

# Manitoba Natural Resources and Northern Development

## Ressources naturelles et Développement du Nord Manitoba

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### Annual Report Rapport annuel

For the year ended March 31, 2023  
Pour l'exercice terminé le 31 mars 2023

2023

# Indigenous Land Acknowledgement

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

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

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

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

# Reconnaissance du territoire

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

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

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

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

## **Manitoba Natural Resources and Northern Development**

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**MINISTER  
OF NATURAL RESOURCES AND NORTHERN DEVELOPMENT**

Room 330  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

September 1, 2023

Her Honour, the Honourable Anita R. Neville  
Lieutenant-Governor of Manitoba  
Room 235 Legislative Building  
Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Natural Resources and Northern Development, for the fiscal year ending March 31, 2023.

Respectfully submitted,

*Original Signed By*

Honourable Greg Nesbitt  
Minister of Natural Resources and Northern Development





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**MINISTRE  
DES RESSOURCES NATURELLES ET DU DÉVELOPPEMENT DU NORD**

Bureau 330  
Palais législatif  
Winnipeg (Manitoba) R3C 0V8  
CANADA

1<sup>er</sup> septembre 2023

Son Honneur l'honorable Anita R. Neville  
Lieutenante-gouverneure du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère Ressources naturelles et du Développement du Nord du Manitoba pour l'exercice qui s'est terminé le 31 mars 2023.

Le tout respectueusement soumis,

*Original Signed By*

Greg Nesbitt

Ministre des Ressources naturelles et du Développement du Nord





Deputy Minister  
Natural Resources and Northern Development  
Room 42 Legislative Building  
Winnipeg MB R3C 0V8

September 1, 2023

The Honourable Greg Nesbitt  
Minister of Natural Resources and Northern Development  
Room 330 Legislative Building  
Winnipeg, MB R3C 0V8

Dear Minister:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Natural Resources and Northern Development.

Respectfully submitted,

*Original Signed By*

Paul McConnell  
Deputy Minister of Natural Resources and Northern Development





Sous-ministre  
Ressources naturelles et Développement du Nord  
Palais législatif, bureau 42  
Winnipeg (Manitoba) R3C 0V8

1<sup>er</sup> septembre 2023

Monsieur Greg Nesbitt  
Ministre des Ressources naturelles  
et du Développement du Nord  
Palais législatif, bureau 330  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de soumettre à votre approbation le rapport annuel du ministère des Ressources naturelles et du Développement du Nord pour l'exercice 2022-2023.

Le tout respectueusement soumis,

*Original Signed By*

Paul McConnell

Le sous-ministre des Ressources naturelles et du Développement du Nord



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# Introduction/Introduction

This Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

The Annual Report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, the new annual report is intended to provide a more comprehensive picture of the department's financial performance.

Le présent rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et l'obligation redditionnelle. Ces tableaux de bord ayant été mis en œuvre par tous les ministères, les rapports antérieurs sur la performance qui étaient inclus en annexe ont été abandonnés.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global de la performance financière du ministère.

# Department At a Glance – 2022/23 Results

<b>Department Name &amp; Description</b>	Natural Resources and Northern Development is responsible for leading policy development and program delivery that fosters responsible resource development and sustainably manages the provincial parks system for the benefit of all Manitobans. This will be achieved by working in partnership with Indigenous and northern communities, industry, and non-government organizations to develop planning frameworks and management plans that ensure the sustainable use of Manitoba’s fish, forests, wildlife, and protected spaces.
<b>Minister</b>	Honourable Greg Nesbitt
<b>Deputy Minister</b>	Ryan Klos

<b>Other Reporting Entities</b>	<b>0</b>	
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<b>Summary Expenditure (\$M)</b>	
<b>148</b>	<b>149</b>
<b>Authority</b>	<b>Actual</b>

<b>Core Expenditure (\$M)</b>		<b>Core Staffing</b>
<b>148</b>	<b>146</b>	<b>521.75</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>

# Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	Le ministère des Ressources naturelles et du Développement du Nord dirige l'élaboration de politiques et l'exécution de programmes qui favorisent la mise en valeur responsable des ressources et la gestion durable du réseau des parcs provinciaux au profit de tous les Manitobains. Pour ce faire, il travaillera en partenariat avec les collectivités autochtones et du Nord, l'industrie et les organisations non gouvernementales pour élaborer des cadres de planification et des plans de gestion afin d'assurer une utilisation durable des ressources halieutiques et fauniques, des forêts et des espaces protégés du Manitoba.
Ministre	Greg Nesbitt
Sous-ministre	Ryan Klos

Autres entités comptables	<b>0</b>	
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Dépenses globales (en millions de dollars)	
<b>148</b>	<b>149</b>
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
<b>148</b>	<b>146</b>	<b>521.75</b>
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

# Departmental Responsibilities

The Minister of Natural Resources and Northern Development is responsible for the provincial parks system, the sustainable management of Manitoba's natural resources, supporting social and economic development opportunities in the north.

The overall responsibilities of the minister and **Natural Resources and Northern Development** include:

- Oversee the management and administration of Crown land and lead reviews of Crown land and interests identified for transfer to Canada under Treaty Land Entitlement agreements.
- Ensure the Crown fulfills its duty to consult on resource activities that may affect Indigenous and treaty rights.
- Suppress forest fires that negatively affect natural resources and infrastructure located on Crown and private lands.
- Maintain sustainable fish and wildlife populations and protect the ecosystems required for these species.
- Manage development of resource tourism opportunities.
- Ensure Manitoba's forests and peatlands are managed and developed in a sustainable manner.
- Facilitate increased Indigenous participation in the natural resource sectors, and encourage the establishment and enhancement of partnerships.
- Support on-going research of Manitoba's wildlife and fish populations and their health.
- Oversee the prevention, detection, mitigation and eradication of fish, forestry and wildlife diseases.
- Manage the prevention, detection, control and mitigation of aquatic and terrestrial invasive species.
- Deliver a highly effective Conservation Officer Service that focuses on appropriate enforcement activities to protect public safety, Manitoba's natural resources and the environment.
- Steward the evolution of Manitoba's shared geospatial technology and information assets.
- Managing provincial parks, ecological reserves and the Canadian Heritage Rivers System, as well as, building a protected areas network.
- Managing provincial recreational trail networks, in partnership with other departments and trail stakeholder relations.
- Administer legislation under the responsibility of the Minister as listed in Appendix A.

## The Minister is also responsible for:

- Beverly and Qamanirjuaq Caribou Management Board
- Conservation Agreements Board
- Endangered Species, Ecosystems and Ecological Reserves Advisory Committee
- Fish and Wildlife Enhancement Fund Committee
- Resource Tourism Appeal Committee
- Whiteshell Advisory Board

## **Department Shared Services**

### **Administration and Financial Services**

Administration and Financial Services is comprised of the Process Improvement and Technology unit, Shared Services and Risk Management unit, and Financial Services branch. Together, this group provides information technology and business analysis services, risk management services, and financial and administrative leadership to the department. The Administration and Financial Services group, budgeted in Environment and Climate, provides shared services to the department of Natural Resources and Northern Development.

# Responsabilités ministérielles

Le ministre des Ressources naturelles et du Développement du Nord est responsable du réseau des parcs provinciaux, de la gestion durable des ressources naturelles du Manitoba et du soutien des possibilités de développement social et économique dans le Nord.

Les responsabilités globales du ministre des **Ressources naturelles et du Développement du Nord** comprennent les suivantes :

- Superviser la gestion et l'administration des terres domaniales et diriger l'examen de terres domaniales et d'intérêts que le Manitoba doit transférer au Canada en vertu d'accords sur les droits territoriaux issus d'un traité.
- Veiller à ce que le gouvernement s'acquitte de son obligation de consulter au sujet des activités liées aux ressources qui sont susceptibles d'avoir une incidence sur les droits ancestraux et issus d'un traité des peuples autochtones.
- Éteindre les feux de forêt qui ont une incidence négative sur les ressources naturelles et les infrastructures situées sur les biens-fonds publics et privés.
- Préserver des populations durables de poissons et d'animaux sauvages et protéger les écosystèmes dont ces espèces ont besoin.
- Gérer la mise en valeur des possibilités associées au tourisme axé sur la nature.
- Veiller à l'exploitation et à la gestion durables des forêts et des tourbières du Manitoba.
- Favoriser la participation des Autochtones dans les secteurs des ressources naturelles et stimuler l'établissement et le renforcement de partenariats.
- Soutenir la recherche à long terme portant sur les populations de poissons et d'animaux sauvages du Manitoba et sur leur santé.
- Superviser la prise de mesures de prévention, de détection, d'atténuation et d'éradication ciblant des maladies qui touchent les poissons, les forêts et la faune.
- Gérer la prise de mesures de prévention, de détection, de lutte et d'atténuation ciblant des espèces aquatiques et terrestres envahissantes.
- Offrir un service d'agents de conservation très efficace qui se concentre sur la réalisation d'activités appropriées d'application de la loi afin d'assurer la sécurité du public et de protéger les ressources naturelles du Manitoba et l'environnement.
- Gérer l'évolution des technologies géospatiales et des fonds de renseignements d'utilisation partagée au Manitoba.
- Gérer les parcs provinciaux, les réserves écologiques et le Réseau des rivières du patrimoine canadien; et créer un réseau de zones protégées.
- Gérer le réseau des sentiers récréatifs provinciaux, en partenariat avec d'autres ministères et les parties prenantes.
- Faire appliquer les lois qui relèvent du ministre et dont la liste figure à l'Annexe A.

## **Le ministre est également responsable de ce qui suit :**

- Conseil de gestion des caribous de Beverly et de Qamanirjuaq
- Commission des accords de conservation
- Comité consultatif sur les espèces, les écosystèmes et les réserves écologiques en voie de disparition
- Comité de mise en valeur du poisson et de la faune
- Comité d'appel en matière de tourisme axé sur la nature
- Commission consultative du Whiteshell

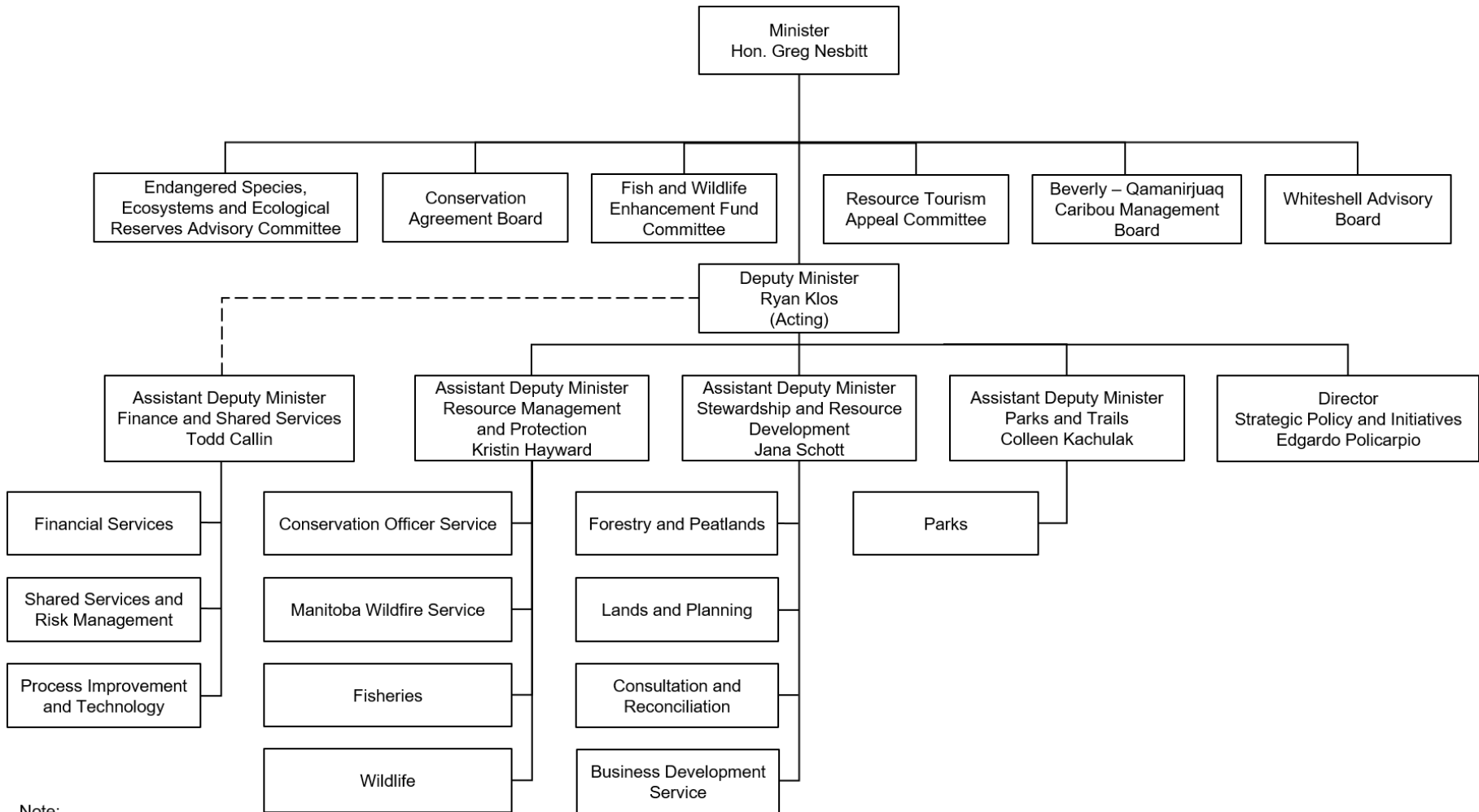
## **Services partagés du ministère**

### **Services administratifs et financiers**

Les Services administratifs et financiers sont composés de la Section de l'amélioration du processus et des technologies, de la Section des services partagés et de la gestion des risques et de la Section des services financiers. Ce groupe fournit au Ministère des services de technologie de l'information et d'analyse opérationnelle, des services de gestion des risques et une direction financière et administrative. Le groupe des Services administratifs et financiers, qui est inscrit au budget du ministère de l'Environnement et du Climat, offre des services partagés au ministère des Ressources naturelles et du Développement du Nord.

# Organizational Structure

## Department of Natural Resources and Northern Development as at March 31, 2023



Note:

- Finance and Shared Services provides corporate services to Environment and Climate and Natural Resources and Northern Development



# 2022/23 Key Achievement Highlights

During the fiscal year, the Department of Natural Resources and Northern Development accomplished the following:

- The department signed Memoranda of Agreement with Norway House Cree Nation, Minegoziibe Anishinabe (Pine Creek First Nation), Wuskwi Sipiik First Nation and Sapotaweyak Cree Nation to establish a collaborative approach to forest management between the First Nations, forest industry, and Manitoba.
- Manitoba provided over \$5 million to support Indigenous communities to transition to a more inclusive forest sector. This included approximately \$3.5 million in shared forestry revenue and approximately \$1.5 million for studies and community positions to participate in resource stewardship activities.
- An investment of \$1.7 million was made to upgrade tactical tools and acquire crucial safety equipment, ensuring all officers are well-equipped and trained to fulfill their duties safely and maintain public safety. Progress made to revitalize the Conservation Officer Service included recruitment and training of new officers and seasonal patrol officers, and implementation of an evolved rank structure.
- The Fish and Wildlife Enhancement Fund awarded over \$1 million for 35 fish and wildlife improvement projects. These projects supported anglers, hunters and trappers while protecting Manitoba's fish and wildlife populations. An additional \$794,000 was contributed to the endowment fund held by The Winnipeg Foundation.
- An investment of \$350,000 to help prevent the spread of Chronic Wasting Disease through year-round monitoring and enhanced sampling efforts during the big game hunting season, resulting in over 5,600 samples being submitted for testing.
- An investment of \$2.5 million established programs to support sustainability and certification of Manitoba's fisheries in collaboration with the International Institute for Sustainable Development. Cedar Lake, the province's fourth largest commercial fishery, obtained eco-certification under the Marine Stewardship Council (MSC) internationally recognized standards for sustainable fishing for Walleye and Northern Pike, in November 2022. This makes it the second freshwater fishery in Manitoba and the third in Canada to join the MSC program. Additionally, Manitoba stands as the sole source of MSC certified Northern Pike worldwide.
- The department secured \$1.5 million funding for a commercial licence and quota buy-back program for Lake Manitoba and Lake Winnipegosis. This initiative is designed to reduce annual harvest pressure and ensure the sustainability of fish stocks. In 2022, the program successfully bought back six Lake Winnipegosis licences and 34 Lake Manitoba licenses. The buy-back program is being carried out in partnership with the International Institute for Sustainable Development.
- The creation of the Provincially Significant Peatlands Regulation, and designated two provincially significant peatlands – Moswa Meadows and Fish Lake Fen.
- An agreement was established with the Federal Government in the 2 Billion Trees Project and secured a significant \$17.7 million investment for tree planting programs until 2031, furthering environmental conservation efforts in the province.

- Manitoba's Trail Strategy and Action Plan have successfully capitalized on the growing popularity of recreational trail use. The public and trail stakeholder organizations support the initiative, as a major step towards enhancing outdoor recreation and community well-being throughout the province.
- An approval of \$1.1 million was granted from the Provincial Parks Endowment Fund for various Endowment Fund projects. A wide range of projects were funded, including improvements to accessible facilities, backcountry campsites, beaches, boat launches, campgrounds, and interpretive facilities, as well as initiatives to support conservation and biodiversity enhancement.
- The completion of the transfer of 10,443 acres of Crown land selections and 470 acres of Crown interests to Canada through acquisitions in accordance with the Treaty Land Entitlement Framework Agreement.
- Created a new opportunity for commercial overnight accommodations on ice on Lake Winnipeg for the 2022/23 winter season, which supported environmentally sustainable tourism opportunities, providing economic and recreational benefits for Manitobans.
- Successfully implemented the Waterfowl Regulation modernization initiative, which played a significant role in promoting sustainable tourism in Manitoba by providing stability for the waterfowl outfitting industry. By optimizing waterfowl hunting practices, the initiative has effectively increased economic benefits for Manitoba businesses and fostered growth in local, rural economies.

# Principales réalisations en 2022-2023

Au cours de l'exercice, le ministère des Ressources naturelles et du Développement du Nord a accompli les réalisations suivantes :

- Le Ministère a signé des protocoles d'entente avec la Nation crie de Norway House, Minegoziibe Anishinabe (Première Nation de Pine Creek), la Première Nation Wuskwi Sipihk et la Nation crie de Sapotaweyak afin d'établir une approche de collaboration en matière de gestion forestière entre les Premières Nations, l'industrie forestière et le Manitoba.
- Le Manitoba a fourni plus de cinq millions de dollars pour aider les collectivités autochtones à effectuer la transition vers un secteur forestier plus inclusif. Cela comprenait environ 3,5 millions de dollars en revenus forestiers partagés et environ 1,5 million de dollars pour des études et des postes communautaires visant à participer à des activités d'intendance des ressources.
- Un investissement de 1,7 million de dollars a été fait pour mettre à niveau les outils tactiques et acquérir des équipements de sécurité essentiels, garantissant que tous les agents sont bien équipés et formés pour remplir leurs fonctions en toute sécurité et maintenir la sécurité publique. Parmi les progrès réalisés pour revitaliser le Service des agents de conservation, citons le recrutement et la formation de nouveaux agents et agents de patrouille saisonniers, et la mise en œuvre d'une structure hiérarchique évoluée.
- Le Fonds de mise en valeur des ressources halieutiques et fauniques a accordé plus d'un million de dollars à 35 projets d'amélioration des ressources halieutiques et fauniques. Ces projets ont soutenu les pêcheurs, les chasseurs et les trappeurs tout en protégeant les populations halieutiques et fauniques du Manitoba. Un montant supplémentaire de 794 000 dollars a été versé au fonds de dotation détenu par la Winnipeg Foundation.
- Un investissement de 350 000 dollars a été fait pour aider à prévenir la propagation de l'encéphalopathie des cervidés grâce à une surveillance tout au long de l'année et à des efforts d'échantillonnage améliorés pendant la saison de chasse au gros gibier, ce qui a permis de soumettre plus de 5 600 échantillons aux fins d'analyse.
- Un investissement de 2,5 millions de dollars a permis d'établir des programmes visant à soutenir la durabilité et la certification des pêches du Manitoba en collaboration avec l'Institut international du développement durable. Cedar Lake, la quatrième pêcherie commerciale en importance de la province, a obtenu en novembre 2022 une écocertification en vertu des normes internationalement reconnues du Marine Stewardship Council pour la pêche durable du doré jaune et du grand brochet. Cela en fait la deuxième pêcherie en eau douce au Manitoba et la troisième au Canada à rejoindre le programme du MSC. De plus, le Manitoba est la seule source mondiale de brochet certifié par le MSC.
- Le Ministère a obtenu un financement de 1,5 million de dollars pour un programme commercial de permis et de rachat de quotas pour le lac Manitoba et le lac Winnipegosis. Cette initiative est conçue pour réduire la pression des captures annuelles et assurer la durabilité des stocks de poissons. En 2022, le programme a réussi à racheter six permis du lac Winnipegosis et 34 permis du lac Manitoba. Le programme de rachat est mené en partenariat avec l'Institut international du développement durable.

- La création du Règlement sur les tourbières d'importance provinciale et la désignation de deux tourbières d'importance provinciale – Moswa Meadows et Fish Lake Fen.
- Une entente a été conclue avec le gouvernement fédéral dans le cadre du projet de plantation de deux milliards d'arbres, ce qui a permis d'obtenir un investissement important de 17,7 millions de dollars pour les programmes de plantation d'arbres jusqu'en 2031, renforçant ainsi les efforts de conservation de l'environnement dans la province.
- La Stratégie et le plan d'action pour les sentiers du Manitoba ont réussi à tirer parti de la popularité croissante de l'utilisation des sentiers récréatifs. Le public et les organisations d'intervenants des sentiers appuient l'initiative, la considérant comme une étape importante vers l'amélioration des loisirs de plein air et du bien-être communautaire dans toute la province.
- Une approbation de 1,1 million de dollars a été accordée par le Fonds de dotation pour les parcs provinciaux pour divers projets. Un large éventail de projets ont été financés, notamment des améliorations aux installations accessibles, aux terrains de camping de l'arrière-pays, aux plages, aux rampes de mise à l'eau, aux terrains de camping et aux installations d'interprétation, ainsi que des initiatives visant à soutenir la conservation et l'amélioration de la biodiversité.
- Le transfert de 10 443 acres de sélections de terres de la Couronne et de 470 acres d'intérêts de la Couronne au Canada a été achevé au moyen d'acquisitions conformément à l'Entente-cadre sur les droits fonciers issus des traités.
- Création d'une nouvelle possibilité d'hébergement commercial sur glace sur le lac Winnipeg pour la saison hivernale de 2022-2023, qui a soutenu des possibilités de tourisme durable sur le plan environnemental, offrant des avantages économiques et récréatifs aux Manitobains.
- Mise en œuvre réussie de l'initiative de modernisation du Règlement sur la chasse à la sauvagine, qui a joué un rôle important dans la promotion du tourisme durable au Manitoba en assurant la stabilité de l'industrie des pourvoyeurs de sauvagine. En optimisant les pratiques de chasse à la sauvagine, l'initiative a effectivement accru les retombées économiques pour les entreprises manitobaines et favorisé la croissance des économies rurales locales.

# Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority.

The Annual Report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and are described in further detail following the strategy map.

## Vision

A working landscape where people, communities and nature thrive.

## Mission

Advancing responsible resource development and ensuring the long-term sustainability of fish, forests, wildlife and protected spaces.

## Values

The department strives to carry out its mission in an approach that is:

- Transparent and accountable
- Science-based
- Collaborative
- Respectful

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Enhance Public and Stakeholder Trust
2. Advance Truth and Reconciliation<sup>1</sup>
3. Lead Sustainable Development and Management of Natural Resources<sup>2</sup>

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<sup>1</sup> "Truth" has been added to the original objective titled "Advance Reconciliation".

"There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation." - As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning

<sup>2</sup> "Development" has been added to the original objective titled "Lead Sustainable Management of Natural Resources" to better align with the department's priorities.

## **Working Smarter – Delivering Client-Centred Services**

4. Advance technology and innovation
5. Enhance regulatory accountability
6. Engage Manitobans in decision making
7. Increase transparency

## **Public Service – Delivering Client-Service Excellence**

8. Advance inclusion
9. Strengthen respect in our workplaces

## **Value For Money – Protecting Manitoba's Bottom Line**

10. Increase accountability
11. Provide value for money
12. Balance the budget

# Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement (qualité de vie, gestion plus ingénieuse, fonction publique, optimisation des ressources), les objectifs ministériels étant répertoriés sous chacune de ces priorités.

Le rapport annuel rend compte des progrès réalisés dans l'avancement des priorités et des objectifs qui sont présentés dans le budget complémentaire de 2022-2023 et décrits plus en détail à la suite de ce schéma.

## Vision

Un paysage fonctionnel où les gens, les communautés et la nature s'épanouissent.

## Mission

Promouvoir la mise en valeur responsable des ressources et garantir la durabilité à long terme des populations de poissons, des forêts, de la faune et des espaces protégés.

## Valeurs

Le ministère s'efforce de remplir sa mission dans le cadre d'une approche :

- Transparente et responsable;
- Fondée sur la science;
- Collaborative;
- Respectueuse.

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de vie – Améliorer les résultats pour les Manitobains

1. Renforcer la confiance du public et des parties prenantes
2. Faire progresser la vérité et la réconciliation<sup>1</sup>
3. Mener un développement et une gestion durables des ressources naturelles<sup>2</sup>

<sup>1</sup> Ajout de « vérité » à l'objectif original intitulé « Faire progresser la réconciliation ».

« Sans la vérité, il n'y a pas de réconciliation possible. S'il est question de réconciliation seulement sans la vérité, dites qu'il faut connaître la vérité avant de parler de réconciliation. »

- Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l'inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

<sup>2</sup> Ajout de « un développement » à l'objectif original « Mener une gestion durable des ressources naturelles » afin de mieux refléter les priorités du ministère.

## **Gestion plus ingénieuse – Fournir des services axés sur le client**

4. Faire progresser la technologie et l'innovation
5. Renforcer la responsabilité réglementaire
6. Faire participer les Manitobains à la prise de décisions
7. Accroître la transparence

## **Fonction publique – Offrir un service à la clientèle d'excellence**

8. Favoriser l'inclusion
9. Renforcer le respect dans nos milieux de travail

## **Optimisation des ressources – Protéger les résultats financiers du Manitoba**

10. Accroître la responsabilisation
11. Dépenser judicieusement
12. Équilibrer le budget



# Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Natural Resources and Northern Development for the 2022/23 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

## Quality of Life – Improving Outcomes for Manitobans

### 1. Enhance Public and Stakeholder Trust<sup>3</sup>

#### Key Initiatives

- Manitoba Parks continues to engage with the public and stakeholders:** By maintaining ongoing engagement with the public and stakeholders and incorporating input from Manitobans into decision-making processes, the department will enhance public and stakeholder trust. In the 2022/23 fiscal year, the department engaged Manitobans on a proposal to renew the Amisk Park Reserve designation for an additional five-year period. The engagement primarily took place through EngageMB as well as direct correspondence to Indigenous communities and stakeholder organizations.

#### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a Maintain a high number of contacts made by beach safety officers	29,000	-	29,000	41,899

**1.a Maintain a high number of contacts made by beach safety officers:** This measure will track the number of contacts made by beach safety officers per fiscal year. The measure will help the department assess its efforts to prevent drownings and educate visitors on beach safety. The department increased the number of beach safety contacts by approximately 45 per cent from 2019 to 2022. There were 41,899 contacts in 2022 compared to 29,000 contacts in 2019. This demonstrates the department’s commitment to enhancing public and stakeholder trust. The baseline year for this measure is 2019. Beach safety contacts were not conducted during the COVID-19 pandemic to ensure compliance with social distancing guidelines. This performance measure was previously listed under the department of Environment and Climate.

<sup>3</sup> To ensure consistency following the transition of the beach safety measure from Environment and Climate to Natural Resources and Northern Development, the department has decided to include the strategic objective “Enhance Public and Stakeholders Trust” in its 2022/23 Annual Report.

## 2. Advance Truth and Reconciliation

### Key Initiatives

- **Lead Crown-Indigenous consultation and shared management of Manitoba's natural resources:** Consulting in a meaningful way with Indigenous peoples ensures that environmental and social impacts of resource projects are considered and addressed during decision-making processes. In the 2022/23 fiscal year, the department established new dedicated positions to work with Indigenous communities and develop an inclusive approach to conduct pre-consultation assessments. These assessments will reflect community concerns, aspirations, and perspectives.

The department also consulted with First Nations, Metis and other Indigenous communities whenever proposed forestry or peatland activity had the potential to adversely affect the exercise of an Aboriginal or Treaty right. During the 2022/23 fiscal year, the department was involved in several Crown-Indigenous consultations related to Forestry and Peatlands including:

- The Louisiana-Pacific Ltd. Canada 20-year Forest Management Plan: The initiative is in year five of a six year plan.
- The Nisokapawino Forestry Management Corporation 20-year Forest Management Plan: The initiative is in year one of a four-year plan. The Nekoté First Nations are participating.

Consultations on long-term Forest Management Plans, short-term Forest Management Operating Plans and proposed peat harvesting expansion are underway.

The department continued to engage with Indigenous communities and organizations through the shared management process, which included information sharing on moose populations and initiating Section 35 consultation, when necessary. The 2022 moose management engagement and consultation process included multiple meetings and community participation in traditional, cultural and ceremonial moose hunting opportunities. The department also provided a limited interim moose hunting opportunity in the Duck and Porcupine Mountains. The department continues to foster positive relationships with Indigenous communities and organizations, exploring opportunities for traditional, cultural and ceremonial hunting opportunities in 2023 and 2024 and the limited interim moose hunting opportunity.

- **Co-develop a resource development sector jobs strategy with Indigenous communities:** This initiative ensured Indigenous communities benefit from employment opportunities and contracts resulting from the growth of the resource sector. The initiative was included in both the 2022 Speech from the Throne and the 2022 Budget, reflecting the commitment to removing barriers and enabling full participation of Indigenous Peoples in Manitoba's economy. During 2022/23, the initiative was currently in the planning phase and expected to be implemented over a two-year period.

To inform and support rural and remote Indigenous communities in accessing resource sector opportunities, the department has developed an engagement plan. In the 2023/24 fiscal year, the department will establish a joint action group with Indigenous and sector representation. This group will provide guidance in the development of the strategy, ensuring that the perspective and interests of both Indigenous communities and the resource sector are considered.

- **Increase partnerships and collaboration with Indigenous communities:** Effective and ongoing engagement with Indigenous communities builds relationships and ensures that communities share the benefits that result from sector growth. This initiative aligns to the 2022 Budget objective of working with Indigenous leaders, communities and private sector to advance Indigenous partnerships. This initiative also relates to the 2022 Speech from the Throne, which emphasizes removing barriers to full

participation in Manitoba’s economy, providing access to education and training and promoting revenue sharing. During the 2022/23 fiscal year, the department advanced the following:

- Continued discussions on revenue sharing from timber dues with Indigenous communities. This ongoing initiative resulted in the department sharing over \$3.5 million of revenue in fiscal year 2022/23. Manitoba also signed Memorandums of Understanding with several First Nations to develop two-year revenue sharing pilots, allowing for the sharing of 45 per cent of revenues. In the fiscal year 2022/23, seven two-year pilot agreements were signed. In the 2023/24 fiscal year, the department will continue discussions with First Nations to explore future opportunities to share revenue from timber dues.
- Provided funding to the Nekoté Limited Partnership to support a variety of initiatives aimed at enhancing Indigenous participation in northern Manitoba’s forest economy. These initiatives included the establishment and growth of Indigenous-owned logging and hauling contractors, the development of Indigenous job training materials, increased Indigenous community participation in forest industry discussions and promotion of the forestry sector in Manitoba.
- Signed an agreement under an Option Licence for eastern Manitoba to support an Economic Development assessment for a potential future forest industry in the area. The Option License was signed with a First Nation consortium consisting of four First Nations; Black River First Nation, Brokenhead Ojibway Nation, Hollow Water First Nation, and Sagkeeng Anicinabe Government. The agreement outlines the terms and conditions to support the exploration of Indigenous-led commercial forestry operation in eastern Manitoba.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a Achieve a target number of new Mineral Development Protocol Agreements initiated with First Nations	1	1	3	4

**2.a Achieve a target number of new Mineral Development Protocol Agreements initiated with First Nations:** Manitoba’s First Nation Mineral Development Protocol demonstrates a commitment to work with Indigenous communities to promote participation in the mineral sector and ensure the sharing of benefits from sector growth. This measure counts the number of new Mineral Development Protocol Agreements or renewals initiated with First Nations on an annual basis. In the 2022/23 fiscal year, the department exceeded its target by initiating four new Mineral Development Protocol Agreements with First Nations. This achievement demonstrates the department's strong commitment to advancing reconciliation and fostering partnerships with Indigenous communities. The baseline year for this measure is the 2021/22 fiscal year.

## 3. Lead Sustainable Development and Management of Natural Resources

### Key Initiatives

- **Lead wildfire suppression activities in the Province of Manitoba:** This initiative supports the protection of people and property as well as natural resources. In the 2022/23 fiscal year, Manitoba witnessed 224 wildfires and the evacuation of 2,136 community members from Mathias Colomb Cree Nation. The

department will continue to respond to and suppress wildfires prioritizing human life, property, and other valuable assets.

- **Lead the effort to reduce dangerous hunting practices such as night hunting:** This initiative supports the 2022 Speech from the Throne commitment to revitalize Manitoba's Conservation Officer Service (COS) by hiring more officers and outfitting them with better equipment and technology. In November 2022, the government invested \$300,000 in new equipment and services to strengthen the enforcement of illegal night hunting and other unsafe hunting activities. As part of this ongoing initiative, the COS has secured a three-year contract with Taiga Air Services Ltd. and a dedicated helicopter service. The COS will continue to utilize new equipment, technology and techniques to address dangerous hunting practices.
- **Lead efforts to sustain wildlife and fish populations:** The department completed commercial fish stock assessments in Lake Winnipegosis and Lake Manitoba, as well as various recreational angling fisheries. The department will continue to monitor and analyse fish populations and support fisheries management. Similarly, wildlife populations in Manitoba are being continuously monitored to ensure their sustainability. In the 2022/23 fiscal year, big game surveys were conducted in several Game Hunting Areas to support the drafting of management plans. In the coming year, the department will review and consider improvements to data collection and analysis methods to further improve wildlife management practice.
- **Determine natural range of variation benchmarks for our Crown forests to support landscape-level biodiversity:** Integration of Natural Range Variation ecosystem patterns and processes into resource management planning ensures management activities align with the natural historic range. Natural Range of Variation benchmarks will be incorporated into 20-year forest management plans. This approach ensures that forest cover types remain within their natural range of variation, thereby supporting a management approach that takes into consideration the broader ecosystem and promotes biodiversity. The department is currently in the final year of a three-year initiative. The results from establishing these variation benchmarks are being compiled and summarized into a final report.
- **Develop a large area planning framework for Northern Manitoba that creates a climate for investment while ensuring protection and sustainable management of Manitoba's fish, forests and wildlife:** In the 2022/23 fiscal year, government continued to review and evaluate options for this initiative, while also engaging in on-going discussions to determine the most suitable path forward for the project.
- **Use Revenues from the Provincial Parks Endowment Fund to support a variety of initiatives:** This key initiative aligns with priorities outlined in the 2022 Budget, which include investing in accessible trails, picnic tables and yurts, and support upgrades to Manitoba's campgrounds and beaches. The funds generated from the Provincial Parks Endowment Fund help offset costs associated with improving park facilities and complement additional capital investments made in provincial parks. This is an ongoing initiative, with approved annual expenses of \$1.1 million for 2022/23 fiscal year. The same amount will be allocated to support further improvements during the 2023/24 fiscal year<sup>4</sup>.

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<sup>4</sup> This key initiative was previously listed under the Sustain Manitoba's Unparalleled Natural Environment objective in the Environment, Climate and Parks' 2022/23 Supplement to the Estimates of Expenditures. It was transferred to Natural Resources and Northern Development during the 2023 reorganization.

- **Develop a Manitoba Trails Strategy:** This is a multi-year initiative highlighted in the 2022 Speech from the Throne. The primary goal of this initiative is to enhance and support a high quality network of accessible trails throughout the province. The Trails Strategy aims to provide health, social and economic benefits for trail users and communities across the province. During 2022/23 fiscal year, the department developed the Trails Strategy through discussions with other departments and stakeholders. In the upcoming year, the department will release the Trails Strategy and its accompanying action plan. The implementation phase is anticipated to begin in 2023/24 with additional actions to be implemented in subsequent years<sup>5</sup>.
- **Provincial Parks Strategy:** This initiative was part of the 2022 Budget and entails the implementation of a new multi-year parks capital strategy to modernize and enhance campgrounds, roads, trails and other critical infrastructure. During 2022/23 fiscal year, the department focused on developing the Parks Infrastructure Renewal Strategy by identifying capital and infrastructure needs. In 2023/24 fiscal year, the department plans to launch a new 10-year Parks Infrastructure Strategy with \$200 million of funding<sup>5</sup>.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a Reduce the number of illegal night hunting and road hunting infractions	-	-	5%	42%
3.b Achieve a target number of lakes with an assessment of fish stocks	-	-	10	15
3.c Achieve a target number of big game management plans completed or reviewed	-	-	3	0
3.d Achieve a target number of resource management plans that consider Natural Range of Variation	-	-	2	0

**3.a Reduce the number of illegal night hunting and road hunting infractions:** The measure monitors the percentage of night hunting infractions in comparison to the number of inspection performed during the fiscal year. A declining trend in illegal night hunting and road hunting infractions suggests an improvement in compliance, public safety and effectiveness of educational campaigns. In the 2022/23 fiscal year, the department achieved 42 per cent reduction in such infractions exceeding its target of a five per cent decrease. This accomplishment demonstrates the department's commitment to promoting safe hunting practices and sustainable management of natural resources. This fiscal year marks the final year of tracking this performance measure, as the department is exploring alternative measures to further address this issue.

<sup>5</sup> This key initiative was previously listed under the Sustain Manitoba's Unparalleled Natural Environment objective in Environment, Climate and Parks' 2022/23 Supplement to the Estimates of Expenditures. It was transferred to Natural Resources and Northern Development during the 2023 reorganization.

**3.b Achieve a target number of lakes with an assessment of fish stocks:** Lake assessments provide fish population data and help determine harvesting limits. Over time, these assessments indicate trends in fish populations that inform setting sustainable harvest levels. This measure counts the number of commercial and recreational lake assessments completed during the fiscal year. In the 2022/23 fiscal year, 15 lakes were assessed, exceeding the department's target of 10 annually. This accomplishment demonstrates the department's commitment to lead sustainable management of natural resources.

**3.c Achieve a target number of big game management plans completed or reviewed:** Management plans are used as a strategic tool for big game harvesting and ensure a sustainable population size over time. Measuring the number of big game management plans proposed on an annual basis, demonstrates the commitment to continually assess and plan for changes in populations of big game species. The measure is the total number of completed and reviewed big game management plans during the fiscal year. In the 2022/23 fiscal year, the department was unable to meet its target. To address this, the department is in the process of hiring a dedicated big game manager who will support drafting big game management plans in the 2023/24 fiscal year.

**3.d. Achieve a target number of resource management plans that consider Natural Range of Variation:** The integration of Natural Range of Variation into resource management planning, ensures management activities align with the natural historical range to minimize risk to ecosystem function and biodiversity. The measure tracks the number of approved resource management plans that include Natural Range of Variation during the fiscal year. In the 2022/23 fiscal year, the department was unable to incorporate natural range of variation into resource plans due to third party contractor delays. The department remains committed to increasing the inclusion of Natural Range of Variation in future resource management plans, as it recognizes the significance of preserving ecosystem integrity and promoting biodiversity.

## Working Smarter – Delivering Client-Centred Services

### 4. Advance Technology and Innovation

#### Key Initiatives

- **Introduce new technology and innovative approaches to forestry:** In the 2022/23 fiscal year, the department focused on implementing innovative approaches within the forest industry through two specific projects:
  - Introduction of Global Positioning Systems (GPS) and tablet technology for loggers and forest renewal contractors in eastern Manitoba. The primary objective is to enhance spatial accuracy of operations and data collection efficiency. This initiative will be expanded in the 2023/24 fiscal year.
  - Release of an online story map of the five-year report on the Status of Forestry. The technology provides users access to both the report and the data. It allows users to query and view data in different ways.
- **Introduce new technology and innovative approaches to big game surveys:** The department undertook efforts to modernize the wildlife monitoring program by incorporating innovative approaches and new technology into big game surveys. In the 2022/23 fiscal year, the department explored aerial imaging and new aircraft (fixed-wing planes and drones) for conducting big game surveys. This initiative is ongoing and aims to enhance the effectiveness and efficiency of wildlife monitoring. In the 2023/24 fiscal year, the department will be comparing efficiencies and accuracies of data collected using this new technology.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a Achieve a target number of Idea Fund submissions	-	-	5	2

**4.a Achieve a target number of Idea Fund submissions:** The Idea Fund serves as a platform for public servants to propose projects that enhance services, create administrative efficiencies and generate cost savings. This measure tracks the number of Idea Fund submissions made by the department during the fiscal year. In the 2022/23 fiscal year, the department submitted two Idea Fund requests, both were related to the Parks Reservation Service. For the 2023/24 fiscal, the department is actively working on formalizing requests to solicit new ideas and meet the annual target for Idea Fund submissions.

## 5. Enhance Regulatory Accountability

### Key Initiatives

- **Red Tape Reduction:** Red tape reduction aims to remove regulatory requirements that are no longer achieving desired outcomes, or are doing so in an inefficient manner. Regulatory requirements that result in red tape may be unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.
- **Reduce unnecessary regulatory requirements for permitting and licensing of resource development projects:** This initiative enhances regulatory accountability within the department and streamlines permitting and licensing processes for Manitobans. During the 2022/23 fiscal year, the department initiated two major projects:
  - Streamlining the recreational angling licence process and updating the angling regulations to improve efficiency and effectiveness in managing regional fishing activities.
  - Amending The Wildfires Act to strengthen wildfire risk mitigation requirements, enhance enforcement powers and penalties, and remove outdated permitting requirements.

In the 2023/24 fiscal year, the department will finalize these initiatives and will continue tracking and reducing unnecessary regulatory requirements.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a Reduce Red Tape	0.0%	0.0%	2.5%	0.01%

**5.a Reduce Red Tape:** This measure accounts for the per cent reduction of regulatory requirements undertaken by the department in a fiscal year. The total number of regulatory requirements accounted for by the department at the end of 2022/23 was 29,647. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5 per cent reduction is applied. See Regulatory Accountability and Red Tape Reduction in this report for further detail.



## 6. Engage Manitobans in Decision Making

### Key Initiatives

- **Engage Manitobans on the development of resource management and development strategies:** This initiative supports the principles of shared management. During the 2022/23 fiscal year, the department engaged Manitobans on two projects, Boreal Woodland Caribou Conservation and Recovery in Manitoba and Waterfowl Hunting Modernization in Manitoba. The department will continue to engage the public regarding the management and development of natural resources.
- **Engage Manitobans on the development of a large area planning framework for Northern Manitoba:** In the 2022/23 fiscal year, government continued to review and evaluate options for this initiative, while also engaging in ongoing discussions to determine the most suitable path forward for the project.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a Achieve a targeted number of public and industry engagement projects	5	5	5	4

**6.a Achieve a targeted number of public and industry engagement projects:** Achieving a target number of engagement projects supports the department's goal to engage Manitobans in the decision making process. This measure tracks the number of online public engagement projects undertaken during the fiscal year, utilizing platforms such as EngageMB and the Manitoba Regulatory Consultation Portal. In the 2022/23 fiscal year, the department engaged Manitobans twice through EngageMB and twice through the Regulatory Consultation Portal. In addition, the department held four public engagement projects in 2022/23 that met this measure criteria: Boreal Woodland Caribou Conservation and Recovery in Manitoba, the proposal to renew Amisk Park Reserve designation, Waterfowl Hunting Modernization in Manitoba and the Manitoba recreational angling changes to modernize and streamline regulations. The baseline year for this measure is the 2021/22 fiscal year.

## 7. Increase Transparency

### Key Initiatives

- **Lead a transparent process under The Freedom of Information and Privacy Protection Act (FIPPA):** Providing FIPPA responses in a timely manner illustrates the department's commitment to transparency. In the 2022/23 fiscal year, 75 per cent of responses were provided within the specified timeframe. The department will continue its efforts to further reduce response times for FIPPA requests.
- **Publicly release data on fish and wildlife population surveys:** The department is prioritizing transparency by making data from fish and wildlife population surveys publicly accessible. In the 2022/23 fiscal year, the department completed big game aerial surveys covering portions of Game Hunting Areas 6A, 30 and 22 and shared the results with the public. The department will analyze the data collected from 2023 surveys and prepare a report for public release. In the 2022/23 fiscal year, the department posted two fisheries stock assessments for Lake Winnipegosis and the Waterhen River. Going forward into the 2023/24 fiscal year, the department is finalizing several fisheries stock assessment that will be posted for public access.



- **The department will move forward with the Provincial Parks Endowment Fund and improvements to the Parks Reservation Service informed by public engagement:** The Parks Reservation Service provides Manitobans with fair access to provincial park campsites on a first-come-first-served basis. A reservation service that functions smoothly, even during high demand is extremely important to the public. This initiative is in the first year of a three-year plan. In the 2022/23 fiscal year, the department acquired a new campground reservation software platform and developed the new system. The next phase involves launching the new reservation platform for the 2023/24 camping season. The department also plans to expand the system to include the Seasonal Camping program<sup>6</sup>.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a Increase the number of FIPPA requests completed within 45 days	8%	8%	75%	75%
7.b Increase the number of survey data posted on the department website within 90 days of completion	-	-	5	0

**7.a Increase the number of FIPPA requests completed within 45 days:** By committing to responding in a timely manner to all FIPPA requests, the department is meeting its strategic objective to enhance transparency. The measure tracks the number of FIPPA requests completed within 45 days, compared to the overall number processed during the year. FIPPA sets a departmental response time of 45 days, with additional time available for complex requests. The on-time completion rate measures the percentage of FIPPA requests completed within the legislated turnaround time. In the fiscal year 2022/23, the department achieved a 75 per cent on-time completion rate for responses, effectively meeting its target and demonstrating a commitment for transparency. The baseline year for this measure is the 2021/22 fiscal year.

**7.b Increase the number of survey data posted on the department website within 90 days from completion:** By ensuring that the results of fish and wildlife population surveys are made available to the public within 90 days, the department enhances transparency and timely access to this data. The measure focuses on annual percentage of surveys completed and publicly posted on the department's website within 90 days of completion. In the 2022/23 fiscal year, the department posted five reports; however, the release did not meet the 90-day timeframe. To address this, the department will be hiring a big game manager to support the development of reports and ensure the timely public posting of data for the 2023/24 fiscal. In the 2023/24 fiscal year, the department will introduce two new measures to report on progress. These measures will track the percentage increase of publicly posted wildlife population survey data and publicly posted fish population reports.

<sup>6</sup> This key initiative was previously listed under Be Transparent objective in Environment, Climate and Parks' 2022/23 Supplement to the Estimates of Expenditures and was transferred to Natural Resources and Northern Development during the 2023 reorganization.

# Public Service – Delivering Client-Service Excellence

## 8. Advance Inclusion

### Key Initiatives

- Support the facilitation of the department’s reconciliation network:** This initiative supports the department’s commitment to advance inclusion by providing and supporting opportunities for staff to learn about the history of Indigenous peoples and the Treaty relationship in Canada, aligning with the Truth and Reconciliation Commission’s Call to Action #57. The ongoing initiative is focused on the department’s commitment to support the reconciliation network and to provide learning opportunities for staff. To facilitate these efforts, the network facilitated monthly virtual speaker engagements and learning events to raise awareness about reconciliation and foster a deeper understanding of our shared history. As a next step, the department is exploring a skills-based training program with a focus on intercultural competency, conflict resolution and Crown-Indigenous relations.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a Percentage of department employees who participate in reconciliation training	-	-	10%	<b>82.6%</b>
8.b Percentage of department employees who have completed mandatory diversity and inclusion training	-	-	90%	<b>87.8%</b>

**8.a Percentage of department employees who participate in reconciliation training:** Creating an inclusive workplace is furthered by increasing participation in events and training that support the development of a work culture that is inclusive of Indigenous peoples and culture. The measure tracks the percentage of department employees who have taken reconciliation training. In the 2022/23 fiscal year, the department organized and mandated all staff to attend a one-hour online reconciliation training. The training, led by an Indigenous organization, was conducted four times throughout the year to ensure accessibility for all staff. A total of 418 staff attended the training, including those who joined or moved within the department after the reorganization in February 2023. At the end of the 2022/23 fiscal year, 82.6 per cent of department staff completed the reconciliation training, exceeding the target set for the fiscal year. These results demonstrate the department’s commitment to advancing inclusion and fostering a workforce that is knowledgeable and sensitive to Indigenous issues. The data for this measure is from March 31, 2023 and may not reflect the current composition of the department. Additionally, this is the final year for this measure, as it will be replaced in the following fiscal year by a shared performance measure across all government departments which will measure the percentage completion of reconciliation training developed by the Public Service Commission.

**8.b Percentage of department employees who have completed mandatory diversity and inclusion training:** Completion of the mandatory diversity and inclusion training by department staff is essential for fostering an inclusive workplace where employees apply their learning to support diversity and inclusion. This measure captures the percentage of department employees who have completed the mandatory diversity and inclusion training. In the 2022/23 fiscal year, 87.8 per cent of department staff completed the mandatory diversity and inclusion training. Although this falls slightly below the targeted 90 per cent

completion rate target, it still demonstrates a significant commitment of fostering a diverse and inclusive work environment. In the 2023/24 fiscal year, the department will explore alternative solutions to ensure that all staff complete the mandatory training. Data for this measure is from March 31, 2023 and may not reflect the current department composition as a result of reorganization.

**9. Strengthen Respect in our Workplaces**

**Key Initiatives**

- Increase the rate of filling vacant positions for critical services to ensure reasonable work-life balance:** Filling vacant positions demonstrates respect for employees, supports public service and contributes to a better work life balance for all staff. In comparison to the 2021/22 fiscal year, the department was able to reduce the staffing vacancy rate by 24.9 per cent.

**Performance Measures**

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a Reduce staffing vacancy rate	-	-	5%	<b>24.9%</b>
9.b Percentage of department employees who have completed the mandatory respectful workplace training	-	-	90%	<b>63.5%</b>

**9.a Reduce staffing vacancy rate:** Filling critical vacant positions approved in the Budget 2022/23 demonstrates respect for employees, ensures effective public service and supports better work-life balance. The measure tracks the department’s staffing vacancy rate based on total positions approved to be filled with a five per cent reduction of vacancies in the department set as the target for 2022/23. In 2022/23 the department reduced the vacancy rate by 24.9 per cent, which exceeds the target set at five per cent. Data for this measure is from March 31, 2023 and may not reflect the current department composition as a result of the reorganization. This is the final year for this performance measure and the department will be using the percent completion of respectful workplace training to evaluate how the department is strengthening respect in its workplace moving forward.

**9.b Percentage of department employees who have completed the mandatory respectful workplace training:** The completion of mandatory respectful workplace training by department employees is important in fostering inclusive and respectful environments where employees can apply their learning to promote a culture of workplace respect. This measure captures the percentage of department employees who have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is an annual requirement and employees had until the end of the fiscal year 2022/23 to complete the course. In the 2022/23 fiscal year, 63.5 per cent of staff completed the training. Although this falls below the targeted completion rate of 90 per cent target, the department recognizes the need for improvement. The department will be looking for alternative solutions to ensure that all staff are able to complete all mandatory training. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

# Value for Money – Protecting Manitoba’s Bottom Line

## 10. Increase Accountability

### Key Initiatives

- Review and streamline the permitting process for resource development projects:** In order to increase accountability, the department continued its work to review and streamline the Mineral Exploration Permit review and approval process. To support these efforts, the department expanded the staffing levels of the Business Development Services Unit, resulting in a significant decrease in the amount of time required to process work permits for mineral exploration. In 2022/23, the Permit Office was able to process 65 applications, which represents a 6.6 per cent increase compared to the previous year.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a Achieve a target number of program and service reviews	-	-	3	4

**10.a Achieve a target number of program and service reviews:** Program and service reviews ensure the department provides relevant and effective public services. This measure counts the number of completed program and service reviews annually. During the 2022/23 fiscal, the department reviewed several programs and services, including the following:

- The Aquatic Invasive Species Watercraft Inspection program – This program intercepts overland movement of watercraft and gear to help protect Manitoba’s aquatic resources from aquatic invasive species. This program undergoes a formal annual review that assesses inspection station location against a set of pre-established criteria.
- The Shared Management program – This program developed strategies on how best to create a sustainable moose management plan for the Duck and Porcupine Mountains.
- The Conservation Data Centre website to ensure accuracy of information made available to the public.
- The data request and data licencing agreement workflow to provide greater efficiency when offering services.

By conducting four program and service reviews, the department exceeded its target of three, demonstrating its commitment to increasing accountability and improving effectiveness of its program and services. This is the final year for this performance measure.

## 11. Provide Value for Money

### Key Initiatives

- Utilize new technologies and approaches to provide convenient client-focused access to department programs and services:** The department is migrating publically available Geographic Information System data to DataMB - Manitoba’s public platform for exploring, visualizing, and downloading geospatial data.

By doing this, the department is removing technical barriers and providing Manitobans with easy access to geospatial data. The project is ongoing, and significant progress has already been made, with several datasets shared on DataMB. In fiscal year 2023/24, the department will be reviewing datasets related to Crown land that can be made available on DataMB.

- **Modernize Crown land administration, fish and wildlife population management, and forestry supervision to enhance the client experience:** The department is undertaking a number of modernization projects that will enhance the client experience and provide value for money, including:
  - Geospatially enabling Crown land encumbrance information and Crown land inspections. Developed tools to leverage geospatial Crown land information, reduce response time to clients, provide an understanding of the spatial extent of encumbrances and improve decision-making process. This initiative has resulted in approximately 3,000 Crown land inspections completed and mapping of 12,000 Crown land encumbrances. The department will continue to modernize Crown land data and administration to enhance client services.
  - Implementing digital load slip technology. The department is replacing paper-based timber load slips with digital slips, streamlining the regulatory requirement for the forest industry to track timber from harvest site to mill delivery. This transition to digital load slips improves client service and creates efficiencies for both industry and government. Currently, the department is collaborating on a digital load slip pilot project with Canadian Kraft Paper’s forest operations in northern Manitoba. In the fiscal year 2023/24, the department will explore expanding this technology to other regions of Manitoba.
  - Incorporating innovative approaches and technology in wildlife monitoring. The department is using new technologies in its wildlife monitoring program, specifically in big game surveys, to modernize data collection and analysis for wildlife population management. This ongoing initiative aims to test the accuracy and efficiency of using new technology in big game surveys.
- **Modernize the Parks Reservation Service:** This initiative allows for a more efficient Parks Reservation Service and a greater Value for Money for Manitobans. During the 2022 season, the department made a number of short-term changes to the Parks Reservation Service while working on the implementation of a new campground booking system. The new system is scheduled to be launched in 2023/24 season<sup>4</sup>.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a Reduce the amount of paper printed	-	-	6%	1%

**11.a Reduce the amount of paper printed:** The reduction in redundancy, waste and inefficiency will contribute to the government’s commitment to delivering value for money. The amount of paper used serves as key indicator of paper-related operating expenditures. This measure tracks the reduction in the number of packages of paper consumed by the department in a fiscal year. However, in the 2022/23 fiscal year, the department increased its paper printing by one per cent. The increase is attributed to the return to work policy, following remote work during the COVID-19.

<sup>4</sup> This key initiative was previously listed under the Be Transparent objective in Environment, Climate and Parks’ 2022/23 Supplement to the Estimates of Expenditures. It was transferred to Natural Resources and Northern Development during the 2023 reorganization.

## 12. Balance the Budget

### Key Initiatives

- **Ensure the department works within the operating budget for 2022/23:** Allocated budget and funds are being used to meet the expectations of the public through the delivery of professional and high quality services. This initiative aligns with the strategic objective of achieving a balanced budget. The department fulfilled its operational commitments through program activities in various natural resource sectors, including forestry, lands, fisheries and wildlife, enforcement and consultation initiatives. By effectively managing its resources, the department spent 99 per cent of its allocated budget for 2022/23, ensuring compliance and demonstrating fiscal responsibility.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
12.a Work within the operating budget	96%	96%	100%	99%
12.b Work within the capital budget	91%	91%	100%	91%

**12.a Work within the operating budget:** Balancing the budget is a shared fiscal responsibility for all departments. It is important for the department to ensure that its spending remains within the allocated operating budget for the fiscal year 2022/23. This measure tracks the actual operating expenditures of the department as published in the public account, and compares them to the approved operating budget. In the 2022/23 fiscal year, the department spent 99 per cent of its allocated operating budget, demonstrating its commitment to fiscal responsibility. The baseline year for this measure is 2021/22.

**12.b Work within the capital budget:** Balancing the budget is a shared fiscal responsibility for all departments. It is important for the department to ensure that its spending remains within the allocated capital budget for the fiscal year 2022/23. This measure tracks the actual capital expenditures of the department, as published in the public account, and compares them to the approved capital budget. In the 2022/23 fiscal year, the department spent 91 per cent of its allocated capital budget, demonstrating its commitment to fiscal responsibility. The baseline year for this measure is 2021/22.

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

This table includes the expenditures of the department that are accountable to the Minister and aligns to the Summary Budget.

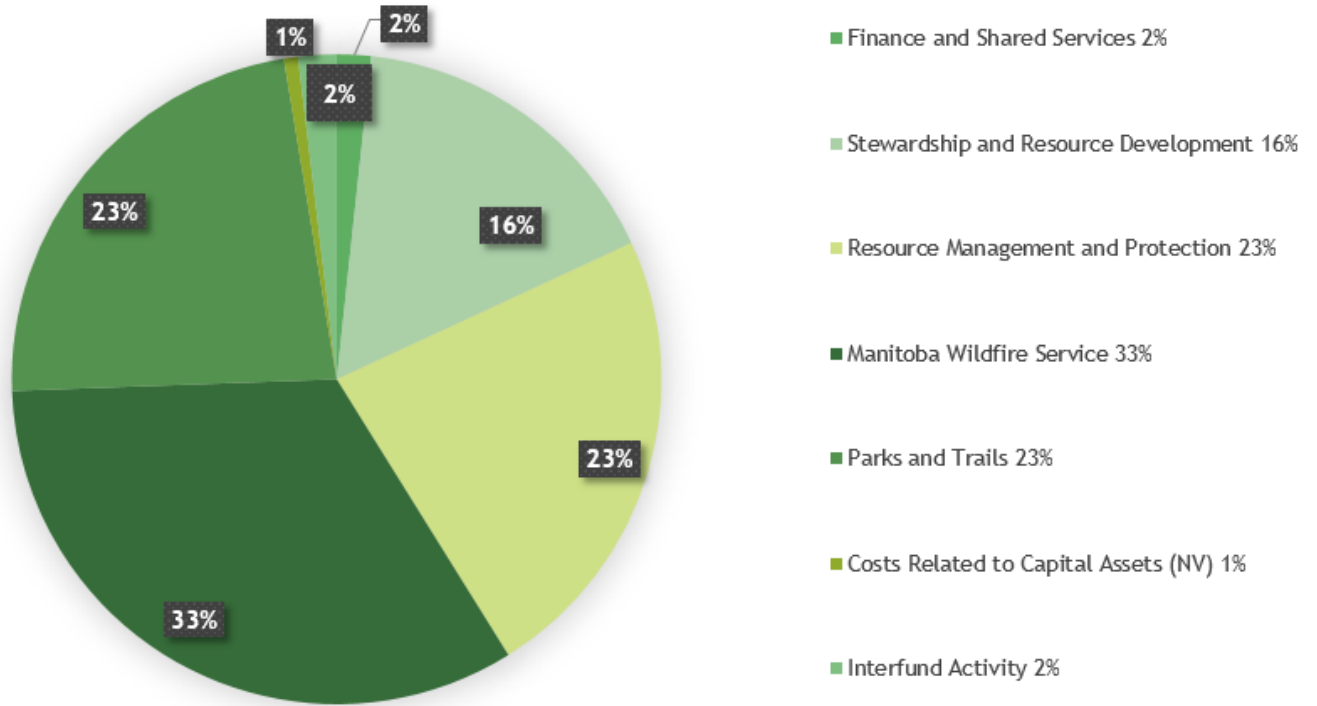
### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Actual
Finance and Shared Services	2,506	-	-	2,506	624
Stewardship and Resource Development	24,160	-	-	24,160	13,996
Resource Management and Protection	33,910	-	-	33,910	30,906
Manitoba Wildfire Service	50,356	-	-	50,356	48,639
Parks and Trails	33,827	-	-	33,827	32,401
Costs Related to Capital Assets (NV)	1,036	-	-	1,036	769
Interfund Activity	-	-	2,800	2,800	6,800
<b>TOTAL</b>	<b>145,795</b>	<b>-</b>	<b>2,800</b>	<b>148,595</b>	<b>134,145</b>

NV – Non-voted expenditures

## Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals





## Summary of Authority

<b>Part A – Operating</b>	<b>2022/23 Authority \$ (000's)</b>
<b>2022/23 MAIN ESTIMATES – PART A</b>	<b>115,780</b>
<b>Allocation of funds from:</b> Internal Service Adjustments	13,390
<b>Sub-total</b>	<b>13,390</b>
<b>In-year re-organization from:</b> Environment and Climate	31,450
<b>In-year re-organization to:</b> Economic Development, Investment and Trade	(12,573)
<b>Sub-total</b>	<b>18,877</b>
<b>2022/23 Authority</b>	<b>148,047</b>
<hr/>	
<b>Part B – Capital Investment</b>	<b>2022/23 Authority \$ (000's)</b>
<b>2022/23 MAIN ESTIMATES – PART B</b>	<b>3,277</b>
<b>Allocation of funds from:</b> Internal Service Adjustments	5,000
<b>Sub-total</b>	<b>5,000</b>
<b>In-year re-organization from:</b> Environment and Climate	2,672
<b>Sub-total</b>	<b>2,672</b>
<b>2022/23 Authority</b>	<b>10,949</b>

## Detailed Summary of Authority by Appropriation \$ (000s)

Detailed Summary of Authority	2022/23 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority & ISA	Authority 2022/23	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
Finance and Shared Services	2,829	(16)	(729)	415	2,499	-
Stewardship and Resource Development	31,861	(12,558)	(1,287)	6,151	24,167	-
Resource Management and Protection	28,474	-	981	4,464	33,919	-
Manitoba Wildfire Service	49,325	-	358	674	50,357	-
Parks and Trails	-	31,450	677	1,686	33,813	-
<b>Subtotal</b>	<b>112,489</b>	<b>18,876</b>	-	<b>13,390</b>	<b>144,755</b>	-
<b>Part A – OPERATING (Non-Voted)</b>						
Costs Related to Capital Assets	3,291	1	-	-	3,292	-
<b>TOTAL PART A - OPERATING</b>	<b>115,780</b>	<b>18,877</b>	-	<b>13,390</b>	<b>148,047</b>	-
<b>Part B – CAPITAL INVESTMENT</b>	<b>3,277</b>	<b>2,672</b>	-	<b>5,000</b>	<b>10,949</b>	-

NV – Non-voted expenditure

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Expl. No.
	<b>25-1 Finance and Shared Services</b>				
	(a) Minister's Salary				
42	Salaries and Employee Benefits	52	11	41	1
	(b) Executive Support				
463	Salaries and Employee Benefits	462	212	250	2
130	Other Expenditures	129	11	118	3
	(c) Strategic Policy and Initiatives				
1,168	Salaries and Employee Benefits	1,185	368	817	4
696	Other Expenditures	678	22	656	5
2,499	Subtotal 25-1	2,506	624	1,882	
	<b>25-2 Stewardship and Resources Development</b>				
	(a) Divisional Administration				
209	Salaries and Employee Benefits	231	28	203	6
105	Other Expenditures	132	6	126	7
	(b) Forestry and Peatlands				
4,263	Salaries and Employee Benefits	4,262	4,141	121	
6,943	Other Expenditures	6,668	1,893	4,775	8
1,157	Grant Assistance	1,060	1,104	(44)	
	(c) Lands and Planning				
1,741	Salaries and Employee Benefits	1,634	1,784	(150)	
2,991	Other Expenditures	2,764	2,959	(195)	
	(d) Business Development Service Unit				
531	Salaries and Employee Benefits	572	250	322	9

69	Other Expenditures	35	21	14	10
(e)	Consultation and Reconciliation Unit				
951	Salaries and Employee Benefits	733	572	161	11
4,317	Other Expenditures	5,111	747	4,364	12
(f)	Forest Regeneration Stock				
890	Other Expenditures	958	491	467	13
24,167	Subtotal 25-2	24,160	13,996	10,164	

### 25-3 Resource Management and Protection

(a)	Divisional Administration				
350	Salaries and Employee Benefits	377	-	377	14
100	Other Expenditures	13	1	12	15
(b)	Fish and Wildlife				
6,604	Salaries and Employee Benefits	7,102	6,895	207	
7,288	Other Expenditures	6,512	7,502	(990)	
87	Grant Assistance	87	-	87	16
(45)	Recoveries - Other Expenditures	-	-	-	
(c)	Conservation Officer Service				
13,476	Salaries and Employee Benefits	13,475	11,621	1,854	
5,649	Other Expenditures	5,934	4,477	1,457	17
(d)	Northern Fisherman's Freight Assistance				
410	Other Expenditures	410	410	-	
33,919	Subtotal 25-3	33,910	30,906	3,004	

### 25-4 Manitoba Wildfire Service

(a)	Manitoba Wildfire Service				
11,423	Salaries and Employee Benefits	11,463	9,420	2,043	18
25,309	Other Expenditures	25,268	23,661	1,607	
(b)	Wildfire Suppression				

13,625	Other Expenditures	13,625	15,558	(1,933)	
50,357	Subtotal 25-4	50,356	48,639	1,717	
<b>25-5 Parks and Trails</b>					
(a) Divisional Administration					
964	Salaries and Employee Benefits	974	1,061	(87)	
477	Other Expenditures	352	478	(126)	19
(b) Parks					
19,722	Salaries and Employee Benefits	19,722	18,916	806	
12,098	Other Expenditures	12,228	11,504	724	
552	Grant Assistance	551	442	109	20
33,813	Subtotal 25-5	33,827	32,401	1,426	
<b>25-6 Costs Related to Capital Assets</b>					
(a) General Assets					
3,218	Amortization Expense	962	695	267	21
(b) Infrastructure Assets					
74	Amortization Expense	74	74	-	
3,292	Subtotal 25-6	1,036	769	267	
<b>148,047</b>	<b>Total Expenditures</b>	<b>145,795</b>	<b>127,335</b>	<b>18,460</b>	

Explanation(s):

- 1 New department was set up in January 2022; therefore, only three months of salaries was charged in 2021/22.
- 2 New department was set up in January 2022; therefore, only three months of salaries was charged in 2021/22.
- 3 New department was set up in January 2022; therefore, only three months of operating was charged in 2021/22.
- 4 New department was set up in January 2022, and new branch was not fully functional in 2021/22.
- 5 New department was set up in January 2022, and new branch was not fully functional in 2021/22.
- 6 New department was set up in January 2022; therefore, only three months of salaries was charged in 2021/22.
- 7 New department was set up in January 2022; therefore, only three months of operating was charged in 2021/22.
- 8 Increase due to new timber revenue dues sharing with First Nations communities and rising costs related to tree planting.
- 9 Increase is due to fewer vacancies and general salary increase.
- 10 Increase to operating expenses is due to filling of positions in 2022/23.
- 11 Increase is due to fewer vacancies and general salary increase.
- 12 Increase due to grant payments in 2022/23 including to the Mineral Development Fund to support upcoming resource development projects.
- 13 Increase due to new 2 Billion Trees program in 2022/23.

- 14 New department was set up in January 2022, and there were no charges in 2021/22 while the office was being set up.
- 15 New department was set up in January 2022, and there were no charges in 2021/22 while the office was being set up.
- 16 Increase due to new grants in 2022/23.
- 17 Increase due to purchase of essential safety gear and equipment for conservation officers and additional aircraft charters for night hunting surveillance.
- 18 Increase is due to fewer vacancies and general salary increase.
- 19 Decrease due to reduced operating expenditures, vacancies and working from home due to COVID-19.
- 20 Increase due to the International Peace Garden grant increase.
- 21 Increase due to higher project completions in 2022/23.

## Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2022/23 Actual \$ (000s)	2022/23 Authority \$ (000s)	Variance Over/(Under) \$ (000s)	Expl.
(a) General Assets				
(1) Information Technology Projects	-	-	-	
(2) Other Equipment and Buildings	4,391	4,518	(127)	
(b) Infrastructure Assets				
(1) Infrastructure Assets	5,872	6,431	(559)	
	<b>10,263</b>	<b>10,949</b>	<b>(686)</b>	

## Revenue Summary by Source

### Departmental Actual Revenue

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Actual 2021/22	Actual 2022/23	Increase (Decrease)	Expl. No.	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
<b>Other Revenue</b>								
1,098	394	(704)	1	Cottaging Initiative	394	732	(338)	5
20,548	18,693	(1,855)		Parks Fees	18,693	19,137	(444)	
5,602	6,310	708		Regional Operations Fees and Cost Recovery	6,310	5,320	990	
3,057	3,446	389		Fisheries Fees and Sundry	3,446	2,085	1,361	6
				Miscellaneous Licensing Enhancement - Fisheries & Wildlife		2,500	(2,500)	7
2,887	3,337	450	2	Wildlife Sundry	3,337	3,408	(71)	
2,418	1,924	(494)	3	Land Information Sales and Fees	1,924	1,962	(38)	
12,289	11,566	(723)		Forestry Fees and Sundry	11,566	4,470	7,096	8
127	177	50	4	Sundry	177	284	(107)	9
48,026	45,847	(2,179)		Subtotal	45,847	39,898	5,949	
<b>Government of Canada</b>								
				Canada Fund for Aquatic Species at Risk Bi-Agreement Ecosystem Monitoring Network		125	(125)	10
				2 Billion Trees		500	(500)	11
				Subtotal		813	(813)	12
48,027	45,848	(2,179)		<b>Total Revenue</b>	45,848	40,711	5,137	

#### Explanation(s):

- 1 Lower due to fewer cottage lots being purchased.
- 2 Higher due to increase in licence sales in 2022/23 due to COVID-19 restrictions on outfitters.
- 3 Lower due to decrease of developed Crown lots.
- 4 Higher due to 2021/22 annual renewal fees were waived due to impact of COVID-19 restrictions on outfitters.
- 5 Lower due to fewer cottage lots being purchased.
- 6 Higher mainly due to FWEF (Fisheries and Wildlife Enhancement Fund) revenue now reported in Fisheries and Wildlife fees and sundry.
- 7 Lower due to FWEF revenue now reported in Fisheries and Wildlife fees and sundry.
- 8 Higher due to increase to commodity market prices.
- 9 Lower due to recovery for resource enforcement lodging decreased due vacancies.
- 10 Lower due to agreement ended and no revenue in 2022/23.
- 11 Lower due to program not being completed because of weather and staffing levels.
- 12 Lower because the new program and contribution agreement were not signed until March 2023.



# Departmental Program and Financial Operating Information

## Finance and Shared Services (25.1)

### Main Appropriation Description

Provides executive management of the department. Works across the department to develop strategic policy and co-ordinates legislation, reports, and other briefing material for executive management.

Note: Corporate services, including financial, information technology, and administrative support services are a shared service provided to Environment and Climate and Natural Resources and Northern Development. The shared service is budgeted in Environment and Climate.

### 25.1 Finance and Shared Services

Sub-Appropriations	Actual	Authority	
	2022/23	2022/23	
	\$ (000s)	FTEs	\$ (000s)
Minister's Salary	52	1.00	42
Executive Support	591	8.00	593
Strategic Policy and Initiatives	1,863	13.00	1,864
	<b>2,506</b>	<b>22.00</b>	<b>2,499</b>

### Minister's Salary

#### Sub-Appropriation Description

**Minister's Salary:** Provides the minister with additional compensation to which an individual appointed to Executive Council is entitled.

#### 25.1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance Over/(Under)	Expl. No.
	2022/23	FTEs	\$ (000s)		
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	52	1.00	42	10	1
<b>Total Sub-Appropriation</b>	<b>52</b>	<b>1.00</b>	<b>42</b>	<b>10</b>	

Explanation:

- Over-expenditure reflects first-year Minister non-withholding per the Fiscal Responsibility and Tax Payer Protection Act, section 8(7).

## Executive Support

### Sub-Appropriation Description

**Executive Support:** Support department employees in the offices of the Minister and Deputy Minister of Natural Resources and Northern Development.

### Key Results Achieved

- Provided policy and implementation advice to the Minister of Natural Resources and Resource Development.
- Lead the development and implementation of the ministry's policies and programs.
- Provided policy direction for integration into planning and resource allocation.
- Allocated and utilized departmental resources in line with government policies and priorities and the responsibilities of the minister.

### 25.1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	462	8.00	463	(1)	
Other Expenditures	129	-	130	(1)	
<b>Total Sub-Appropriation</b>	<b>591</b>	<b>8.00</b>	<b>593</b>	<b>(2)</b>	

## Strategic Policy and Initiatives

### Sub-Appropriation Description

**Strategic Policy and Initiatives:** Supports the department's policy and planning process to ensure timely, informed and consistent decisions on department-wide policy priorities. This includes coordinating with multiple branches and divisions in the development and implementation of legislation, regulations, policies and programs. The branch is accountable for a number of corporate functions including support for department communications, reporting, inter-jurisdictional relations, stakeholder engagement, and long-range planning. The branch also coordinates and provides secretariat support for agencies, boards, and commissions reporting to the Minister and is responsible for the Resource Tourism Operators Program.

## Key Results Achieved

### Strategic Policy and Initiatives Support

- In 2022/23, the Strategic Policy and Initiatives branch provided support to program areas across the department to implement strategic policy initiatives, regulatory accountability processes, and supported departmental strategic management systems including the implementation of the department's Balanced Scorecard.
- Engaged with program areas and other departments and stakeholders to foster collaboration and ensure that policies and programs reflect their requirements and perspectives particularly in the implementation of the Overnight Accommodations on Ice pilot project.
- Provided strategic policy support to the deputy minister and minister on policy issues and program implementation including northern large area planning and new resource tourism program.
- Provided policy and logistical support to critical federal, provincial and territorial committees and forums including the Canadian Council of Fisheries and Aquaculture Ministers (CCFAM) in November.
- Provided policy advice and ministerial and communication services including the preparation of the Housebook and transition binders, review of correspondence, briefing notes, speaking notes and authority seeking documents.
- Supported policy development initiatives across the department including in mining, fisheries, wildlife and parks.
- Coordinated the truth and reconciliation training within the department.

### Regulatory Accountability and Legislation Support

- Implemented the principles of regulatory accountability as set out in The Regulatory Accountability Act. Strived to balance regulatory requirements while identifying options and assessing their impacts. This process was incorporated in developing department programs, services and regulatory instruments.
- Supported the development and introduction of four bills that were introduced during the Fifth Session of the 42nd Legislature.
- Supported the development, approval and implementation of 21 regulation projects. Major department regulatory initiatives included streamlining recreational angling licences, modernizing waterfowl hunting, and designation of two provincially significant peatlands.

### Agencies, Boards and Commissions Support

- Coordinated appointment process of members to the agencies, boards, and commissions reporting to the minister.
- Provided secretariat support for various boards, including the Conservation Agreements Board, Fish and Wildlife Enhancement Fund Committee, Licensing Advisory Committee, and Surface Rights Board.

### Resource Tourism Operators Program

- Issued outfitting licenses and associated facility permits to approximately 425 resource tourism operators under The Resource Tourism Operators Act.
- Permitted three Resource Tourism Operators to offer overnight accommodations on ice and angling on Lake Winnipeg for the first time in 2022/23.

## 25.1(c) Strategic Policy and Initiatives

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	1,185	13.00	1,168	17	
Other Expenditures	678	-	696	(18)	
<b>Total Sub-Appropriation</b>	<b>1,863</b>	<b>13.00</b>	<b>1,864</b>	<b>(1)</b>	

### ADMINISTRATION AND FINANCIAL SERVICES

Provides executive, financial and administrative leadership, direction, advice and guidance to the department on financial, budgeting, comptrollership, information technology, and administrative services.

## Stewardship and Resource Development (25.2)

### Main Appropriation Description

Supports responsible resource development in Manitoba's forestry sectors. Ensures that the management and administration of Crown land supports economic and natural resource development with consideration for environmental and social values. Coordinates meaningful engagement and consultation with Indigenous communities and supports activities that advance reconciliation and participation in natural resource sectors.

### 25.2 Stewardship and Resource Development

Sub-Appropriations	Actual	Authority	
	2022/23 \$ (000s)	FTEs	2022/23 \$ (000s)
Divisional Administration	363	2.00	314
Forestry and Peatlands	11,990	46.00	12,363
Lands and Planning	4,398	28.00	4,732
Business Development Service Unit	607	11.00	600
Consultation and Reconciliation Unit	5,844	14.40	5,268
Forest Regeneration Stock	958	-	890
	24,160	101.40	24,167

### Divisional Administration

#### Sub-Appropriation Description

**Divisional Administration:** To provide for the executive management function of the Stewardship and Resource Development division including administration and oversight of the financial management of the various divisional branches.

### 25.2(a) Divisional Administration

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	231	2.00	209	22	
Other Expenditures	132	-	105	27	1
<b>Total Sub-Appropriation</b>	<b>363</b>	<b>2.00</b>	<b>314</b>	<b>49</b>	

Explanation:

- 1 Over-expenditure due to several staff attending the Central Canada Mineral Exploration Convention (CCMEC) conference.

## Forestry and Peatlands

### Sub-Appropriation Description

**Forestry and Peatlands:** Ensures that Manitoba's forests and peatlands are developed and managed in a sustainable manner.

### Key Results Achieved

#### Forest Management Planning and Operations

- Approved Nisokapawino Forest Management Corporation's 2023-2025 Forest Management Operating Plan (FMOP) for Forest Management Licence 2.
- Issued cutting rights and collected associated dues, royalties, charges, and fees, generating significant revenue.
- Completed a timber volume report for the Interlake Forest Section using an updated forest inventory.
- Completed the land base update for Forest Management Units 50, 51, 53, 58 and 59 in Saskatchewan Forest Section and Forest Management Units 60, 67 and 68 in the Highrock Forest Section in support of the development of the 20-year Forest Management Plan on Forest Management Licence 2.
- Conducted forest health monitoring of native and invasive insect and diseases and lab analysis for:
  - Emerald Ash Borer (EAB): 134 monitoring traps and visual surveys.
  - Spruce Budworm (SBW): 38 traps, 47 branch sampling plots.
  - Jack pine Budworm (JPBW): 56 traps, 81 branch sampling plots.
  - Western Gall Rust: Gall Collection and Analysis: Eastern Region.
- Completed 782 hectares of forest renewal assessments on previously harvested areas; re-measured 60 permanent sample forest productivity plots and 11 National Forest Inventory plots.
- Developed an interactive English and French story map on Manitoba's Five-Year Report on the Status of Forestry.
- Participated in the development of nation-wide climate-sensitive growth and yield models with the Canadian Forest Service.
- Partnered with the Manitoba Urban Forest Council to strengthen urban forestry in Manitoba, hosted an urban forestry workshop in Brandon in the fall, and supported Arbor Day celebrations in Winnipeg, Brandon, and Morden that provide education and awareness of the value of urban trees.
- Supported communities in conducting urban forest inventories in Manitoba.
- Identified 673,851 hectares of jack pine budworm damage and 19,422 hectares of spruce budworm damage across the province through aerial surveys.
- Supported Indigenous economic development by acquiring aerial imagery for an Option Licence in the Powerview-Pine Falls area.
- Signed two multi-year seedling supply contracts with PRT Growing Services Ltd. for the provincial program, as well as the 2 Billion Tree program.

## **Research and Data Analysis and Technology Support**

- Completed tree ring analysis data for the Saskatchewan River Forest Section to support growth and yield and climate change initiatives.
- Acquired National Forest Inventory Photo plots in support of National and International reporting initiatives.
- Validated key inventory data attributes from the Nelson River Forest Section forest model using photo-interpreting image data for over 2000 points.
- Continued improvements to forest inventory, harvest, silviculture, forest fire, forest unit and provincial forest boundary Geographic Information System (GIS) data layers.
- Developed GIS mobile workflows, data checks, web maps, web applications and dashboards to support departmental field programs.
- Completed GIS work on caribou habitat analysis in support of the development of the 20-year Forest Management Plan on Forest Management License 2.

## **Urban Forestry and Forest Health**

- Completed Dutch elm disease and urban forest management programs in 38 communities throughout Manitoba, in which 3,320 diseased elms were identified and removed.
- Continued education and awareness efforts regarding forest health, invasive species, and urban forestry, including partnerships with the Manitoba Urban Forest Council and participation in Arbor Day celebrations.

## **Peatland Management**

- Issued two peat exploration permits in eastern Manitoba.
- 1.5 million m<sup>3</sup> of peat was harvested, generating \$167,200 in revenue for the Crown.
- Created a Provincially Significant Peatlands Regulation, and designated two peatlands as provincially significant – Moswa Meadows and Fish Lake Fen.
- Continued to add more ground data to build on Manitoba's peatland inventory and to develop models for sustainable peat harvesting in Manitoba.

## **Reforestation and Environmental Initiatives**

- Planted 1.7 million seedlings on Crown lands.
- Engaged 300 youth and group leaders in a one-day planting project that established 8,000 seedlings in the eastern part of the province.
- Led the development of a provincial-federal bilateral agreement for the 2 Billion Tree initiative to plant approximately 7 million additional trees by 2031.

## **Partnership and Collaboration**

- Supported the Heavy Equipment Working Group of the Manitoba Wildfire Service, and regionally based staff participated in wildfire suppression activities across the province.

- Worked with Wildfire Service and Parks staff to develop Community Wildfire Protection Plans for the Whiteshell, Paint Lake, Zed Lake, Burge Lake, and Clearwater Lake Provincial Parks. Additionally, the same types of protection plans were developed for Thompson and Gillam.
- Regionally-based foresters and technicians jointly inspected forestry operations with district Conservation Officers. In 2022/23, compliance improved as a total of only 15 enforcement actions were levied against the industry.

## 25.2(b) Forestry and Peatlands

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	4,262	46.00	4,263	(1)	
Other Expenditures	6,668	-	6,943	(275)	
Grant Assistance	1,060	-	1,157	(97)	
<b>Total Sub-Appropriation</b>	<b>11,990</b>	<b>46.00</b>	<b>12,363</b>	<b>(373)</b>	

## Lands and Planning

### Sub-Appropriation Description

**Lands and Planning:** Management and administration of Crown land that supports economic development and natural resource development in a sustainable manner. The Lands and Planning branch is responsible for land tenure and allocation management, planning, program delivery, and policy on lands administered under the Crown Lands Act and Wild Rice Act. It leads the review of Crown land and interests identified for transfer to Canada under Treaty Land Entitlement (TLE) agreements. In addition, the branch works collaboratively with multiple jurisdictions, departments and resource disciplines on corporate level Crown land policy matters and initiatives.

### Key Results Achieved

#### Treaty Land Entitlement Implementation

- Completed the transfer to Canada of 10,443 acres of Crown land selections and 470 acres of Crown interests through acquisitions in accordance with the Treaty Land Entitlement Framework Agreement.

#### Consultation and Indigenous Engagement

- Supported consultation processes through participation on steering committees for large-scale projects, such as Lake Manitoba-Lake St. Martin Outlet Channels.
- Engaged with Indigenous communities and organizations to promote Manitoba's Indigenous Names Project, including Indigenous place names in Manitoba's geographic names database, and implemented digitization of hard copy Crown land and geographic names data and information, enhancing accessibility and productivity in historical searches.



- Increased staff awareness and understanding by actively engaging in training opportunities focused on the path to truth and reconciliation, the duty to consult and accommodate, engagement, and building stronger relationships.

### Permit and Lease Review

- Created a new opportunity for Resource Tourism Operators through approved Crown land permits to allow overnight accommodations on ice on Lake Winnipeg for the 2022/23 winter season.
- Reviewed 80 permits, leases, easements, sales, wild rice, licences-of-occupation, reservations, and pre-clearance applications/requests. Completed 53 assignments and renewed 11 permits and leases.

### Modernization and Efficiency Improvements

- Modernized administration tools, including updating a geospatially-enabled application to integrate mobile mapping and Crown land inspections. Introducing this technology and sharing information interdepartmentally has improved efficiencies and removed red tape. In addition, 542 Crown land inspections were completed using this technology.
- Developed a user-friendly GIS dashboard to disseminate and visualize Crown land encumbrance and inspection data, enabling efficient work prioritization and informed decision making.
- Increased and enhanced the datasets available on DataMB including:
  - First Nation Non-Treaty Land Entitlement (TLE)
  - TLE Sites
  - TLE Acquisitions
  - First Nation Permit Fee Simple Lands
  - Community Agreements
  - Community Interest Zones
  - Manitoba Geographical Names

### 25.2(c) Lands and Planning

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	1,634	28.00	1,741	(107)	
Other Expenditures	2,764	-	2,991	(227)	
<b>Total Sub-Appropriation</b>	<b>4,398</b>	<b>28.00</b>	<b>4,732</b>	<b>(334)</b>	

## Business Development Services Unit

### Sub-Appropriation Description

**Business Development Services:** Creates the environment that accelerates sustainable economic development in mineral, oil and gas and aggregate production in Manitoba.

### Key Results Achieved

- Established the Business Development Services Unit as a dedicated team to support business and industry development within the natural resource sectors. The unit provides one-stop pathfinding, program, and policy assistance to facilitate industry growth and investment.
- Worked with other Manitoba government departments, branches, and industry partners to coordinate business support services and increase exploration and investment in the mining sector. Mineral exploration expenditures achieved an overall historic record of \$169.9 million, a 71 per cent increase from the industry's expenditure on exploration activities and deposit appraisals in the province in 2021.
- Connected with and worked alongside industry to respond to inquiries, reduce timelines, and streamline processes for work permits in the province. Permit Office team serves as a facilitator for companies, industry, and internal stakeholders in the resource sector to navigate the mineral exploration permitting process from the application stage to final issuance of the work permit. The Permit Office processed 65 applications in 2022/23, representing an increase of 6.6 per cent from the previous year. As a result, the Fraser Institute Annual Mining Survey rank for Manitoba improved from 32<sup>nd</sup> in 2021 to 14<sup>th</sup> in 2022.
- Participated in industry conferences such as Roundup and Prospectors and Developers Association of Canada, to promote Manitoba as a top tier jurisdiction for mineral exploration and attract exploration companies. Solidifying industry connections made a significant impact this year, which saw work undertaken by a record number of 47 critical mineral exploration firms, accounting for 75 per cent of all mineral exploration in Manitoba.

### 25.2(d) Business Development Services Unit

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$( 000s)	\$ (000s)	
Salaries and Employee Benefits	572	11.00	531	41	
Other Expenditures	35	-	69	(34)	1
<b>Total Sub-Appropriation</b>	<b>607</b>	<b>11.00</b>	<b>600</b>	<b>7</b>	

Explanation:

- 1 Under-expenditure due to savings in operating expenditure.

## Consultation and Reconciliation Unit

### Sub-Appropriation Description

**Consultation and Reconciliation Unit:** Leads Crown-Indigenous consultation and shared management of Manitoba's natural resources. The unit works with lead branches to facilitate Crown-Indigenous consultation processes, supports the implementation of consultation policies to ensure meaningful consultation processes, works with First Nations, Metis communities, and other Indigenous communities to establish mutually agreed-to consultation processes and gather information on potential impacts where government decisions may affect Indigenous and/or Treaty rights. Additionally, the unit functions as lead in the department's implementation of the Manitoba-First Nations Mineral Development Protocol initiative, including negotiation of individual consultation protocols for the minerals sectors. The unit also works with lead branches to support shared management initiatives relating to Manitoba's natural resources.

### Key Results Achieved

#### Support to Mining and Indigenous Consultation and Engagement

- Led the consultation processes for mineral exploration projects and proponent-led Indigenous engagement processes in partnership with the Mining, Oil & Gas branch and Business Development Services unit.
- Worked with First Nations that attended the Prospectors and Developers Association of Canada Convention to establish connections with companies holding mineral rights within their respective Traditional territories.
- Worked with the Mining, Oil & Gas branch and Environmental Assessment branch to implement consultation processes on mineral sector Environment Act Licensing proposals.
- Managed the implementation of the Manitoba-First Nations Mineral Development Protocol to work with First Nations to establish mutually agreed-to consultation processes for mineral sector projects.
- Worked with the Manitoba Geological Survey to support Indigenous engagement and information sharing initiatives.

#### Inter-departmental Collaboration and other Engagement Activities

- Worked with Forestry and Peatlands branch as well as Lands and Planning Branch to support consultation and engagement processes and identify areas for collaboration.
- Worked with the Wildlife branch to facilitate Indigenous engagement sessions on key initiatives.
- Worked with First Nations as a bridge to inter-departmental dialogue as a way to facilitate/build relationships.
- Coordinated virtual and in-person learning events for department staff on the subject of Reconciliation with Indigenous peoples, including the history of Indigenous peoples, the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, and Treaties and Aboriginal rights.

## 25.2(e) Consultation and Reconciliation Unit

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	733	14.40	951	(218)	1
Other Expenditures	5,111	-	4,317	794	2
<b>Total Sub-Appropriation</b>	<b>5,844</b>	<b>14.40</b>	<b>5,268</b>	<b>576</b>	

Explanation(s):

- 1 Under-expenditure due to vacancies.
- 2 Over-expenditure due to increased grants.

## Forest Regeneration Stock

### Sub-Appropriation Description

**Forest Regeneration Stock:** Supports the purchase of tree seedlings and the processing/storage of seed used for Manitoba's forest renewal program.

### Key Results Achieved

- Planted 1.65 million trees to renew harvested areas.
- Continued to fill provincial seed bank, with over 19 hectolitres of cones collected.
- Established a partnership with a Canadian company to process cones collect and store seed for the future in order to meet the needs of Manitoba's forest renewal obligations.
- In anticipation of the 2 Billion Tree Program, a multi-year contract was established with a Canadian company to grow and deliver seedlings for the program.

## 25.2(f) Forest Regeneration Stock

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Other Expenditures	958	-	890	68	
<b>Total Sub-Appropriation</b>	<b>958</b>	<b>-</b>	<b>890</b>	<b>68</b>	

## Resource Management and Protection (25.3)

### Main Appropriation Description

Programs that balance sustainable economic development with ecosystem management within Manitoba's fish and wildlife resources. The provision of the Conservation Officer Service to ensure public safety and protection of Manitoba's natural resources.

### 25.3 Resource Management and Protection

Sub-Appropriations	Actual	Authority	
	2022/23 \$ (000s)	FTEs	2022/23 \$ (000s)
Divisional Administration	390	2.00	450
Fish and Wildlife	13,701	79.35	13,934
Conservation Officer Service	19,409	125.75	19,125
Northern Fisherman's Freight Assistance	410	-	410
	<b>33,910</b>	<b>207.10</b>	<b>33,919</b>

### Divisional Administration

#### Sub-Appropriation Description

**Divisional Administration:** Provides leadership for the development, implementation and co-ordination of divisional policies, including administration and oversight of the financial management of the various Resource Management and Protection branches.

### 25.3(a) Divisional Administration

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance Over/(Under) \$ (000s)	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)		
Salaries and Employee Benefits	377	2.00	350	27	
Other Expenditures	13	-	100	(87)	1
<b>Total Sub-Appropriation</b>	<b>390</b>	<b>2.00</b>	<b>450</b>	<b>(60)</b>	

Explanation:

1 Under-expenditure mainly due to delays in filling positions resulting in reduced operating and cancellation of meetings.

## Sub-Appropriation Description

**Fish and Wildlife:** Manages, protects and enhances wildlife and fisheries resources and their ecosystems to support sustainable use of the resources.

### Key Results Achieved

#### Fisheries

##### Eco-certification and Sustainable Fisheries Management

- Cedar Lake, Manitoba's fourth largest commercial fishery was officially certified by the Marine Stewardship Council (MSC) as Manitoba's second eco-certified waterbody in the province. The Cedar Lake Walleye and Northern Pike fishery achieved eco-certification in November 2022 under the MSC internationally recognized standard for sustainable fishing. The fishery is the second freshwater fishery in Manitoba and only the third in Canada to enter the MSC program. Manitoba is also the only source of MSC certified Northern pike in the world.
- Conducted lake inventory assessments on approximately 40 waterbodies throughout Manitoba to determine commercial and recreational fisheries stock status for sustainable fisheries management.
- Collaborated with partners to develop and promote "Fish Forward," an online initiative to support sustainable, eco-certified fishing practices in Manitoba.
- Continued to advance progress towards securing the sustainability and certification of Manitoba's commercial fisheries, including maintaining certification status for the Waterhen Lake fishery and the Cedar Lake fishery. Poplar River, Lake Manitoba and Lake Winnipeg started the process to begin a pre-assessment of their fisheries, which will be complete by the end of 2023. Released six fish stock assessment reports on Lake Waterhen (full assessment), Cedar Lake, Lake Dauphin, Lake Manitoba, Lake Winnipegosis, and Lake Sturgeon of the Assiniboine River.
- Announced a ban on the use of live baitfish and leech for angling effective April 1, 2027 to reduce the risk of aquatic invasive species and diseases.
- Conducted a voluntary buy-back initiative for live bait from harvesters. The initiative resulted in a 70 per cent participation rate, which significantly reduced the amount of live bait used in the angling industry.

##### Fisheries Data and Licencing

- Released six fish stock assessment reports on various lakes.
- Developed a new commercial fisheries database in partnership with Digital Technology Solutions.
- Issued various types of fishing licenses, permits and authorizations:
  - 122,871 angling licences were issued, including 32,973 free senior conservation angling licences, generating \$3.7 million in angling licence sales. These numbers exclude February/March of 2023 as statistics were not available for these months.
  - 52 Commercial Live Bait Dealer Licences were issued.
  - 72 Commercial Bait Fish Fishing/Leech Harvesting Licences were issued.
  - 16 Fish Farming Licences were issued.

- 87 Competitive Fishing Event Licences were issued.
- 2051 commercial net fishing licences were issued to 1,471 commercial fishers resulting in \$38,600 in revenue. Commercial net fishers delivered 8.9 million kg of commercial fish to markets.
- 56 Fish Dealer Licences were issued.
- 60 scientific collection permits were issued.
- 25 Live Fish Handling permits were issued.
- 26 introduction and transfers permits were issued.
- 39 aquatic invasive species permits were issued.
- 3 aquatic invasive species transportation authorisations were issued.
- 8 Aquatic invasive species exemption authorisations were issued.

### **Recreational Angling Strategy**

- Drafted and consulted on regulatory amendments to support Manitoba’s Recreational Angling Strategy. This included replacing the two-tier license with one annual license type for each residence category, introducing a one-day licence option, removing license requirements for seniors, active military, and veterans, eliminating the general spring closure and instituting species specific closures, and implementing changes to possession and length limits to improve sustainability of Manitoba’s fisheries.

### **Aquatic Invasive Species Management**

- Engaged with 43 citizens over the detection and development of a Lake Manitoba Aquatic Invasive Species (AIS) management plan. Several additional engagement sessions were held with interest holders on the Lake Manitoba AIS management plan. Conducted inspections and decontaminations of watercraft to prevent the spread of AIS, achieving high compliance rates for drain plug and stopping procedures.
- During the open water season, 8,283 inspections were conducted across the province. Each of these provided an opportunity to educate watercraft owners about AIS. Of these intercepted watercraft, 1,398 watercraft were deemed high-risk for carrying an AIS and were decontaminated to prevent the spread of AIS to another water body. The program employed 21 staff and operated six stations throughout the province, each with a decontamination unit.
- In 2022, watercraft drain plug compliance was 91.23 per cent and stopping compliance was 88.99 per cent.

### **Fisheries Stocking Program**

- Monitored over 40 fisheries, including collecting and ageing over 25,000 fish ageing structures for the department’s annual core fish stock assessment programs: the Coordinated Aquatic Monitoring Program the Collaborative Stock Monitoring Program, and new fishery monitoring projects aimed at enhancing the collection of fisheries data.
- Manitoba’s hatchery program rears and stocks fish into approximately 100 waterbodies to create, maintain and support local fisheries. In 2022/23, the program stocked 346,500 trout (Rainbow, Brown, Brook, Splake, Lake and Tiger) and 14.2 million walleye fry.

## Wildlife

### Wildlife Management and Conservation

- Conducted the 2022 moose management engagement and consultation process, which resulted in two information sharing meetings and two communities requesting to participate in a Traditional, Cultural and Ceremonial moose hunting opportunity earlier than the proposed dates. This request was accommodated as part of the 2022 Limited Interim Moose hunting opportunity.
- Collared boreal woodland caribou in the Kamuchawie Management unit in early 2023 to address mitigation planning for two new open-pit mines that have recently received Environment Act Licences, as well as to support future range planning for this management unit.
- Signed a three-year Section 11 Conservation Agreement with Canada, supporting the conservation and recovery of boreal woodland caribou in Manitoba. The conservation measures included in the agreement will support caribou conservation and recovery in the province and advance the recovery framework outlined in Manitoba's 2015 Recovery Strategy for Boreal Woodland Caribou. The Government of Manitoba is committed to finalizing and initiating implement range planning by 2025 and undertaking measures such as caribou population and habitat monitoring.
- Continued to advance the implementation of the provincial boreal woodland caribou recovery strategy and to develop and implement landscape-based plans for maintaining and recovering species at risk, such as boreal woodland caribou. Manitoba's efforts include the development of management unit range plans that aligns with caribou conservation and recovery goals. These plans are part of holistic landscape-level planning processes that prioritize practical and balanced approaches, reflecting the principles of working landscapes and demonstrating leadership in species at risk conservation. Each management unit range plan will be shared for public and Indigenous engagement prior to being finalized.
- Enhanced Manitoba's ability to manage overabundant, temperate-breeding, or giant Canada geese in southern Manitoba, as declared by federal regulation, by continuing to be the first jurisdiction in North America to offer a spring conservation hunting season. The branch collaborated with the Canadian Wildlife Service to extend the spring 2023 hunting season to April 10, and is continuing to monitor the effectiveness of this management strategy to ensure control giant Canada geese, while sustaining populations of subarctic-breeding, or interior Canada geese and cackling geese.
- Explored the use of aerial infrared imaging for big game surveys and the use of new aircraft (fixed-wing planes and drones). The drone equipped with IR and RGB cameras was also used in 2023 to help with Chronic Wasting Disease surveillance, for a comparison with an area previously surveyed several years ago in the western region.
- Operated 43 drop-off depots and authorized 12 taxidermists as locations where big game hunters could submit biological samples of harvested cervids (members of the deer family).
- Implemented new survey methodology in Manitoba that utilizes fixed wing plane and RGB-IR cameras to conduct big game surveys.
- Conducted species at risk surveys in two Wildlife Management Areas to monitor the impact of cattle grazing on habitats for species at risk.



- Conducted big game aerial surveys in three regions of the province and publically posted the 2021/22. survey results on the Manitoba government website.

### **Trapping Management**

- Continued to update eLicencing processes for Resident Open Area trapping licences. eLicensing has greatly enhanced furbearer management capabilities in Manitoba.
- Graduated 175 new trappers under the mandatory Trapper Education Course.
- Issued 6,734 licences and permits to trappers who harvested an estimated \$412,444 in raw fur from September 1, 2020 to August 31, 2021 (the last “Fur Year” with complete returns).
- Added new certified humane trapping devices under the Canada-European Union-Russia Agreement on International Humane Trapping Standards to those required for specific fur bearing animals, in harmonization with all provinces and territories. The new certified devices offers trappers with more choices, and ensure Manitoba wild fur remain open to European markets.
- Evaluated testing results of numerous coyote snares at the national level for improved humane design, and for potential use in Manitoba.
- Collaborated with Conservation Officer Service staff on multiple trapline allocations throughout the province.
- Provided trapper activity information for department programs, environmental impact studies, and compensation programs by other agencies.
- Participated in national activities, including the Fur Institute of Canada and the Canadian Furbearer Management Committee, especially trap research programs and harmonization of humane trap implementation.
- Delivered the Problem Predator Removal Program under an agreement with the Manitoba Trappers Association. The program responded to 31 service requests due to attacks on livestock, and removed 132 coyotes, 16 wolves and four foxes.
- Continued to monitor interactions between people and wildlife, including more than 1,200 reports of interactions between people and black bears.
- Authorized 14 pest management companies to address conflicts with certain wildlife species, particularly furbearers. Conflicts with more than 650 animals were addressed, with raccoon being the most common.
- Conducted an aerial distribution survey of the Kamuchawie boreal caribou population near Lynn Lake.

### **Waterfowl and Game Bird Management**

- Provided support to the Association of Manitoba Community Pastures, conducting 208 avian point counts on nine community pastures. Five provincially listed avian Species at Risk, all of which are also federally listed, and an additional four federally listed avian Species at Risk, were breeding on the pastures. Results contributed to enhancing grazing management plans for species at risk while supporting improved grazing management on the pastures.
- Coordinated Sharp-tailed Grouse lek monitoring by volunteers and staff, which resulted in 123 lek sites monitored with approximately 1,206 grouse counted. The project resulted in 41 previously unknown

leaks being found.

- Released 243 wild turkeys at six sites across southern Manitoba, which were trapped from four conflict sites in partnership with Wild Gobblers as part of the annual wild turkey trap and transfer program.
- Participated in the Mississippi Flyway Council Game Bird and Non-game Technical Sections, which is a coalition of 14 states and three Canadian provinces that works in conjunction with the respective federal governments to manage migratory birds and their habitats.
- Continued to deliver the Waterfowl Crop Damage Prevention Program, which included the deployment of 30 scare cannons, 124 scare effigies, and the issuance of two scare permits. Program activities are estimated to have protected about 2,358 hectares of agricultural crops.
- Delivered a stored livestock forage protection project to reduce the consumption and destruction of stored livestock forage by depredation from deer and elk. Eight producers were assisted in purchasing barrier fencing materials to protect stored livestock forage.
- Northern Banding Projects:
  - Banded 3,387 interior Canada geese, 39 molt-migrant giant Canada geese, and 99 Cackling geese, along with recapturing 384 previously banded geese along the Hudson Bay coastline. As part of the program, 355 adult interior Canada geese were fitted with black cerakoted leg bands, and 352 geese were fitted with control bands for a Mississippi Flyway-wide band targeting study. Two hundred interior Canada geese were also sampled for Highly Pathogenic Avian Influenza (HPAI) virus.
  - Banded 969 lesser snow geese, 3 Ross's geese, and recaptured 92 previously banded snow geese along the Hudson Bay coastline. One hundred adult lesser snow geese were also sampled for Highly Pathogenic Avian Influenza (HPAI) virus.
- Assisted the Canadian Wildlife Service with banding 1,284 and recapturing 384 previously banded Canada geese in the Winnipeg, Portage la Prairie, Brandon, and The Pas areas. Staff also assisted with deploying 88 light level geolocators on breeding females to document migration chronology for spring conservation season management, sampling 239 geese for Highly Pathogenic Avian Influenza (HPAI) virus, and sampling feces for HPAI virus at numerous retention ponds in the Winnipeg area.
- Maintained a long-term partnership with Canadian Wildlife Service and City of Winnipeg to remove Canada goose eggs from the Kenaston Boulevard area to lessen the risk of goose/vehicle collisions.
- Distributed harvest questionnaires to all Spring Conservation Goose licence holders to estimate Canada goose harvest and assessed the effectiveness of the overabundant giant Canada goose spring hunting season. Responses indicated that 140 active hunters spent approximately 260 days afield and harvested 355 Canada geese during the 2022 spring season.
- Participated in the annual North American Woodcock Singing-Ground Survey with routes across southern Manitoba.
- Conducted surveys and participated in various projects to monitor and protect species at risk, including boreal woodland caribou and Poweshiek skipperlings.

## **Wildlife Permits and Data Sharing**

- Issued various wildlife permits, including wildlife scientific research permits, species at risk research permits, export permits, import permits, guide licenses, possession permits, and Wildlife Management Area permits:
  - Issued 18 wildlife scientific research permits.
  - Issued 28 Species at Risk research permits.
  - Issued 345 export permits.
  - Issued 62 import permits.
  - Issued 1011 guide licences.
  - Issued 97 possession permits.
  - Issued 55 Wildlife Management Area permits.
  - In addition to ongoing data agreements, entered into 28 data sharing agreements to better assist partners in planning and implementing development projects to minimize impacts on species at risk in Manitoba.
  - Responded to 602 requests for information from rare species database and processed 927 “self serve” data requests.
  - Received approximately 32,206 observations for potential inclusion in its species at risk database
  - Conducted species at risk surveys on 58 properties as part of the Tall Grass Prairie Communities and Species at Risk Project, totaling 3,770 hectares (9,280).
  - Released 200 adult Poweshiek skipperlings (an endangered butterfly) in the Tall Grass Prairie Preserve through an innovative “headstart” program developed by the Poweshiek Skipperling Recovery Team. This was the largest number released back into the wild since the project’s inception.
- Entered into data sharing agreements to assist partners in planning and implementing development projects to minimize impacts on species at risk in Manitoba.

## **Polar Bear Management and Conservation**

- Participated as an observer and organized logistics in the Manitoba portion of the Western Hudson Bay polar bear subpopulation aerial abundance survey.
- Conducted information gathering as part of a review being conducted under the Polar Bear Alert Program due to ongoing concerns related to tourism activities in the Churchill area.

## **Public and Indigenous Engagement and Strategy Development**

- Completed Indigenous and public engagement for the Section 11 Conservation Agreement for Boreal Woodland Caribou by posting the agreement to EngageMB portal and meeting with interested audiences to review the agreement.
- Successfully transitioned to an e-licensing system called Aspira for the purchase of licenses and the collection of questionnaires. A total of 37,380 clients were served through the hunter and trapper e-licensing system in 2022. We are actively using new technology for big game surveys to modernize the collection and analysis of wildlife population data.
- Implemented a new Waterfowl Modernization Strategy to secure access to quality hunting opportunities in Manitoba for all waterfowl hunters. The regulatory changes will reduce illegal outfitting and establish a cap on licensed outfitting operations and legacy hunting camps. The goal is to create a higher quality experience for resident waterfowl hunters, outfitted clients, and visiting foreign resident freelance hunters in Manitoba. The regulation’s vision is to position Manitoba as a center for

waterfowl hunting - a sought after experience compared to other jurisdictions where unlimited commercialization becomes unsustainable for all involved: residents, foreign resident freelancers and licensed outfitters. The province's modernized waterfowl hunting system is one of the first plans in North America to develop a clear management strategy for waterfowl outfitting.

### Chronic Wasting Disease Management and Wildlife Disease Testing

- Expanded Manitoba's Chronic Wasting Disease Surveillance Zone. The area now included in the mandatory biological sample submission zone for licensed hunters tripled in size from 2021/22.
- Implemented a mule deer hunting season within the Chronic Wasting Disease Surveillance Zone. Licenses offered included an 'Any Deer' (antlered or antlerless), a second 'Antlerless', and a third 'Antlerless' all at a minimal administrative fee. The intent is to reduce mule deer populations in the Chronic Wasting Disease Surveillance Zone, to increase testing levels of the species, and to disperse groups during the critical rutting season.

### Wildlife Disease Testing

- Conducted wildlife disease testing:
  - 6,028 cervids tested for Chronic Wasting Disease, of which 17 were found to be positive
  - 362 cervids tested negative for bovine tuberculosis.
  - One eastern cottontail tested negative for Rabbit Hemorrhagic Disease and Tularemia.
  - 684 birds representing 47 species were screened for Highly Pathogenic Avian Influenza (HPAI) and 95 tested positive.
  - An additional 33 mammals, three species, were also screened with nine testing positive for HPAI.

## 25.3(b) Fish and Wildlife

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	7,102	79.35	6,604	498	
Other Expenditures	6,512	-	7,288	(776)	
Grant Assistance	87	-	87	-	
Recovery – Other Expenditures	-	-	(45)	45	1
<b>Total Sub-Appropriation</b>	<b>13,701</b>	<b>79.35</b>	<b>13,934</b>	<b>(233)</b>	

Explanation:

- 1 Over-expenditure due to recovery from Green Fund for the MHHC Critical Wildlife payment not accessed.

## Conservation Officer Service

### Sub-Appropriation Description

**Conservation Officer Service:** An effective and professional law enforcement agency that protects public safety, Manitoba's natural resources and the environment through education and enforcement.

### Key Results Achieved

- Conducted enforcement actions across the province, resulting in prosecutions, written warnings, and evictions from provincial parks. These actions were primarily in response to public complaints or general enforcement patrols on regulatory resource issues, park safety and security concerns, and public safety issues.
- Awarded a multi-year helicopter contract to assist with enforcement of night hunting and dangerous hunting practices.
- Conducted evening and late night patrols across the province to reduce illegal night hunting, dangerous hunting, and illegal moose hunting activity. Officers apprehended 14 illegal night hunting units and seven illegal moose hunting units, resulting in 27 night hunting charges, nine night hunting warnings, 23 moose conservation closure charges and one moose conservation closure warning.
- Increased patrols on commercially-fished lakes in the province to support eco-certification efforts.

### Comparison of Wildlife, Fisheries, Parks and Migratory Birds Prosecutions 2011/12 to 2022/23

Fiscal Year	Wildlife	Fisheries	Parks	Migratory Birds
2011/12	308	904	381 <sup>1</sup>	24
2012/13	352	894	1,371	14
2013/14	316	800	1,670	26
2014/15	239	959	2,182	6
2015/16	329	1,265	3,260	14
2016/17	406	1,016	2,409	12
2017/18	501	846	3,256	7
2018/19	312	884	2,087	3
2019/20	226	1,005	3,061	1
2020/21	149	800	2,033	4
2021/22	264	810	3,205	4
2022/23	235	899	2,854	0

<sup>1</sup> No Park Vehicle Entry Passes were required

## Restitution Notices Issued for Illegally Taken Fish and Wildlife

Fiscal Year	Fish	Wildlife	Total Restitution
2015/16	\$11,382	\$42,000	\$53,382
2016/17	\$31,668	\$64,200	\$95,868
2017/18	\$14,270	\$52,300	\$66,570
2018/19	\$25,158	\$81,200	\$106,358
2019/20	\$17,892	\$57,900	\$75,792
2020/21	\$25,956	\$87,100	\$113,056
2021/22	\$21,252	\$70,500	\$91,752
2022/23	\$36,666	\$67,800	\$104,466
<b>TOTAL</b>	<b>\$184,244</b>	<b>\$523,000</b>	<b>\$707,244</b>

- Restitution is a monetary value assigned to species of fish or wildlife harvested illegally. Individuals receiving a restitution notice are responsible to pay the amount owing upon conviction of the offence. Officers issued 223 restitution notices, valued at \$104,466 to individuals harvesting fish and wildlife illegally.

### Summary of Concluded Prosecutions by Act

- Utilized the canine team throughout the province on a variety of compliance checks and investigations of illegal fishing and hunting activities. This included 11 decoy operations, 54 night hunting patrols, 16 occurrences of searching for evidence in confined and non-confined areas, 22 vehicle searches, five suspect searches, and four cases of search warrants assistance.
- Fielded over a thousand district occurrence reports regarding problem wildlife across the province. This year saw significant reduction of bear complaints across the province.
- Managed 10 polar bears and received 114 district occurrence reports related to polar bear activity.

### District Occurrence Report (DOR) Analysis – Problem Wildlife

DORs Initiated	Eastern	Western	Total
Beaver	19	23	42
Black Bear	580	514	1,094
Polar Bear	114	0	114
Deer	13	50	63
Elk	1	31	32
Migratory Birds	16	23	39
Wolf	15	28	43
Coyote	49	39	88
Fox	26	23	49
Other Species	44	78	122
<b>Total</b>	<b>877</b>	<b>809</b>	<b>1,686</b>

Act Name	Number of Charges	Default or Ex Parte Conviction	Guilty	Quashed	Stay of Proceedings	Fine & Costs Paid
CRIMINAL CODE OF CANADA	1	-	-	-	1	-
FISHERIES ACT (Federal)	436	90	337	4	5	\$44,943
THE CROWN LANDS ACT	5	1	2	1	1	\$1,744
THE ENVIRONMENT ACT	7	2	3	1	1	\$2,308
THE FISHERIES ACT (Provincial)	115	39	68	1	7	\$32,655
THE FOREST ACT	13	1	11	1		\$11,083
THE HIGHWAY TRAFFIC ACT	37	20	17	-	-	\$12,226
THE LIQUOR, GAMING AND CANNABIS CONTROL ACT	40	8	25	3	4	\$16,073
THE OFF-ROAD VEHICLES ACT	49	13	27	6	3	\$8,106
THE PROVINCIAL OFFENCES ACT	1	-	-	-	1	-
THE PROVINCIAL PARKS ACT	2,586	39	2,543	2	2	\$105,404
THE RESOURCE TOURISM OPERATORS ACT	1	-	1	-	-	\$802
THE WATER PROTECTION ACT	13	4	9	-	-	\$4,556
THE WILDLIFE ACT	105	8	75	2	20	\$45,732
<b>Total</b>	<b>3,409</b>	<b>225</b>	<b>3,118</b>	<b>21</b>	<b>45</b>	<b>\$285,632</b>

- The Turn-in-Poachers (T.I.P.) toll-free line provides a 24-hours a day, 365 days a year answering service for the public to report resource violations and wildfires. The T.I.P. line also handles calls related to problem or injured wildlife and human-black bear conflicts in urban and rural areas, including provincial parks.

## Tip Line Summary Calls

TIP Call Type	2020/21	2021/22	2022/23
Resource Violation	965	804	414
Fire Reports	203	724	160
Injured Wildlife	1,037	1,649	2,166
Problem Wildlife	1,390	2,453	1,542
Orphaned Wildlife	174	301	126
RCMP/Police Request Assistance	147	151	110
EMS	0	17	12
Non-Program Calls <sup>1</sup>	486	614	387
<b>Total</b>	<b>4,402</b>	<b>6,713</b>	<b>4,917</b>

<sup>1</sup> Non-program calls include: callers not reporting any of the other call types, or calling with general inquires, questions regarding camping, hunting & fishing seasons, reporting lost or abandoned domestic animals and reporting environment hazards such as sewage or chemical spills.

- The Special Investigation Unit assisted several districts with complex investigations primarily related to illegal harvest and illegal use of fish and wildlife.
- Hired one new Conservation Officer recruit. Completed firearms, defensive tactics, and emergency vehicle operations training through the Western Conservation Law Enforcement Academy and on-the-job field training with experienced officers.
- Hired 24 new seasonal park patrol officers and conducted a 10-day training course on park enforcement, safety, and security from certified Defensive Tactics instructors and departmental peer instructors. A refresher course was also provided to returning seasonal staff.
- Conservation Officers provided 24-hour enforcement support of the Manitoba Legislature Precinct. This support resulted in charges, warnings, and evictions including the dismantling and removal of illegal camps.
- Implemented an evolution of rank and name change for the Conservation Officer Service. The rank structure was aligned with that of military and other policing. This rank and name structure, from the top, includes Chief, Superintendent, Staff Sergeant, Sergeant, Corporal, Conservation Officer and Patrol Officer.
- Added 11 new unmarked patrol trucks to the fleet of enforcement vehicles. These vehicles are utilized by uniformed officers in both day and night time enforcement. It is expected unmarked vehicles will give officers an advantage of getting closer to violators without being detected.
- Headquarters welcomed three new positions including a Superintendent, Training & Standards Officer, and Recruitment Officer. These positions will help those involved focus on specific tasks and improve the direction, training, and hiring process within the Conservation Officer Service.
- Conservation Officers provided logistical and fire operational support to the Manitoba Wildfire Service.
- In cooperation with the Manitoba Wildfire Service, Conservation Officers completed four wildland fire investigations resulting in zero charges laid and zero warnings issued under The Wildfires Act. The cause of one fire was undetermined, while another was caused at a cabin and two were determined to be caused from the railway.



### 25.3(c) Conservation Officer Service

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	13,475	125.75	13,476	(1)	
Other Expenditures	5,934	-	5,649	285	
<b>Total Sub-Appropriation</b>	<b>19,409</b>	<b>125.75</b>	<b>19,125</b>	<b>284</b>	

### Northern Fisherman's Freight Assistance

#### Sub-Appropriation Description

**Northern Fisherman's Freight Assistance:** Supports commercial fishers in Northern Manitoba by assisting with transportation costs. The program is administered by the Freshwater Fish Marketing Corporation.

#### Key Results Achieved

- Administered the Northern Fishermen's Freight Assistance Program by the Freshwater Fish Marketing Corporation on behalf of the department.
- Disbursed fully available program funds to northern commercial fishers working in remote communities to assist transportation costs on approximately 300 eligible northern and remote lakes and selected fish species.

### 25.3(d) Northern Fisherman's Freight Assistance

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Other Expenditures	410	-	410	-	
<b>Total Sub-Appropriation</b>	<b>410</b>	<b>-</b>	<b>410</b>	<b>-</b>	

## Manitoba Wildfire Service (25.4)

### Main Appropriation Description

The provision of the Manitoba Wildfire Service is to deliver wildfire preparedness, mitigation and prevention programming. Delivers wildfire suppression programming, as required.

#### 25.4 Manitoba Wildfire Service

Sub-Appropriations	Actual	Authority	
	2022/23	2022/23	
	\$ (000s)	FTEs	\$ (000s)
Manitoba Wildfire Service	36,731	58.20	36,732
Wildfire Suppression	13,625	-	13,625
	<b>50,356</b>	<b>58.20</b>	<b>50,357</b>

### Manitoba Wildfire Service

#### Sub-Appropriation Description

**Manitoba Wildfire Service:** Delivers wildfire suppression activities and wildfire preparedness, mitigation and prevention programming. Weather patterns, lightning strikes, soil moisture and forest conditions are monitored to determine the probability and location of wildfires, and to develop prevention and mitigation strategies. The Manitoba Wildfire Service works in close cooperation with municipal and provincial partners, and other firefighting agencies from other jurisdictions. Resources are shared through the Canadian Interagency Forest Fire Centre-Mutual Aid Resource Sharing Agreement, as well as with other border and compact agreements.

#### Key Results Achieved

- In 2022, Manitoba experienced a below normal fire season, with 224 fires occurring and over 165,080 hectares burned. The 20-year average for this period is 421 fires and 208,189 hectares. The first fire occurred on April 12 and fire suppression activities continued until October. Eastern Manitoba had lower than normal fire activity, while the northern and western parts of the province were the areas of concern. Prolonged periods of flooding in the province accounted for a slow start to the fire season.
- In 2022, there was a full evacuation of Pukatawagan due to fire WE026. The community experienced smoke impacts and a loss of electricity as a result of the fire.

## 25.4(a) Manitoba Wildfire Service

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	11,463	58.20	11,423	40	
Other Expenditures	25,268	-	25,309	(41)	
<b>Total Sub-Appropriation</b>	<b>36,731</b>	<b>58.20</b>	<b>36,732</b>	<b>(1)</b>	

### Wildfire Suppression

#### Sub-Appropriation Description

**Wildfire Suppression:** Delivers wildfire suppression programming, including the management of human, aircraft, equipment and supplies needed for fighting wildfires.

#### Key Results Achieved

- Supported the national response efforts led by the Canadian Interagency Forest Fire Centre (CIFFC) during the 2022 fire season, with air tanker support provided to the Province of Saskatchewan. The Wildfire Service received support from multiple government and non-government agencies including municipal fire departments and through the Office of the Fire Commissioner, and Manitoba Hydro.
- Provided flood support in Whiteshell Provincial Park in the spring of 2022.
- Imported resources from multiple national and international partners through mutual aid agreements coordinated by the Canadian Interagency Forest Fire Centre. In July 2022, a four person crew, including ignition and mixer specialists, as well as a second forty person crew was imported from Ontario, and a water bomber group was imported from Northwest Territories. In August 2022, four incident command staff and a 40-person crew was imported from Ontario.
- Exported resources within North America during the 2022 season, including one deployment of CL-415 air tanker group to the Province of Saskatchewan, and one deployment of Air Attack Officer to the State of Minnesota.

## Aircraft Utilization Summary

<b>Air Tankers/ Bird dogs</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Air tankers CL-215/415 Hours Flown:	583.0	1,701.3	693.7	739.2	951.8
Bird Dogs aircraft TC-690 Hours Flown:	351.8	801.4	364.5	236.2	477.9
Casual Hours Bird Dogs Flown:	-	-	-	195.6	18.6

### Fixed Wing

Contract DHC/T Otters (MGAS) Hours flown:	468.4	909.9	380.0	567.9	552.1
Casual Hire - Fixed Wing (all type) Hours Flown:	-	-	-	-	-

### Long term Contract:

Intermediate R/W Hours Flown:	801.2	1,580.3	408.8	356.6	596.7
Medium R/W Hours Flown:	1,324.0	2,556.9	774.2	770.1	1,354.9

### Casual Hire:

Light R/W hours Flown:	-	697.6	-	-	110.3
Intermediate R/W hours Flown:	539.7	4,421.1	301.6	1,117.8	2,465.7
Medium R/W Hours Flown:	490.2	1,248.5	38.9	760.6	907.2

## Area Burned by Priority Zone

	Zone Area (Ha)	Hectares Burned	% of Zone Burned
Red	11,265,951.1	95,320.6	0.846
Green	13,204,259.1	65,489.7	0.496
White	23,281,405.7	4,269.7	0.018
<b>All Zones</b>	<b>47,751,615.9</b>	<b>165,080.0</b>	<b>1.360</b>

## Number of Fires and Areas Burned by Priority Zone and Response Type

2022	FULL RESPONSE FIRES				MODIFIED RESPONSE FIRES				MONOTORED RESPONSE FIRES				NO RESPONSE FIRES				ALL FIRES			
	# Fires	% Fires	Area Burned (Ha)	% Area	# Fires	% Fires	Area Burned (Ha)	% Area	# Fires	% Fires	Area Burned (Ha)	% Area	# Fires	% Fires	Area Burned (Ha)	% Area	# Fires	% Fires	Area Burned (Ha)	% of Area Burned
Red	110	49.11	9,972.5	6.04	13	5.80	83,845.0	50.79	8	3.57	1,502.1	0.91	1	0.45	1.0	0.001	132	58.93	95,320.6	57.74
Green	32	14.29	5,742.8	3.48	4	1.79	25,154.0	15.24	29	12.95	34,592.9	20.96					65	29.02	65,489.7	39.67
White	3	1.34	233.6	0.14	2	0.89	63.2	0.04	22	9.82	3,972.9	2.41					27	12.05	4,269.7	2.59
<b>All Zones</b>	<b>145</b>	<b>64.73</b>	<b>15,948.9</b>	<b>9.66</b>	<b>19</b>	<b>8.48</b>	<b>109,062.2</b>	<b>66.07</b>	<b>59</b>	<b>26.34</b>	<b>40,067.9</b>	<b>24.27</b>	<b>1</b>	<b>0.45</b>	<b>1.0</b>	<b>0.001</b>	<b>224</b>	<b>100.0</b>	<b>165,080.0</b>	<b>100.0</b>

## Number of Fires and Area Burned by Region

2022	EAST		NORTH		WEST		Total - Manitoba	
Cause	# Fires	Area Burned (Ha)	# Fires	Area Burned (Ha)	# Fires	Area Burned (Ha)	# Fires	Area Burned (Ha)
Recreation	4	0.7	11	9.9	2	295.0	17	305.6
Settlement	1	0.1	1	3,800.0	-	-	2	3,800.1
Woods Operations	-	-	-	-	-	-	-	-
Other industry	2	0.2	-	-	1	0.1	3	0.3
Railroads	1	2.0	-	-	-	-	1	2.0
Public Projects	-	-	-	-	-	-	-	-
Incendiary	2	1.1	2	0.8	-	-	4	1.1
Miscellaneous	2	0.2	2	4.1	2	0.3	6	0.5
Not Available	1	0.1	8	13.9	7	4.6	16	4.7
Natural - Lightning	9	458.0	96	65,491.0	70	94,997.4	175	95,455.4
<b>All Causes</b>	<b>22</b>	<b>462.4</b>	<b>120.0</b>	<b>69,319.7</b>	<b>82</b>	<b>95,297.4</b>	<b>224</b>	<b>165,079.5</b>

## Air Operations

- Deployed the first contracted helicopter on May 1, 2022; followed by the first air tanker dispatch on June 5, 2022 on the Saskatchewan deployment; and the introduction of the first contracted float plane came on June 9, 2022.
- Concluded the first air tanker group's service in Winnipeg on September 15, 2022; followed by the second group on September 30, 2022; while the third group remained available for operations until October 14, 2022.

## 25.4(b) Wildfire Suppression

Expenditures by Sub-Appropriation	Actual 2022/23 \$ (000s)	Authority 2022/23 FTEs	Authority 2022/23 \$ (000s)	Variance Over/(Under) \$ (000s)	Expl. No.
Other Expenditures	13,625	-	13,625	-	
<b>Total Sub-Appropriation</b>	<b>13,625</b>	<b>-</b>	<b>13,625</b>	<b>-</b>	

## Parks and Trails (25.5)

### Main Appropriation Description

Provides integrated and coordinated delivery of all parks programs and services across Manitoba including administrative support.

#### 25.5 Parks and Trails

Sub-Appropriations	Actual 2022/23	Authority 2022/23	
	\$ (000s)	FTEs	\$ (000s)
Divisional Administration	1,326	14.00	1,441
Parks	32,501	127.05	32,372
	<b>33,827</b>	<b>141.05</b>	<b>33,813</b>

### Divisional Administration

#### Sub-Appropriation Description

**Divisional Administration:** Provides leadership for development, implementation and co-ordination of divisional policies, including financial and administrative functions.

#### 25.5(a) Divisional Administration

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	974	14.00	964	10	
Other Expenditures	352	-	477	(125)	1
<b>Total Sub-Appropriation</b>	<b>1,326</b>	<b>14.00</b>	<b>1,441</b>	<b>(115)</b>	

Explanation:

1 Under-expenditure related to reduced operating due to vacancies.

## Parks and Trails

### Sub-Appropriation Description

**Parks:** Responsible for managing provincial parks, ecological reserves and the Canadian Heritage Rivers System.

### Key Results Achieved

#### Strategy Development and Coordination

- Continued work on the development of a Manitoba Trails strategy, including discussions with other government program areas and stakeholders to coordinate effective future trail programming in Manitoba.
- Worked to complete the development of the strategy to modernize and improve Manitoba's provincial parks through capital investment.
- Approved \$1.1 million from the Provincial Parks Endowment Fund for various projects. A wide range of projects were funded, including improvements to accessible facilities, backcountry campsites, beaches, boat launches, campgrounds, and interpretive facilities, as well as initiatives to support conservation and biodiversity enhancement.
- Launched a new Parks Reservation Service in March 2023. The new system features a modern design, a user-friendly interface and an enhanced queuing system. Further upgrades are being considered for the system in order to continually improve customer experiences.
- During the 2022/23 camping season, 108,728 reservations were made, and 258,939 nights were spent in provincial park campgrounds. In addition, 137,373 Park Vehicle entry permits, which includes annual, casual and daily passes, were sold to park visitors.

#### Public Engagement and Consultation

- Engaged the public on a proposal to renew the Amisk Park Reserve designation in March 2023; and consulted on the effective use of Provincial Park Endowment Funds to improve our parks.

#### Flood Response and Safety Management

- Responded to unprecedented flooding and high water levels in provincial parks across the province in May and June 2023. These conditions posed significant risks to public safety, requiring area closures and evacuations.
- Monitored and managed the flood situation closely ; and assessed conditions on a daily basis in coordination with the Manitoba Conservation Officer Service, the Manitoba Wildfire Service, Manitoba Transportation and Infrastructure, Manitoba Emergency Measures Organization, the Office of Fire Commissioner, and Manitoba Hydro. Staff worked tirelessly to ensure public safety, and restore access to park facilities once closures were lifted.

## 25.5(b) Parks

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	19,722	127.05	19,722	-	
Other Expenditures	12,228	-	12,098	(130)	
Grant Assistance	551	-	552	(1)	
<b>Total Sub-Appropriation</b>	<b>32,501</b>	<b>127.05</b>	<b>32,372</b>	<b>(229)</b>	

## Costs Related to Capital Assets (25.6) (Non-Voted)

### Description

The appropriation provides for the amortization and interest expense related to capital assets.

### 25.6 Costs Related to Capital Assets

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$(000s)	
(a) General Assets					
(1) Amortization Expense	962	-	3,218	(2,256)	1
(b) Infrastructure Assets					
(1) Amortization Expense	74	-	74	-	
<b>Total Sub-Appropriation</b>	<b>1,036</b>	<b>-</b>	<b>3,292</b>	<b>(2,256)</b>	

Explanation:

- 1 Under-expended due to Wildfire Aviation Assets amortization transfer in from the department of Environment, Climate and Parks that did not happen.



## Other Key Reporting

### Departmental Risk

Natural Resources and Northern Development provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive, and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities, as follows:

- Conduct educational sessions with all staff on the importance of risk mitigation and management, including specific methods to reduce risk.
- Analyze department activities to ensure risk is managed and reduced, including financial and non-financial risk.
- Conduct audits and reviews of financial and non-financial activities to ensure risk management policies and procedures are being conducted.
- Look for opportunities to continuously improve risk mitigation and reduction frameworks and procedures, and implement change accordingly.

Through fiscal year 2022/23, the Department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Organizational culture including values and attitudes – risk of issues in this area include low employee engagement, unmotivated employees, higher rates of absenteeism, and high employee turnover	<b>The Deputy Minister communicates through emails and quarterly newsletters with all staff to inform of the department’s mandate and priorities. Management and the executive team meets regularly to discuss departmental topics, priorities and mandate of the department; and, how branches can proactively work together. The Deputy Minister leads these gatherings.</b>
Adherence to operational, financial, and human resource policies – risk of issues in this area include employees not adhering to policies that could cause financial or reputational risk to government	<b>Management reviews work of employees to ensure accuracy. Independent staff in Finance and Shared Services Division conduct periodic audits of financial policies. New staff are trained on policies through on-the-job coaching from staff and comptrollership and general orientation mandatory training courses.</b>

Clarity of roles, responsibilities, and mandates – risk of issues in this area include staff not understanding their roles and responsibilities, duplication of efforts, inefficiencies in work, and stress on staff

Appropriate segregation of duties – risk of issues in this area include lack of segregation of duties which results in asset misappropriation, risk of fraud and errors

**Written manuals are prepared and along with broader procedures, guidelines; and, government-wide policies are published on the department and central government intranet sites. An organization chart is made available for staff on the intranet site to provide more details on department structure.**

**Finance and Shared Services Division ensures SAP roles foster segregation of duties. Meetings involving financial staff across the department enhance understanding of the importance of maintaining this segregation. Periodic audits by independent staff in FSS division seek to confirm the assurance of segregation of duties. Any concerns identified help to inform further educational and remedial efforts.**

## Regulatory Accountability and Red Tape Reduction

Manitoba Natural Resource and Northern Development's total, net change and percentage change of regulatory requirement for 2022/23.

### Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	47,165	29,647
Net change	0	-3
Percentage change	0.00%	-0.01%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2022/23.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

# The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act, which came into effect in April 2007 and was amended in 2018, gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and protects employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or knowingly directing or counseling a person to commit a wrongdoing. The act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been, or is about to be, committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act, and must be reported in a department’s annual report in accordance with Section 29.1.

The following is a summary of disclosures received by Manitoba Natural Resources and Northern Development for fiscal year 2022/23.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	0
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	0
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	0

## Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba’s public service. Employment equity groups include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba’s public service and in senior management.

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as at March 31, 2023</b>
Women	50%	36.0%
Indigenous Peoples	16%	24.8%
Visible Minorities	13%	2.2%
Persons with Disabilities	9%	3.9%

# Appendices

## Appendix A - Statutory Responsibilities

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to Acts. The department of Natural Resources and Northern Development operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

- The Conservation Agreements Act (C 173)
- The Conservation Officers Act (C 177)
- The Crown Lands Act (C 340) [except section 1 as it relates to agricultural Crown lands, and subsection 7(1) and section 7.1 as they relate to work permits on agricultural Crown lands, and section 7.1 to 7.6 and 7.7]
- The East Side Traditional Lands Planning and Special Protected Areas Act (E3)
- The Ecological Reserves Act (E 5)
- The Endangered Species and Ecosystems Act (E 111)
- The Fish and Wildlife Enhancement Fund Act (F 87)
- The Fisheries Act (F 90)
- The Fishermen's Assistance and Polluter's Liability Act (F 100)
- The Forest Act (F 150)
- The Forest Health Protection Act (F 151)
- The International Peace Garden Act (I 70)
- The Manitoba Natural Resources Transfer Act (N 30)
- The Natural Resources Agreement Act, 1938 (N 40)
- An Act to Ratify a Certain Agreement Between the Government of the Dominion of Canada and the Government of the Province of Manitoba (N 50)
- The Manitoba Natural Resources Transfer Act Amendment Act (N 60)
- The Manitoba Natural Resources Transfer Act Amendment Act, 1963 (N 70)
- The Provincial Parks Act (P 20)
- The Peatlands Stewardship Act (P 31)
- The Pimachiowin Aki World Heritage Fund Act (P 31)
- The Polar Bear Protection Act (P 94)
- The Resource Tourism Operators Act (R 119.5)
- The Upper Fort Garry Heritage Provincial Park Act (U 80)
- The Wildfires Act (W 128)
- The Wildlife Act (W 130) [except the portion of clause 89(e) that relates to compensation for damage to

crops caused by wildlife as it pertains to big game and migratory waterfowl]

- The Wild Rice Act (W 140)
- Manitoba Fishery Regulations, 1987 made under s. 43 of the Fisheries Act (Canada)

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

## Glossary

**ABCs** – Agencies, boards and commissions (ABCs) are entities established by the government to carry out a range of functions and services. ABCs include councils, authorities, advisory bodies, funding bodies, professional organizations and quasi-judicial tribunals.

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

**Appropriation** – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

**Authority** – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information.

**Balanced Scorecard** – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

**Baseline** - The starting data point for the performance measure.

**Borrowings** – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

**Cascading** – This is the process of developing aligned balanced scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

**Consolidation Impacts** – The adjustments needed to bring the revenue and expenditure of the Other Reporting Entity (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (ex: a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).



**Full-Time Equivalent (FTE)** – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (ex.: term, departmental, seasonal, contract) are measured in proportional equivalents, ex: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment (ex: 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.).

**Government Reporting Entity (GRE)** – Includes core government and Crown organizations, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

**Grants** – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

**Gross Domestic Product (GDP)** – Represents the total market value of all final goods and services produced in the Manitoba economy.

**Guarantees** – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

**Interfund Activity** – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

**Key Initiatives** – These are the specific programs, activities, projects, or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

**Measure** – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

**Mission Statement** – A mission statement defines the core purpose of the organization — why it exists, and reflects employees' motivations for engaging in the organization's work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. "Strengthen respect in our workplace" is an example of an objective.

**Other Reporting Entity (ORE)** – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

**Perspective** – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

**Special Operating Agencies (SOA)** – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

**Strategy Map** – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

**Target** – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

**Values** – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

**Virement** – Refers to a transfer of authority between operating expenditure appropriations within a department.

**Vision** – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.