

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.

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

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



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

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

Performance Measures

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.

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.

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.



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.

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

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

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.

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

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