

# Management Framework

*for Planning, Reporting and Accountability*



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# The Business of Environment Canada



**Environment Canada's mission is to help Canadians live and prosper in an environment that needs to be protected, respected and conserved.**

- *approximately 4200 employees,*
- *a half billion dollar budget,*
- *staff at work around the clock,*
- *located in 100 communities,*
- *working with thousands of partners,*
- *in every province and territory and around the globe.*

## **A clean environment is EC's business**

- *making more than 20 000 inspections and nearly 600 prosecutions for offenses against Canada's environment laws over five years,*
- *identifying and controlling the most dangerous chemicals among the 24 000 or so in use in Canada,*
- *providing expert scientific advice and environmental impact assessments in over 1000 significant spill incidents,*
- *implementing or supporting 350 environmental technology advancement projects in Canada and abroad.*



## **Weather and Environmental Prediction is EC's business**

- *issuing more than 500 000 public forecasts, 200 000 marine and sea state forecasts, 400 000 aviation forecasts, 14 000 warnings of severe weather and responding to 44 million requests for weather and environmental information.,*
- *helping Canadians adapt to their environment by providing scientific information affecting their health, safety and business.*

## **Our natural heritage is EC's business**

- *protecting over 400 species of internationally shared migratory birds and 11 million hectares of habitat,*
- *sustaining the 291 plant and animal species listed as endangered or at risk in Canada,*
- *supporting initiatives in almost 400 communities in two years.*



## **EC's science is the foundation of each of its businesses**



- *dedicating 81% of its budget and 60% of its workforce to science and technology related activities,*
- *operating 15 labs, taking and testing hundreds of thousands of lake level, stream flow, water quality and wildlife toxicology samples,*
- *developing measures and indicators of ecosystem health and new technology solutions for eco-efficiency,*
- *publishing over 350 scientific articles annually.*

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# Introduction

Environment Canada adopted its previous Business Line structure in 1995 following Program Review. With this fiscal year, the Department has now implemented all Program Review decisions and begins managing within its new, substantially reduced fiscal framework. The experience of managing under these constraints has revealed several shortcomings in the previous structure. These include uncertainties in accountability for results, difficulties in using the structure for making resource decisions, and a lack of ownership and identification with the Business Lines. Environment Canada's Management Framework is intended to address these issues through the following changes:

## *Focus on benefits to Canadians*

The previous structure included a Business Line that was devoted to strategies rather than to results, that is, on "how" results were to be achieved and not "what" these results should be. The activities included under the Greener Society Business Line are now integrated with the work of all four Business Lines. Building partnerships, communicating science and fostering capacity are essential strategies that every business line needs to consider in deciding how to achieve results.

## *Clearer senior management results accountabilities*

Accountability for Business Lines and for Key Results in the previous structure was unclear both internally and externally. Environment Canada has adjusted its Business Lines to align accountability for functional leadership of the Business Lines to organizational accountabilities. This will strengthen the executive team's ownership of the Business Line, its strategies and priorities. Also, accountability for each Business Line and Key Result is now assigned to a single manager.

## *Stronger linkages between resource decisions and program performance*

The previous structure was based on 11 Components and 47 Key Results. While this structure was useful in communicating the Department's performance to external audiences, its complexity led to internal inefficiencies and did not facilitate strategic management decisions. The

Department has simplified the results framework to more closely link resources to results, and to improve measurement of performance against these results. The financial information system is being adjusted accordingly to provide senior managers with the level of financial information they require for the strategic management of the Business Lines and to enhance the Department's capacity for modern comptrollership.

### *Continued improvement in measuring performance*

Performance measurement in Environment Canada has largely been based on the Department's actions rather than on the impacts of those actions and the benefits they bring to Canadians. The new structure improves Departmental performance measures and describes a strategy for integrating performance information into management decisions.



# Overview of The Department

## *Mandate*

Environment Canada's mandate (under the *Department of the Environment Act*) covers preservation and enhancement of the quality of the natural environment, renewable resources (including water, migratory birds and other non-domestic flora and fauna), meteorology, enforcement of the rules of the Canada-U.S. International Joint Commission, and coordination of federal environmental policies and programs.

While the Department's mandate has not changed since it was founded in 1971, the range and character of the issues and challenges it faces have evolved considerably.

## *Vision*

We want to see a Canada where people make responsible decisions about the environment; and where the environment is thereby sustained for the benefit of present and future generations.

## *Mission*

To make sustainable development a reality in Canada by helping Canadians live and prosper in an environment that needs to be respected, protected and conserved.

## *Strategic Priorities*

Sustainable development is a national goal, a policy of the Government of Canada, and the context in which Environment Canada interprets its mandate. The Department plays two distinct but complementary roles in advancing sustainable development. The first is a transitional leadership and advocacy role in integrating sustainable development into decision making processes throughout the federal government. The second is an abiding role of providing leadership in environmental sustainability.

In this continuing role, Environment Canada aims to further the following strategic priorities through all of its Business Lines:

- Provide leadership nationally and internationally on matters pertaining to the sustainability of the environment;
- Act on behalf of all Canadians to address environmental issues of national concern and to administer and enforce federal environmental laws and regulations;
- Deliver services to Canadians that enable them to adapt to their environment in ways which safeguard their health and safety and optimize economic efficiency;
- Build capacity throughout society to take decisions that lead to environmental sustainability, and cooperate with others having similar objectives.

In each of these priorities science is the foundation of Environment Canada's policies, programs and regulations, and is essential to achieving results.





# Organizing To Deliver Results

Few environmental issues today can be dealt with unilaterally, in a single-disciplinary fashion. Most require an approach that is multi-disciplinary and ecosystemic, that is, an approach which considers social and economic factors as well as the natural scientific dimensions of an issue. Furthermore, most environmental issues require the partnership and collaborative efforts of multiple jurisdictions and stakeholders.

In response to the increasingly complex nature of the public environmental agenda, Environment Canada has adopted a matrix approach to management. This matrix defines accountabilities for leadership on an organizational and functional basis. Using a matrix approach ensures that results are the focus of departmental planning and reporting, but also that these results are delivered in an integrated manner that respects regional differences. A more complete description of accountabilities within the Department is included in the Accountability Charter.

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**Environment Canada has adopted a matrix approach to management.**

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Environment Canada is divided organizationally into five headquarters Services, led by Assistant Deputy Ministers, and five Regions, led by Regional Directors General. The Departmental headquarters also includes the Human Resources Directorate and the Offices of the Minister and Deputy Minister. The organizational leads are accountable for the delivery of results as set out in Business Line plans and for management of their organizations. Environment Canada's regional offices have integrated the delivery of their programs across Service lines to enhance the ecosystemic approach to environmental challenges, and to provide a single window to the provinces, partners and citizens. The benefits of this approach are manifest in the growing importance and effectiveness of regional ecosystems initiatives and in many other less prominent, but still important, examples.

Functional management based on Business Lines cuts across this organizational structure to provide a focus on shared strategies and results. Business Lines are the forums for setting national direction, ensuring national coherence in program delivery, establishing clear accountabilities for results across organizations, and tracking and reporting on performance against Business Line and Departmental commitments. They also provide a shared strategic context for department-wide expenditure management.

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**Business Lines are the forums for setting national direction and ensuring national coherence in program delivery.**

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Business Line leads are accountable for providing functional leadership to the Business Line. The Accountable Positions identified in the Management Framework provide functional leadership at the level of Key Results on behalf of the Business Line lead. Functional leadership consists of building consensus and shared ownership among senior management colleagues on the directions, strategies and priorities of the Business Line, and in bringing solutions to the Deputy Minister (with strengths and weaknesses) when consensus cannot be reached.

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**Business Lines  
are the focus for  
strategic resource  
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Under the new Management Framework, Business Lines are the focus for strategic resource decision making and accountability for results. Greater emphasis is placed on annual priority setting and allocation of resources in the planning year to minimize the need for reallocations during the operating year. Business Line plans include the contribution each organization (Region or headquarters Service) will make to the achievement of departmental results. These Business Line plans constitute contracts between senior managers for achievement of the established targets and commitments. Following the operating year, organizations report to the Business Lines on their performance as input into the next planning cycle. As a system of one-pass planning, Business Line plans and performance reports form the basis for the Departmental Performance Reports, Business Plans, and Reports on Plans and Priorities.

The new structure also provides greater assurance that resources allocated to Business Lines will be used to achieve Business Line results. Business Line leads are now expected to provide strategic management of Business Line resources to ensure results are delivered as efficiently as possible. Business Lines also have greater responsibility to deal with resource pressures during the operating year. Prior to making reallocations between Business Lines, organizations are required to demonstrate the need for such changes, and evidence of internal actions in response to resource pressures, to the leads of the affected Business Lines. Multi-year adjustments to the reference levels for Business Lines will be considered periodically, but in a context where the pressures faced by all Business Lines and organizations can be examined jointly.

# Performance Measurement Strategy

**M**easuring performance is a key element of modern public management. It helps us determine the effectiveness and efficiency of selected strategies, assists in setting priorities, enables more effective demonstration of program impacts, and ultimately is intended to improve Departmental performance.

Some aspects of performance have always been measured. Inputs of monetary and human resources are generally tracked, and outputs such as reports produced or inspections carried out have also been counted. A major challenge in moving to results-based management is the development of measures of outcomes, that is, of the impacts of programs and services on the public and other clients.

## *Challenges for Performance Measurement*

**Changes in environmental conditions often take decades to become visible.** Most environmental issues progress through a cycle that extends 25 years or more. For example, acid rain was known to have significant effects in the 1970s, yet it was not until 1985 that agreements with the provinces could be reached on cutting emissions levels, and these reductions continue to be implemented now. The actions of Environment Canada and its partners have been successful in reducing emissions and some improvement in affected lakes has been seen, however, other areas continue to deteriorate and additional controls may yet be required. The length of this issue cycle poses difficulties for performance measurement. If an indicator of the health of aquatic ecosystems is used, it would have shown declines for many years despite effective action by the department. However, if measures of intermediate outcomes are used exclusively they may give insufficient evidence of the improvement to the environment.

**Attribution is difficult in the areas of environment and sustainable development because of the number of players that must be involved to successfully implement solutions.** In part this is because jurisdiction is shared across government and between levels of government. But many issues also require the cooperation of other countries, of Aboriginal people, of industry, of community groups and of individual Canadians. Environment Canada has an important role to play in bringing together these partners and ensuring they work together toward the ultimate objective. The challenge is how to attribute responsibility for success in cases where the benefits of joint action may

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**A major challenge is the development of measures of the impacts of programs and services on the public and other clients.**

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not have been realized without Environment Canada's intervention, and yet, the Department has certainly not achieved the result on its own.

**Harms avoided through changed behaviour and preventative action are difficult to demonstrate.** A large and increasing portion of Environment Canada's work is devoted to preventing various harms from occurring. This includes the provision of weather warnings, advice on pollution prevention and eco-efficiency, and the assessment of substances before they enter the marketplace. It is impossible to say with certainty what effects would have occurred had such preventive action not been taken. While the wisdom of prevention over remediation is obvious (we need only look to the cost of cleaning up a single contaminated site or spill), the benefits of action after the fact are easier to show.

**Good measures of the impacts of scientific and technological research are not yet available.** For most issues, a key strategy involves using Environment Canada's expertise to increase understanding of the nature of environmental problems, their causes, and the effects on health, property or the environment. This understanding is crucial in building support for regulatory or other control actions, for engaging domestic and international partners, and for selecting the most efficient and effective solutions. Many organizations that engage in scientific research are struggling with this problem of measuring the impacts of scientific research efforts.

**Many of the final outcomes that are anticipated with the achievement of sustainable development have not yet been clearly defined.** While the Government of Canada and other governments around the world have adopted the goal of sustainable development, there is a lack of clarity and consensus as to what the specific outcomes associated with sustainable development should be, and how progress toward this goal might be measured.

### *Our Strategy*

Environment Canada's performance measurement strategy is designed to provide meaningful information to Parliament and the public on progress toward Departmental objectives while recognizing the above constraints. Specifically, Environment Canada will:

**Continue to develop and report measures of the state of the environment, reduction of harm to human health and safety, and economic efficiency.** These represent the ultimate outcomes of

Environment Canada's activities — making sustainable development a reality. Our success as a department will inevitably rest on our ability to effect positive change in these areas. Since many of the Department's activities serve more than one result, outcome measures are needed to assess the combined effects of many program activities.

**Develop measures of intermediate outcomes that are more directly attributable to Departmental actions.** Ultimate outcomes for environmental issues are typically achieved over many years and through the actions of many players. Intermediate outcomes are effects of Environment Canada's programs that are considered necessary for achieving ultimate outcomes, but which may not themselves provide direct public benefit.

**Adjust measures of intermediate outcomes periodically as issues mature and strategies shift.** As environmental issues mature the strategies used by Environment Canada change. For example, more effort is placed on building public awareness during the middle phase of an issue, once the causes and effects are sufficiently understood, but controls are not yet in place. Once controls have been implemented and new practices have been integrated into routines, this activity will decrease. Performance measures should be appropriate to the stage of the issue and to the strategy that the Department has selected.

**Report measures of outputs where adequate outcome measures are not available.** Measures of outputs provide valuable performance information for internal management, such as for assessing program efficiency. However, output measures are not a replacement for measures of outcomes as they do not provide a basis for choosing among alternate strategies, or for determining whether programs are having the desired effects. Development of good measures of program outcomes is continuing, but in some cases, measures of outputs may need to be used where better measures are not yet available.

**Use indirect measures of the impacts of science.** Since much of Environment Canada's contribution is dependent on the quality of its scientific research and development, work is underway to develop measures of the impacts of this activity. Several types of indirect measures have been proposed, based on: the effectiveness of subsequent policies; the quality of services (for example, weather forecasting, whose accuracy depends on understanding how the atmosphere works); how well the public understands environmental issues; and the behavioural changes Canadians make in response to science.

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**The real value of performance measures lies in promoting a culture of continuous performance improvement.**

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**Emphasize the integration of performance measures into decision making.** Reporting performance measures externally is important, but their real value lies in promoting a culture of continuous performance improvement within the Department. To do this measures must become part of management decision making and be "owned" by program managers. The process of determining what constitutes valid measures of performance forces a degree of rigour in thinking about program activities that can inform priority setting and the focusing of effort.

**Supplement performance measures with rigorous qualitative assessments to provide a more complete picture of Departmental performance.** Not everything that is important can be measured, and not everything that can be measured is important. Well chosen examples can often convey a better impression of the impact of Departmental activities than any number of measures.

**Survey public, client and staff opinions of Departmental performance, especially in areas where provision of services is paramount.** A significant portion of Environment Canada's programs involve the provision of services to the public or clients (including other federal departments and agencies). One of the best ways to determine whether intended benefits are being achieved is to use opinion surveys and other forms of consultation with the public and clients. A similar approach may also be used for internal administration and other service activities that provide their services within the Department.

**Use program evaluations and special studies to clarify the relationship between Departmental actions and outcomes.** Performance measures are derived from an understanding of the logic of program operation, that is, the relations of causation and influence that connect Departmental actions to ultimate effects. For environmental issues these relations are often complex. Many factors, only a few of which are under the Department's control, affect the achievement of ultimate outcomes. Program evaluations and other studies help to identify these relations. They also provide a much more detailed picture of program performance than is possible through a small set of performance measures.

# Business Lines

'Making sustainable development a reality' at its heart means nurturing a capacity — at the kitchen table, the cash register, the boardroom and the Cabinet — to make decisions that integrate environmental with social and economic considerations in a balanced and responsible manner. In order to make responsible decisions about the environment Canadians need to understand the challenges and the actions required to:

- reduce the anthropogenic stressors (wastes and toxic substances) going into the environment (i.e. learning to respect the environment's capacity to absorb wastes from human activity);
- extract resources (e.g. water and wildlife) from the environment for human use in a manner which respects the limits of an ecosystem's capacity for self-renewal;
- adapt social and economic activity to the power, inherent variability, risks (of extreme weather and flooding) and possible future states of the global environment.

EC responds to these three needs of Canadians by undertaking and mounting programs in three broad lines of business:

- controlling and preventing pollution in order to secure for Canadians a ***Clean Environment***;
- conserving Canada's rich legacy of ***Nature***;
- and providing ***Weather and Environmental Predictions*** that enable Canadians to adapt to changing weather and related environmental influences and impacts.

EC's fourth Business Line, ***Management, Administration and Policy***, supports the delivery of its three principal Business Lines.

Business Lines are, by definition, groupings of departmental programs based on the results they are primarily intended to achieve. This approach assists in focusing effort on the highest priorities and in reporting progress in terms of real public and client benefits. Many activities, however, contribute to the achievement of more than one result, including results in other Business Lines. For this reason, there is inevitable imprecision in the costing of results. While additional results statements may be desirable from the perspective of clarity of reporting, the benefits are outweighed by the negative implications that this would have for effective and efficient management.

## *∞ Clean Environment*

Canadians are affected by pollutants from many sources and in many different forms. Thousands of Canadians die prematurely each year from air pollution. Toxic chemicals are accumulating in lakes, rivers, wildlife and the North. Greenhouse gas emissions threaten to alter the climate in ways that are difficult to predict. Experience has shown that the costs of cleaning up past contamination are much greater than preventing pollution in the first place.

The federal government has a clear responsibility to address these threats to the environment and human health. Once pollutants have entered the environment they cannot always be contained within geographic boundaries. Increasingly, much of the pollution pressure originates far beyond Canada's borders and thus requires international cooperation and the effective advancement of Canada's interests to find a solution. The private sector demands a level playing field of environmental controls, particularly for chemicals entering commerce for the first time.

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**The objective of the Clean Environment Business Line is to protect Canadians from domestic and global sources of pollution.**

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The objective of the Clean Environment business line is to protect Canadians from domestic and global sources of pollution. Emphasizing a preventive approach, this business line leads in the development of shared, long-term strategies to reduce human impacts on the atmosphere and air quality (including climate change, smog, and depletion of the stratospheric ozone layer) and to reduce the threat posed by toxic substances.

Specifically, Environment Canada's roles in achieving this objective are:

- identifying threats from pollutants, their sources and means of controlling them through the application of sound science;
- developing standards, guidelines and codes of practice to ensure adequate levels of protection of environmental quality;
- in collaboration with provinces, industry and non-governmental organizations, identifying and implementing appropriate strategies for preventing or reducing pollution;
- administering and enforcing regulations for pollution prevention and control within areas of federal jurisdiction;
- monitoring levels of contaminants in air, water, and soil;
- representing Canada's interests in the development of international agreements and accords to reduce pollution;
- providing advice and tools for preventing pollution and support to the development and deployment of green technologies.



<p>► <b>Business Line Outcome:</b></p>	<p><b>Protection from domestic and global sources of pollution.</b> Assistant Deputy Minister, Environmental Protection</p>
<p>► <b>Key Results to be achieved by the Clean Environment Business Line:</b></p>	<p><b>Adverse human impact on the atmosphere and on air quality is reduced.</b> Director General, Air Pollution Prevention</p> <p><b>The environmental and human health threats posed by toxic substances and other substances of concern are prevented or reduced.</b> Director General, Toxics Pollution Prevention</p>

## Performance Measures

**Result:** *Adverse human impact on the atmosphere and on air quality is reduced.*

- Emissions of sulphur dioxide
- Area receiving wet sulphate deposition in excess of critical load
- Air pollution related hospital admissions per 100,000 population in major centres in Canada
- Ambient levels of ground-level ozone and particulate matter.
- Atmospheric deposition of hazardous air pollutants (HAPs) into Canada's northern ecosystems
- Density of the Canadian ozone layer
- Emissions of greenhouse gases

**Result:** *The environmental and human health threats posed by toxic substances and other substances of concern are prevented or reduced.*

- Ambient levels of specific pollutants
- Domestic releases of toxic substances for which EC controls are in place (regulations or voluntary instruments)
- Pollutant levels in humans and other organisms
- Domestic production and disposal of hazardous wastes
- Measures of eco-efficiency and the use of cleaner production and cleaner technologies
- Measure of the adoption of environmental technologies and techniques
- Number of new substances, identified as toxic, for which controls have been implemented
- Number of reported spills of toxic substances
- Participation rate by industry sectors in sectoral agreements (Strategic Options Process)
- Measure of public awareness of ways to responsibly manage and to reduce usage of toxic substances
- Rate of compliance with EC pollution regulations (where the regulated community is known)

## ∞ *Nature*

Canadians depend on ecosystems for providing many valued resources and services, from producing the oxygen that sustains us to providing recreational enjoyment. Increasing population and consumption are placing greater demands on ecosystems. We are becoming more aware of the importance of maintaining biological diversity and how this diversity may be threatened.



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**The objective of the Nature Business Line is to conserve biological diversity in healthy ecosystems.**

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The federal government has a responsibility to protect ecosystems and biodiversity. Ecosystems and wildlife often cross international and provincial boundaries, and their protection and management requires cooperation of many players.

The objective of the Nature business line is to conserve biological diversity in healthy ecosystems. This Business Line leads in building shared sustainability strategies for Canada's wildlife and ecosystems. It contributes to scientific understanding of ecosystem functioning, develops partnerships to improve the health of nationally significant ecosystems, and discharges federal responsibilities for managing wildlife, water and wetland resources.

Specifically, Environment Canada's roles in achieving this objective are:

- developing scientific knowledge and tools needed to understand and respond to the effects of human activities on ecosystems;
- managing migratory birds and nationally significant migratory bird habitat;
- in collaboration with provinces and other partners, developing and implementing recovery plans for endangered species;
- providing leadership on the implementation of the Convention on Biological Diversity;
- in partnership with others, applying an integrated approach to conserving and restoring significant ecosystems, and providing tools to build local capacity to continue this work;
- representing Canada's interests in international arenas dealing with wildlife, ecosystem health and biodiversity;

- providing federal leadership in conserving and protecting Canada's water resources.

<p>► <b>Business Line Outcome:</b></p>	<p><b>Conservation of biodiversity in healthy ecosystems.</b> Assistant Deputy Minister, Environmental Conservation</p>
<p>► <b>Key Results to be achieved by the Nature Business Line:</b></p>	<p><b>Biological diversity is conserved.</b> Director General, Canadian Wildlife Service</p> <p><b>Human impacts on the health of ecosystems are understood and reduced.</b> Director General, Ecosystem Science</p> <p><b>Priority ecosystems are conserved and restored.</b> Director General, Ecosystems and Environmental Resources</p>

## Performance Measures

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### **Result: Biological diversity is conserved**

- Percentage of threatened and endangered species of migratory birds with stable or increasing populations.
- Population levels of targeted migratory bird species and other wildlife under federal jurisdiction.
- Area of wildlife habitat conserved under direct EC protection and through Departmental partnerships and influence.
- Measure of the standard of biodiversity conservation.

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### **Result: Human impacts on the health of ecosystems are understood and reduced**

- Involvement of users and clients in setting research priorities and plans and in the development of research projects.
- Measure of the impact of science in policies, programs and on clients.

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### **Result: Priority ecosystems are conserved and restored**

- Percentage of beneficial uses restored within Great Lakes Areas of Concern
  - Area of wetlands secured or rehabilitated under the Great Lakes 2000 program
  - Emissions of Tier 1 substances within the Great Lakes Basin
  - Implementation status of recovery plans for species at risk within the St. Lawrence ecosystem
  - Number of exotic species introduced into the Great Lakes / St. Lawrence ecosystems
  - Area of wildlife habitat protected under the St. Lawrence Vision 2000 program
  - Measures of outcomes for other Ecosystems Initiatives
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## ☞ *Weather and Environmental Predictions*

Canadians are affected by environmental conditions on many time and space scales; from minutes to centuries and from cities to continents. On the shorter time scale are hazards such as tornadoes, air turbulence, aircraft icing, and volcanic eruptions. On the medium term are events such as smog, floods, winter storms and high water conditions. In the longer term, seasonal changes, climate change and variability act on Canadians, their built environment and their businesses.



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**The objective of the Weather and Environmental Predictions Business Line is to help Canadians adapt to their environment in way which safeguard their health and safety, optimize economic activity and enhance environmental quality.**

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The risks to health, safety, property and the environment from both naturally occurring and human-induced environmental hazards are changing. Property and economic losses due to environmental hazards have climbed dramatically in recent years. Canadians are increasingly vulnerable to weather and environmental conditions as our populations concentrate in urban areas, our infrastructure ages, and new technology creates complex and more fragile production, delivery and telecommunications systems. The challenge of the Weather and Environmental Predictions Business Line is to maintain or improve our ability to anticipate environmental hazards and events and thus to allow Canadians time to prevent or adapt to them more effectively.

The federal government has a responsibility to act for reasons of economy of scale and national sovereignty. Monitoring, understanding and predicting weather and other phenomena of the physical environment requires a substantial investment in infrastructure and skilled personnel, an investment most efficiently made at a national level. This also ensures that Canada maintains this scientific and prediction capacity domestically. Through this investment, Canada contributes to the global agenda and meets its international commitments.

The objective of the Weather and Environmental Predictions Business Line is to help Canadians adapt to their environment in ways which safeguard their health and safety, optimize economic activity and enhance environmental quality. Through this Business Line, Environment Canada provides meteorological and hydrological warnings and forecasts; develops information on weather, climate, air quality, ice and hydrology, and contributes to the understanding of the impacts of human activity on the atmospheric environment.

Specifically, Environment Canada's roles in achieving this objective are:

- monitoring the state of the atmosphere (weather, climate, air quality and ultraviolet radiation), hydrosphere (water) and cryosphere (ice and snow);
- providing information on the past, present and future states of the physical environment;
- issuing warnings of severe weather and environmental hazards;
- engaging in scientific research on the the causes of severe weather, the mechanisms which transport chemicals and weather through the atmosphere and around the world, and the impacts of human activity on the atmospheric environment;
- providing advice on adaptation to changing weather and climate.



<p>► <b><i>Business Line Outcome:</i></b></p>	<p><b><i>Adaptation to influences and impacts of atmospheric and related environmental conditions on human health and safety, economic prosperity and environmental quality.</i></b> Assistant Deputy Minister, Atmospheric Environment</p>
<p>► <b><i>Key Results to be achieved by Weather &amp; Environmental Predictions Business Line:</i></b></p>	<p><b><i>Reduced impact of weather and related hazards on health, safety and the economy.</i></b> Assistant Deputy Minister, Atmospheric Environment</p> <p><b><i>Adaptation to day-to-day and longer term changes in atmospheric, hydrological and ice conditions.</i></b> Assistant Deputy Minister, Atmospheric Environment</p>

## *Performance Measures*

Performance will be measured from two perspectives — the clients' and Environment Canada's. Internally, we will use widely accepted verification measures (skill scores, false alarm ratio, etc.) and studies of social and economic impacts. Externally, we will rely on surveys, client feedback mechanisms, client interviews and media response in assessing client satisfaction.

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***Result: Reduced impact of weather and related hazards on health, safety and the economy***

- Average time between issuance of summer severe weather warnings and marine warnings and event occurrence (warning lead times)
- Accuracy of summer severe weather warnings and marine warnings
- Client satisfaction with warning services (includes quality, utility, timeliness and accessibility)
- Client awareness of access to services
- Studies on the social and economic impacts of warnings
- Changes in public behaviour in response to warnings of severe weather and changes to the physical environment
- Number of complaints and awareness of complaint procedures

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***Result: Adaptation to day-to-day and longer term changes in atmospheric, hydrological and ice conditions***

- Accuracy of public, aviation and ice forecasts
  - Client satisfaction with forecast and information services (includes quality, utility, timeliness, and accessibility)
  - Client perception of the economic value of information and services provided
  - Studies on the economic value of existing and potential new services
  - Canadians' awareness of changes to their physical environment and the effects of these changes on their safety and business
  - Number of complaints and awareness of complaint procedures
  - Measure of Canada's influence in shaping international science programs and international policy.
  - Measure of the impact of science on policy development
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## *∞ Management, Administration and Policy*

Addressing complex and cross-cutting issues requires that the Department maintain a strong policy capacity. With a focus on sustainable development, this especially includes the ability to integrate social and economic considerations into decision making.

Fiscal restraint throughout government means that the Department must also deliver environmental results as efficiently and strategically as possible.



The objective of the Management, Administration and Policy business line is to provide strategic and effective departmental management to achieve environmental results. This Business Line provides support services to management, leadership and coordination of strategic policy, communications and partnerships, and efficient and innovative services in support of the other three Business Lines.

Specifically, this Business Line provides the following leadership and support functions:

- senior executive management complement;
- strategic policy advice;
- socio-economic analysis;
- coordination of international activities of the Department;
- leadership and coordination in fostering partnerships with industry, non-governmental organizations, Aboriginal peoples, provinces and other government departments;
- communications and public outreach services;
- support services to decision making and accountability, including planning and financial systems and services;
- information technology, records and information holdings;
- human resources;
- security and the management of assets and accommodations;
- environmental management systems.

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**The objective of the Management, Administration and Policy Business Line is to provide strategic and effective Departmental management to achieve environmental results.**

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<p>► <b>Business Line Outcome:</b></p>	<p><b>Strategic and effective departmental management to achieve environmental results.</b> Assistant Deputy Minister, Corporate Services</p>
<p>► <b>Key Results to be achieved by the Management, Administration and Policy Business Line:</b></p>	<p><b>Strategic and integrated policy priorities and plans.</b> Assistant Deputy Minister, Policy and Communications</p> <p><b>Efficient and innovative shared services.</b> Assistant Deputy Minister, Corporate Services</p>

## *Performance Measures*

### **Result: Strategic and integrated policy priorities and plans**

- Establishment of clear and effective policy priorities that are integrated with government-wide priorities.
- Level of citizen awareness of the impacts of their actions on the environment and of ways to reduce these impacts.
- Strengthened support of federal environmental policy priorities, and active engagement in implementation of these priorities, by key partners.
- Extent to which environmental objectives are considered in the development of economic policies, and economic impacts are considered in environmental policy decisions.
- Clear definition and advancement of Canada's environmental interests internationally.

### **Result: Efficient and innovative shared services**

- Financial transactions will be processed with prudence and probity in accordance with government financial authorities.
- Ability to meet client service standards.
- Client satisfaction as demonstrated through periodic surveys.
- The extent to which Departmental environmental policy is applied and integrated into internal operations.
- Space utilization measured by meter square rentable.
- Benchmarking studies of the cost of provision of office technology services.
- Degree to which the departmental vision, direction and values are communicated to and shared by employees as indicated by periodic surveys.
- Degree to which departmental employees are representative of and responsive to the Canadian Public that they serve as measured by statistical reviews and periodic surveys.
- Degree to which employees have the knowledge, skills, tools/technology and information required to be successful in their work as indicated by surveys and organizational reviews/studies.
- Investments in the development of employees to meet evolving and anticipated organizational needs as indicated by the percentage of salary budget spent on employee training and development.



# Appendix 1: Glossary of Terms for Planning, Reporting and Performance Measurement

<b>Accountability</b>	A relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed expectations.
<b>Activity</b>	A specific deed, task or action that contributes to the production of goods or provision of services. Activities are the primary link in the chain through which results are achieved.
<b>Indicator</b>	A statistic or parameter that, tracked over time, provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
<b>Outcome</b>	An actual effect, benefit or consequence that occurs due to the output of a program or activity (either short- or long-term). Outcomes may be divided into ultimate outcomes, which are the benefits that are inherently desirable, and intermediate outcomes, which are effects of programs or activities that are not desired for themselves, but are necessary steps in achieving ultimate outcomes.
<b>Output</b>	A direct product or service produced through program activities.
<b>Performance Measure</b>	An indicator that provides information on the extent to which results are being achieved.
<b>Reach</b>	The group or groups which are reached by program or service outputs. It is segmented into: primary clients; co-delivery agents / intermediaries / partners; other stakeholders.
<b>Resources</b>	Assets available to the manager to achieve the desired results. Resources come in many forms - from people to dollars, from equipment to physical space, from expertise to training.
<b>Result</b>	The end or purpose for which a program or activity is performed. Results include both outcomes and outputs.
<b>Target</b>	A time-bounded and measurable commitment toward achieving a result.

## Appendix 2: Environment Canada's Planning & Reporting Cycle

