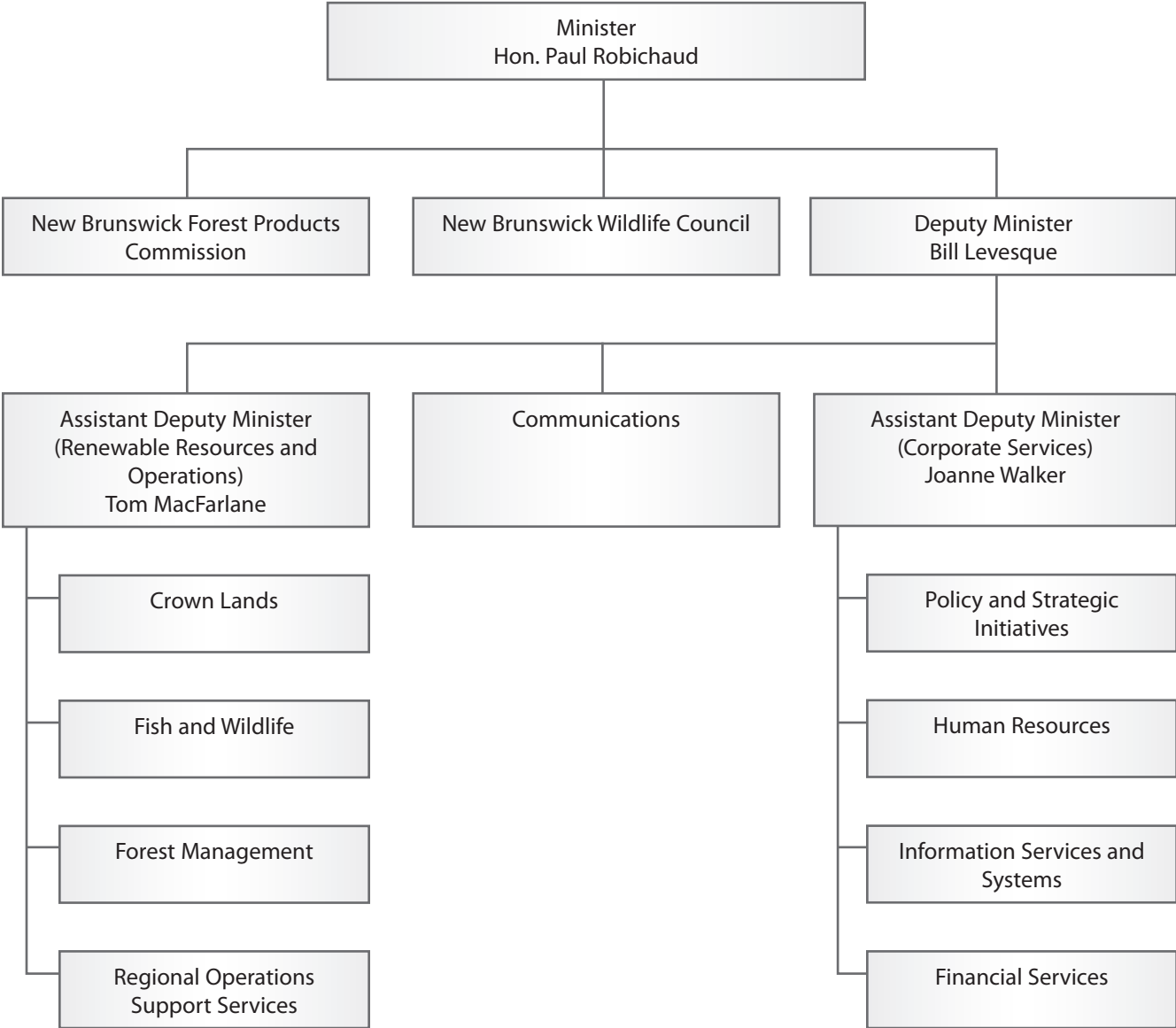
The Deputy Minister is the President of board of directors of the Forest Protection Limited, serves on the board of directors of the Maritimes Forestry Complex Corporation (main office facilities), and leads the department.

The department is structured as follows:

- Minister and Deputy Minister Office (4 employees)
- Renewable Resources and Operations Division – includes the Fish and Wildlife Branch, the Forest Management Branch, the Crown Lands Branch and Regional Operations and Support Services (524 employees).
- 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 (64 employees).
- Communications Branch (2 employees).

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# High-level organizational chart



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## 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 includes the Human Resources Branch, the Information Services and Systems Branch, the Financial Services 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 GIS; development and maintenance of software applications; departmental records management 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 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*. The branch is also the lead for process improvement activities and for strategy development for the department.

### Human Resource Services Branch

- Developed an Orientation Program for employees with a goal of improving retention of a high performing staff. The orientation includes a large safety element, complying with the new legislative requirements of the *Occupational Health and Safety Act*.
- Delivered training sessions to all managers and supervisors on performance and attendance.
- Conducted 48 competitions.
- Facilitated focus group sessions to identify improvements on two important aspects of engagement: meaningful recognition of staff; and the flow of essential information.

### Information Services and Systems Branch

- Collaborated with the Department of Environment and Local Government and Service New Brunswick to develop the New Brunswick Hydrographic Network. This database provides users with immediate access to current, accurate critical information about surface water. This initiative received a national award.
- Implemented the Electronic Information Management Systems (EIMS) and trained more than 370 department staff.
- Created an online data exchange application for the Forest Management Branch and Forest Products Limited.
- Developed several applications in support of departmental initiatives.

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## Financial Services Branch

- Streamlined accounting processes to find efficiencies in staff time.
- Provided cross training opportunities for employees.
- Supported management in ensuring the department delivered services and initiatives while being \$47,500 under budget.

## Policy and Strategic Initiatives Branch

- Responded to 29 requests under the *Right to Information and Protection of Privacy Act* and five notices of motion requests.
- Filed 45 Memorandums to Executive Council.
- Implemented 13 black belt / green belt projects.
- Conducted three waste walk training sessions for 38 employees.
- Engaged all First Nations communities in consultations regarding departmental initiatives and in bilateral discussions to renew each community's commercial harvesting agreement.

Key Performance Indicators for the Corporate Services Division at the departmental level are found in the DNR 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 Fish and Wildlife, Forest Management and Crown Lands branches as well as Regional Operations and Support Services program areas that include resource protection and enforcement activities.

The **Fish and Wildlife Branch** is responsible for the management of programs related to the fish and wildlife species of the province and for the management of conservation and protected areas within the province, including Protected Natural Areas. The management activities include monitoring the status of the fish and wildlife populations and where necessary developing actions to preserve or promote specific populations or habitats. This includes the management of harvest quotas associated with all game species and 19 fish species. The branch also administers all fish and game related licensing and hunter education activities.

The **Forest Management Branch** is responsible for the management and administration of the Crown timber resources. Its primary role involves the administration and oversight of all related aspects of forest management on Crown lands including: inventory, planning, insect and disease, forest operations, silviculture, wood products and royalty rates. The branch is responsible for the development and administration of agreements with Crown Timber Licensees and Sub-Licensee as described under the *Crown Lands and Forests Act*. The branch also administers provincial silviculture programs for 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 associated with all Crown lands of New Brunswick associated with all recreational and commercial land transactions pertaining to Crown lands, including purchases, sales and exchanges or leasing activities such as camp lot leases, commercial leases and easements, recreational ATV and snowmobile trail leases and recreational trail maintenance programs.

**Regional Operations and Support Services** is primarily responsible for field operations related to Branch activities as well as protection, enforcement, 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.

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## Fish and Wildlife Branch

- Signed contracts with the private sector hatcheries to double fish stocking capacity.
- Implemented regulatory changes to permit private registration of harvested moose.
- Increased aerial survey efforts to enhance moose population data.
- Amended legislation to recognize New Brunswick-born members of the RCMP and the military who are deployed outside the province to apply for resident hunting, angling and trapping licences.
- Implemented regulatory changes to allocate a portion of non-resident moose licences to qualifying guides and outfitters through a random draw.

## Forest Management Branch

- Produced twenty-four million seedlings from the Kingsclear Forest Tree Nursery.
- Completed a Maritime fair market value survey for standing timber in co-operation with Nova Scotia and Prince Edward Island.
- Acquired digital imagery and LiDAR derived forestry statistics for 718,000 ha in southern New Brunswick, and established 200 LiDAR calibration plots.
- Re-measured 228 Permanent Sample Plots (PSPs) on Crown land and 64 PSPs on private woodlots to track forest growth.
- Significantly increased the monitoring of spruce budworm in New Brunswick due to an increased threat of an outbreak.
- Continued monitoring efforts related to non-native brown spruce longhorn beetle.
- Harvested 5,245 million cubic metres on Crown lands, and undertook 40,573 ha of Crown silviculture (see appendices A and B).

## Crown Lands Branch

- 308 Crown land applications received and processed.
- 374 formal responses to the Minister and communication-related inquiries.
- Obtained GNB approval to proceed with a land exchange of 6,359 hectares with Oxford Frozen Foods.
- Obtained GNB approval to amend the *Lands Administration Regulation – Crown Lands and Forests Act* to reduce the administration burden and adjust the fees associated to poles and anchors.

## Regional Operations and Support Services

- Continued to provide support for a number of DNR programs including law enforcement, forest fire management; auditing Crown land forestry operations; performing fish and wildlife management activities; responding to dead/injured/nuisance 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.
- Investigated 1,835 violations, a 15% increase from the previous year.
- Suppressed 345 fires that consumed 747 ha in 2013. This was a 20% increase over the area burned in 2012.
- Mobilized a total of 60 fire protection employees outside the province to assist with combating fires.
- Benefited from a new program that equipped vehicles of Conservation and Resource Officers with mobile computer work stations which allowed them to report directly to the field most days of the week.

Key Performance Indicators for the Renewal Resources and Operations Division at the departmental level are found in the DNR Balanced Scorecard.

# Financial Information

## Expenditures 2013-2014 (\$)

Ordinary program	Main estimates	Appropriation transfers <sup>1</sup>	Final budget	Actual	Difference
Forest Management	73 550 000	1 858 000	75 408 000	75 760 000	352 000 <sup>(2)</sup>
Fish and Wildlife Management	10 949 000	134 000	11 083 000	11 614 600	531 600 <sup>(3)</sup>
Administration	6 501 000	4 000	6 505 000	6 584 600	79 600 <sup>(4)</sup>
Land Management	4 162 000	20 600	4 182 600	3 764 900	(417 700) <sup>(5)</sup>
Regional Management	6 431 000	64 700	6 495 700	5 902 700	(593 000) <sup>(6)</sup>
<b>Total 2013-2014</b>	<b>101 593 000</b>	<b>2 081 300</b>	<b>103 674 300</b>	<b>103 626 800</b>	<b>(47 500)</b>

Capital and Special Purpose Accounts	Main estimates	Appropriation transfers <sup>1</sup>	Final budget	Actual	Difference
Property and capital improvements (Sentier NB Trail)	200 000	-	200 000	199 400	(600)
Property and capital improvements (Musquash watershed)	325 000	-	325 000	309 900	(15 100)
NB Wildlife Trust Fund	1 600 000	-	1 600 000	1 709 700	109 700 <sup>(7)</sup>
Trail Management Trust Fund	1 400 000	-	1 400 000	1 452 500	52 500 <sup>(7)</sup>
Grand Lake Meadows	27 000	-	27 000	22 700	(4 300)
Recoverable projects	200 000	-	200 000	48 300	(151 700) <sup>(8)</sup>

### Notes

- 1 Appropriation transfers are due to wage settlements and supplementary estimate for fire suppression.
- 2 An increase in the volume of wood harvested and used led to increase expenses related to the Crown management fee and the amount of royalties returned to First Nations.
- 3 Over-expenditure related to the operation of salmon barriers.
- 4 Increased spending related to workers' compensation payments.
- 5 Savings were a result of vacancies and general efficiencies.
- 6 Savings were the result of general efficiencies and vacant positions.
- 7 Increase in the amount of grants provided.
- 8 Low number of projects approved.



## Revenue 2013-2014 (\$)

Ordinary program	Main estimates	Appropriation transfers <sup>1</sup>	Final budget	Actual	Difference
Return on investment	121 000	-	121 000	113 800	(7 200)
Licences and permits	5 052 000	-	5 052 000	5 221 200	169 200 <sup>(1)</sup>
Sale of goods and services	3 908 000	-	3 908 000	4 063 500	155 500 <sup>(2)</sup>
Royalties	72 725 000	-	72 725 000	74 057 800	1 332 800 <sup>(3)</sup>
Fines and penalties	255 000	-	255 000	357 400	102 400 <sup>(4)</sup>
Miscellaneous	318 000	-	318 000	645 400	327 400 <sup>(5)</sup>
Capital recoveries – own source	540 000	-	540 000	42 200	(497 800) <sup>(6)</sup>
<b>Total 2013-2014</b>	<b>82 919 000</b>	<b>-</b>	<b>82 919 000</b>	<b>84 501 300</b>	<b>1 582 300</b>

Capital and Special Purpose Accounts	Main estimates	Appropriation transfers <sup>1</sup>	Final budget	Actual	Difference
Return on investment	39 000	-	39 000	21 700	(17 300) <sup>(7)</sup>
Licences and permits	3 103 000	-	3 103 000	3 039 200	(63 800) <sup>(8)</sup>
Sales of goods and services	5 000	-	5 000	0	(5 000)
Miscellaneous	0	-	0	1 400	1 400 <sup>(9)</sup>
Conditional grants	200 000	-	200 000	48 300	(151 700) <sup>(10)</sup>
<b>Total 2013-2014</b>	<b>3 347 000</b>	<b>-</b>	<b>3 347 000</b>	<b>3 110 600</b>	<b>(236 400)</b>

### Notes

- 1 Increase in the sales of angling licences and an increase in the number of moose licences available.
- 2 Revenue generated from the deployment of employees to other jurisdictions for forest fire fighting
- 3 Higher volume of wood harvested and used.
- 4 Increase in the amount of fines issued; increase in the value of harvesting penalties to licensees.
- 5 Overhead from DNR managing the Kent Crown licence; increased revenue from the Conservation Education program.
- 6 Sale of surplus land not finalized in 2013-2014.
- 7 Low interest rate resulted in less return than expected.
- 8 Lower than expected revenue from ATV registrations.
- 9 Recovery of expenditures from prior year.
- 10 Low number of projects approved.

# Summary of Staffing Activity

Pursuant to Section 4 of the *Civil Service Act*, the deputy minister of Human Resources delegates staffing to each deputy head for his or her respective department. Please find below a summary of the staffing activity for 2013-2014 for the Department of Natural Resources.

The department advertised 37 competitions, including seven open (public) competitions and 30 closed (internal) competitions.

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

Appointment type	Appointment description	Section of the Civil Service Act	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)	0
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)	4
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Parts I, II (school boards) and III (regional hospital corporations) of the public service.	16(1) or 16(1)(c)	18
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)	0
Regular appointment of students / apprentices	Summer students, university or community college co-operative students or apprentices may be appointed without competition to an entry level position within the civil service.	16(1)(d)(ii)	0

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# Summary of Legislation and Legislative Activity

Bill #	Name of legislation	Date of Royal Assent	Link to bill
3	<i>An Act to Amend the Crown Lands and Forests Act</i>	December 13, 2013	<a href="http://www1.gnb.ca/legis/bill/editform-e.asp?ID=1035&amp;legi=57&amp;num=4">http://www1.gnb.ca/legis/bill/editform-e.asp?ID=1035&amp;legi=57&amp;num=4</a>
4	<i>An Act to Amend the Fish and Wildlife Act</i>	December 13, 2013	<a href="http://www1.gnb.ca/legis/bill/editform-e.asp?ID=1036&amp;legi=57&amp;num=4">http://www1.gnb.ca/legis/bill/editform-e.asp?ID=1036&amp;legi=57&amp;num=4</a>

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# Summary of Official Languages Activities

## Introduction

The department continued to work on an action plan to address the four sectors of activity identified in the *Government Plan on Official Languages*. The following outlines some actions taken in each of the areas of focus.

### Focus 1

Random audits were conducted to verify that the active offer and service were provided in both official languages. Missed opportunities were addressed. Linguistic profiles were revised to ensure access to service of equal quality in both official languages. All profiles are updated on an ongoing basis.

### Focus 2

Communication and correspondence with employees is delivered in their language of choice. The department continued to provide either simultaneous interpretation or bilingual presentations for all large meetings. Where appropriate, meetings are organized by linguistic group.

### Focus 3

The department created an employee orientation program in which official languages policies were promoted and completion of two training modules were mandatory. Twenty-one employees participated in second language training in 2013-2014.

### Focus 4

The department required all employees to complete two official languages training modules. These modules ensured that employees attained a thorough knowledge and understanding of the *Official Languages Act*, relevant policies, regulations and GNB's obligations with respect to official languages. In some cases, separate training sessions with department staff was needed.

## Conclusion

The department appointed a francophone employee from the northern part of the province to a predominately anglophone location. The employee was a conservation officer, a position which has been particularly challenging to recruit bilingual capability in the south of the province. The employee is now fully integrated into the new community and has declined an opportunity to move back to the north of the province. The employee is delivering a fluently bilingual service.

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# Summary of Recommendations from the Office of the Auditor General

Name and year of audit area with link to online document	Recommendations	
	Total	Adopted
N / A – All recommendations took place prior to the 2009-2010 fiscal year.		

# Appendix A – Silviculture

## Production at the Kingsclear Nursery and the Atlantic Forest Seed Centre

Product	2013-2014	2012-2013	2011-2012
Seedling Produced	24,418,000	23,052,000	22,524,000
DNR seed produced (kilograms)	73,000	50,000	459,000
DNR seed stored (kilograms)	1,608,000	1,767,000	1,866,000
Seed stored for clients (kilograms)	2,892,000	3 551	2,525,000

## Crown Silviculture by Year (hectares)

Year	Tree planting	Pre-commercial thinning	Herbicide	Total
2013	12 140	14 219	14 214	40 573
2012	13 420	14 700	14 592	42 712
2011	11 422	11 416	13 816	36 654

## Private Land Silviculture by Year (hectares)

Year	Site preparation	Tree planting	Plantation tending	Pre-commercial thinning	Total
2013	793	1 120	1 643	4 016	7 572
2012	908	1 151	1 353	4 544	7 956
2011	819	811	1 328	5 072	8 030

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# Appendix B – Crown Timber Licence Management

## Forest Products Harvested from Crown Land – Harvest by Year (m<sup>3</sup>)

Year	Species	Licensees and Sub-Licensees	First Nations	Special permit	Total
2013-2014	Softwood	3 086 099	184 016	17,500	5 245 153
	Hardwood	1 890 301	46 537	20,700	
2012-2013	Softwood	3 033 802	167 317	6 324	5 070 106
	Hardwood	1 781 958	47 543	33 162	
2011-2012	Softwood	3 365 496	181 277	7 286	5 250 744
	Hardwood	1 620 505	46 319	29 861	

Note: Includes all species and products.